

CRYSTAL PALACE NATIONAL SPORTS CENTRE STRUCTURAL COMMENTARY

SPORTS CENTRE

- limited information on structural condition
- concrete structures of this age can often continue to have a useful life, but note the implications of concrete carbonation, chloride attack, reinforcement corrosion etc (especially in a swimming pool environment) are likely to result in a requirement for remedial works and ongoing maintenance.

OPPORTUNITY

- insert mezzanine in double height space

25m POOL BUILDING

- no information on structural condition
- high risk of structural degradation due to pool environment, so any refurbishment and alterations to the pool may be extensive



BUILDING ENVELOPE

- limited information on structural condition
- no information on condition of roof trusses
- concrete mullions suffer from reinforcement corrosion, spalling etc
- likely to be significant works to roof and facades to extend life and upgrade performance

INTERNAL STRUCTURES

- no information on structural condition

SWIMMING POOL

- no information on structural condition
- high risk of structural degradation due to pool environment, so any refurbishment and alterations to the pool may be extensive
- any alterations to install moving boom, floating floor, level deck transfer channel etc, may require significant structural interventions

The numbering of the following commentary sections correlates with the numbering of the design studies in Section 6 of the report.

6.3 The main building

6.3.1 Level 00 – Study with 25m pool

Relocation of gym and fitness studios / dry diving

- The original use of the spaces was Practice Rooms and Cricket Practice nets, so it doesn’t seem unreasonable that these spaces could cater for this swap in use.

New spa facility

- The original use appears to be storage and changing rooms, so appropriate for spa use. Drainage and other building services will need to be incorporated.

6.3.2 Level 01 – Study with 25m pool

Mezzanine floor above gym

- Potentially new foundations will be required to support new columns and floor structure
- Floor structure will need to be stiff enough to cater for vibrations due to dynamic activities
- Works will need to be small scale due to limited access, utilising mini-piling, insitu concrete and lightweight steel elements.

Infill slab above dry diving

- Potentially new foundations required to support new columns and floor structure
- Works will need to be small scale due to limited access, utilising mini-piling, insitu concrete and lightweight steel elements.

6.3.3 Level 02

Gymnastics space

- Whilst we understand this space has been used previously for gymnastics, it may require review to confirm floor has sufficient stiffness to accommodate dynamic activities, although this appears to have been proven through historic use.

6.3.4 Level 03

Crystal Suite

- For conversion into a flexible event space, we don’t yet have any information on the structural form of the Crystal Suite floor or its load capacity. Hence the capacity may be limited by structural loadings, to be established in the next stage of the design.

6.3.5 Dividing Screen

The screen will need to be lightweight to limit load on the existing structure, within existing capacities.

During the next stage of work, structural design studies will be required to determine the structural form and load paths onto the existing structure. This will include work to confirm that, where loaded, the existing structure has the capacity to support the screen and if necessary the design of additional structure/foundations to support it.

The proposed location is on a structural column line – in front of the V columns supporting the roof. It is likely to be a largely independent structure rather than being fixed to the V columns.

6.3.6 Study with movable floor and boom in 50m pool

Incorporation of a movable floor, boom and new tank will require significant alterations to the existing reinforced concrete structure. Investigations will be needed in the next stage to establish the condition of the existing structure and determine any remedial measures required. Demolition and rebuilding of one end of the main pool would be required in order to incorporate the moving boom, and demolition of the teaching pool. Alterations to and additions of pool filtration and drainage pipework, cabling for moving elements etc will be needed. If a level deck pool is required, a new overflow channel may need to be built. This is not an

exhaustive list of the alterations and interventions required.

6.3.7 Level 00 – Study without 25m pool

For the demolition of the existing 25m pool building, details of the structure and its condition will need to be established in the next stage to determine demolition risks.

6.3.8 Level 01 – Study without 25m pool

For the demolition of the existing 25m pool building, details of the structure and its condition will need to be established in the next stage to determine demolition risks.



Above
Indicative illustration of the diving screen location

6.4 The Hub

6.4.1 Study with indoor 5-a-side football (Lodge retained)

Little information is available on the hub buildings, but some parts of it are known to be in poor condition.

The refurbishment of these buildings is likely to be extensive and structural remedials and alterations will no doubt be required.

Loading capacity of existing structures will need to be checked.

6.4.2 Study with education, conference and lodging (Lodge demolished)

This version of the hub scheme requires new building structures to be built.

6.4.3 Study with workspace, education and conference (Lodge demolished)

This version of the hub scheme requires new building structures to be built.

6.5 The Lodge

6.5.1 Study with tower retained

- Re-build one section of tower
- Assumptions on the existing structure have been made based on very limited information that is available for this building. Rebuilding one of the hexagon floor slabs on each level to provide level access is a fairly major intervention, but likely to be feasible. Temporary propping will be required to ensure structural integrity during the works. The new slabs will need to be tied into the existing ones.
 - The installation of new lifts in the tower may require structural alterations to foundations, lift pits and lift shafts.

Lower floor level of conference room

- It's not clear if there was a practical/structural reason why this room was built at a different level to the Paxton Suite. The exterior levels, level of foundations, footing level of walls and length of columns are unknown. Reducing the floor level to create level free access could require underpinning of foundations, construction of small retaining walls, lengthening of walls and columns, installation of waterproofing etc.

Entrance extension

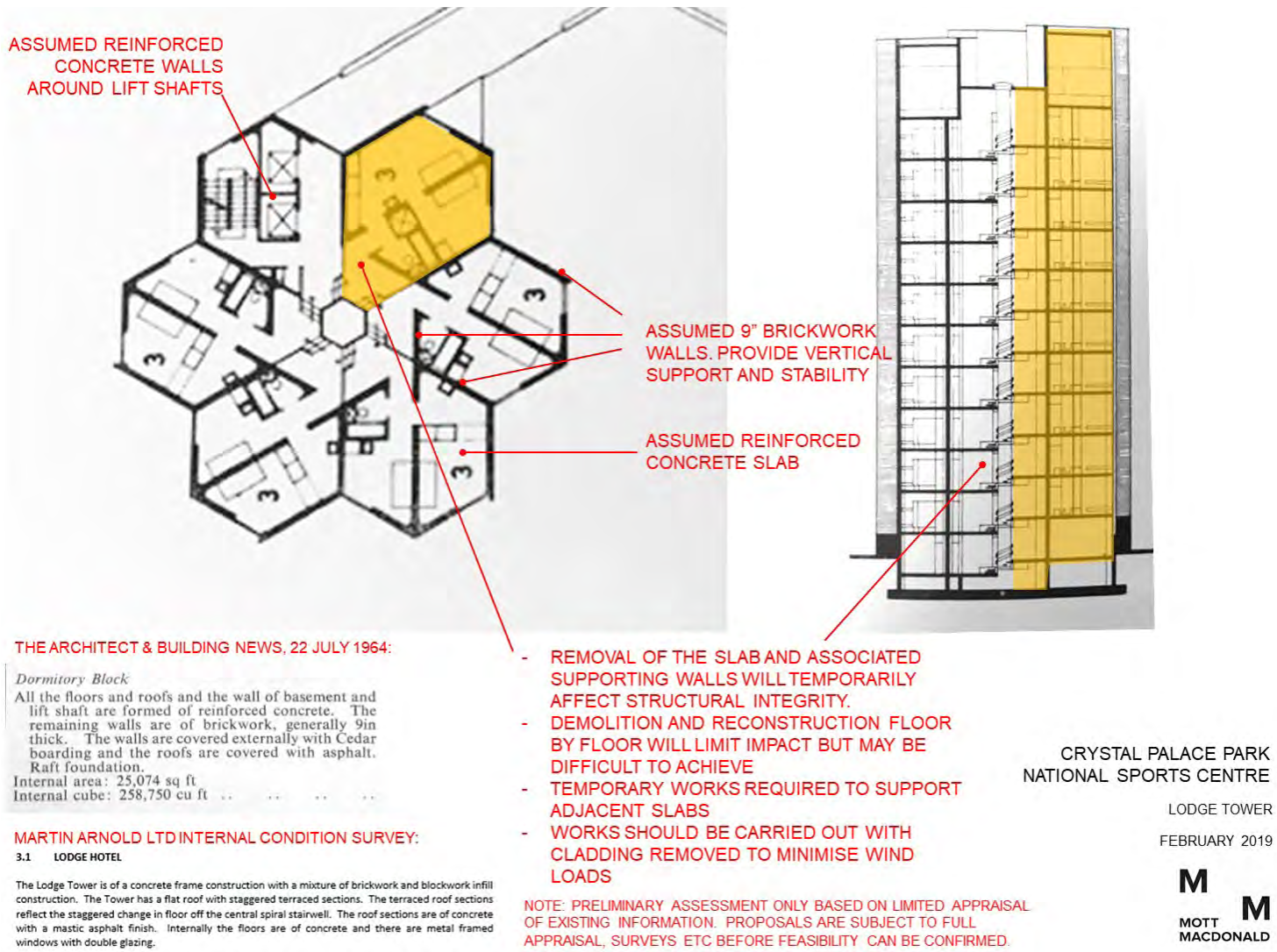
- Construction of a new structural level and roof should be relatively straightforward. New foundations will be required as well as alterations to the existing structure.

New lift

- A new lift is proposed, this will require local structural trimming/strengthening, the addition of new foundations/ lift pit, new wall and over-run structures and works to incorporate a lift motor room etc.

6.5.2 Study with new hostel

In this version the existing tower structure is demolished; further structural studies will be required in the next stage to establish demolition risks. The new building structure is low rise and would not appear to be particularly complex in its structural form.



6.6 Athletics

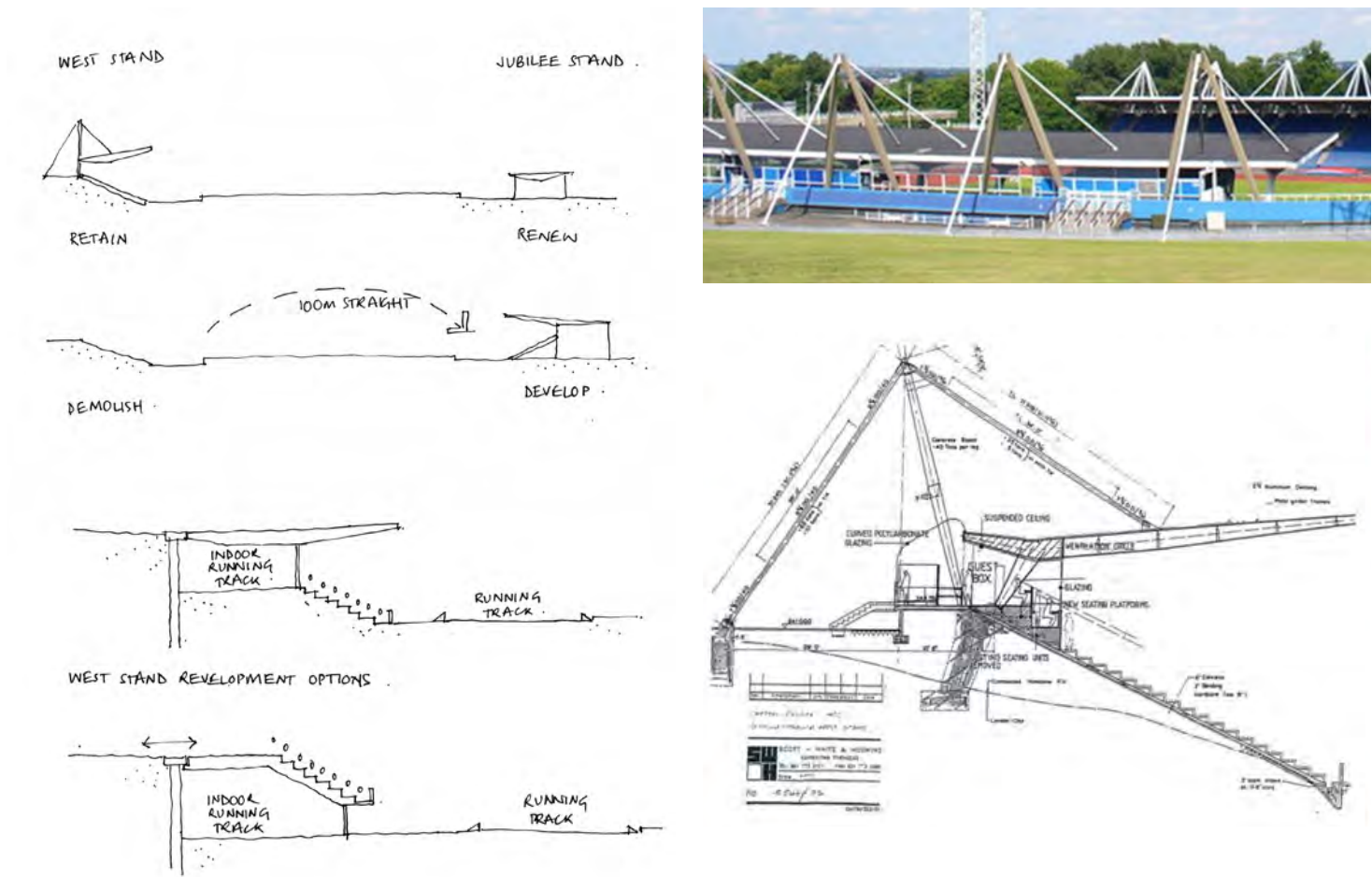
In conjunction with the architectural studies, a number of structural solutions were considered, including: demolishing the West Stand and build a new facility along the west side (requiring excavation into the embankment along this side); retaining and altering the Jubilee Stand, demolishing the West Stand; demolishing both stands and rebuilding along the eastern edge; retaining the West Stand, demolishing the Jubilee Stand and rebuilding a new facility to east.

Consideration of heritage, cost, landscape and opportunities for facility improvements as set out in other parts of this report has highlighted the value of the retention of the West Stand.

The survey report for the stadium indicates that any concerns about the Jubilee Stand are fairly cosmetic, and hence this study explored retention options, however for the reasons explained above it is to be demolished to make way for a new indoor athletics facility more in keeping with the landscape.

The final study option retains the roofed section of the West Stand, which appears from the survey reports to be in better condition than the unroofed sections. The survey report on the stadium indicates that some parts of the building are in poor condition and will need extensive refurbishment and remedial work. Structural studies will be required on the Jubilee Stand to establish demolition risks.

Replacing existing ground bearing stands with grass banks will require demolition and possibly some earth stabilisation. There are many ways in which this can be achieved.



Above
Initial structural sketches exploring options for stadium redevelopment

Middle top
Photograph of existing West stand

Middle bottom
Structural drawing of West stand

Far right
Image showing precedent of stadium structure with grass terraces.

6.7 Raised walkway

As a 50 year old external concrete structure the walkway will undoubtedly require work to extend its useful life. Structural studies will be required to establish its condition and the extent of remedial works required.

Proposed alterations to the structure will need to ensure that load paths and stability are maintained. Strengthening may be required in places.

6.8 Outdoor pitches

Rearrangement of the outdoor pitches will require assessment of existing subgrades and drainage and replacement/remedials where needed. The new optional hockey pitch between the lodge and the sports centre is currently grassed and will require a new subgrade, drainage etc.

6.8.9 Climbing & bouldering

New climbing facility

- This new space is beneath the existing walkway
- It will require new foundations, framing and walling to support climbing wall structures.
- Works will need to be small scale due to limited access, utilising mini-piling, insitu concrete and lightweight steel elements.

Next Steps

It is recommended that in the next stage of work, the following tasks are undertaken:

- Full structural surveys of all existing buildings/assets
- Investigations and testing of existing structures to establish quality and condition.
- Opening up works where required to allow investigations.
- Geotechnical investigations, desktop and site.
- Drainage surveys including CCTV.
- Structural studies to establish existing structural layouts, element sizes, load capacities etc.
- Preliminary coordination of structural solutions with architectural and building services proposals.
- Structural reports on works required to existing structures to incorporate proposals, including repairs and remedials.
- Establish project risk register.

9 **Building services commentary**

Mott MacDonald
Building Services engineering

Introduction

The assessment of the building services implications of the proposed options has been undertaken on a high level overview basis at this time.

This is a building services commentary on the study recommendations presented in this report. The numbering in this section correlates with the numbering in Section 6 of the report.

A brief site visit was undertaken and a limited visual inspection carried out along with a brief disucssion with the current operations staff. Very few existing records of the installations have been provided, generally because it is understood that none exist. We have not had sight of any detailed planned maintenance reports or ongoing/planned replacement programmes.

We have been provided with copies of previous survey and condition reports that cover very limited elements of the building services plant including;

- Condition Survey & 25 Year Maintenance Plan Dated 6 September 2017 produced by Martin Arnold and Energy Engineering.
- Existing Utilities Services drawings compiled by Arup 2007.
- CHP Plant drawings from Vital Energi, 2010
- Sports Centre Utilties Audit Reports 2016/2017
- Internal Condition Survey (Lodge) by Martin Arnold 2015.

The limited information and scope of the surveys and investigations undertaken in this study will inevitably compromise the detail and completeness of the advice given. Should additional information and certainty be required then additional surveys and information will be needed.

Existing Services

The original building was completed in 1964 and the layout has remained largely unchanged since that time. The mechanical and electrical plant and servicing philosophy still follows the same principles.

Many of the building services distribution systems were built into the structural design of the building using integrated builderswork ducts and tunnels to distribute air and pipework through the building and to the outlying Lodge and Stadium/Hub buildings.

Since completion of the original building the 25m pool has been constructed in front of the main building, this facility draws its services for heating and power from the main building plant.

The Jubilee Stand to the east of the athletics track has also been added and it too draws heating from the main building and power from the site infrastructure.

The key plant areas are shown on the drawings below. The bulk of the services spaces are at the lowest levels of the building. Fresh air is drawn into the building through a main intake duct to the south of the building, the air is distributed through builderswork ducts to a main ventilation plantroom at level 1 where the systems are split into dry side and wet side ventilation. Air handling units are the original brick built enclosures with what appear to be original fans and filters. It appears that heat reclaim coils may have been installed at some point.

Air is then distributed through the lower level to rise in ducts built into structural columns to high level where it is delivered through nozzle diffusers into the space.

Return air is drawn back to the plantroom through low level ducts through the seating in the pool area and behind the movable seating in the sports hall.

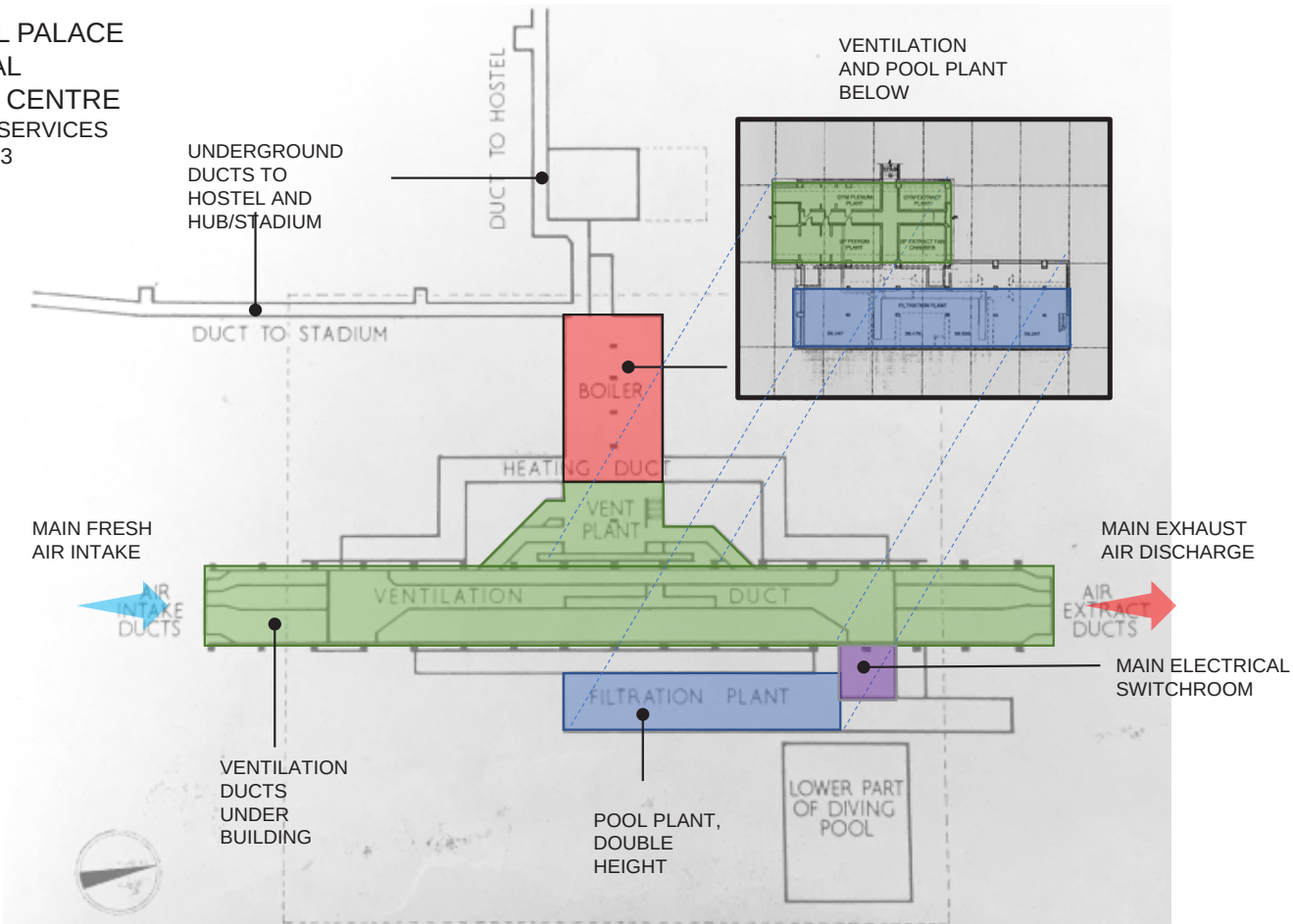
The original oil fired boilers have been replaced with gas boilers and a CHP system which we believe was installed in around 2010. We are told that the CHP is very efficient and high quality which is to be expected given the high heat load required. The CHP is managed and maintained by Vital Energi.

The boilerhouse houses a second gas boiler to supplement the CHP together with the various pump sets which distribute the heating through the various buildings including the 25m pool building. The Lodge, Stadium/Hub and Jubilee Stand are served via pipework installed in underground tunnels across the site.

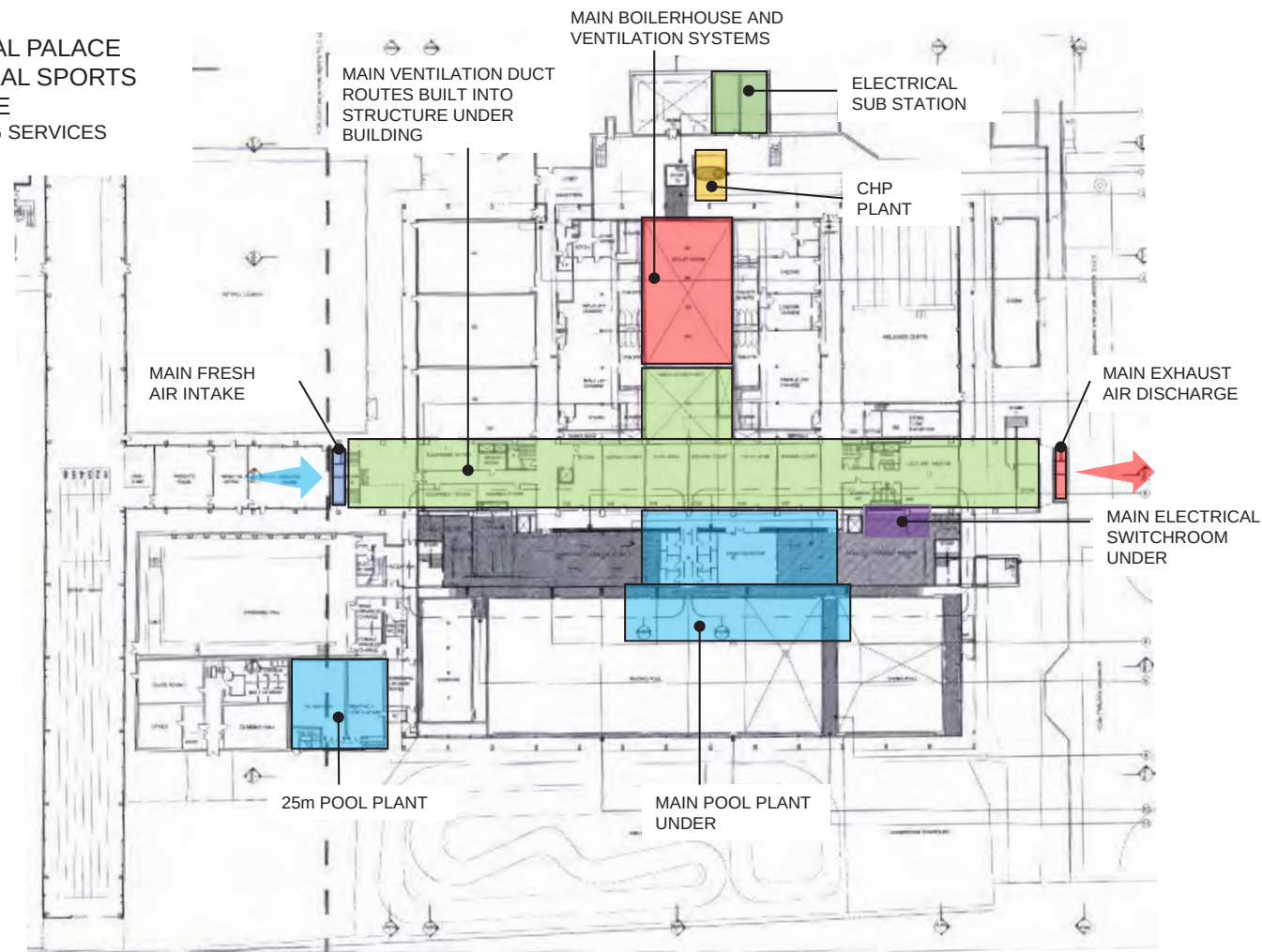
We understand that the main water supply to the sports centre comes from tanks located on the top of the Lodge building with pipework running through the tunnels between the buildings.

There is an electrical substation located next to the CHP plant on the west side of the building, this provides power to the whole building via a switchroom located at level 3. There is also a substation adjacent to the athletics stadium between the stadium and the Hub building.

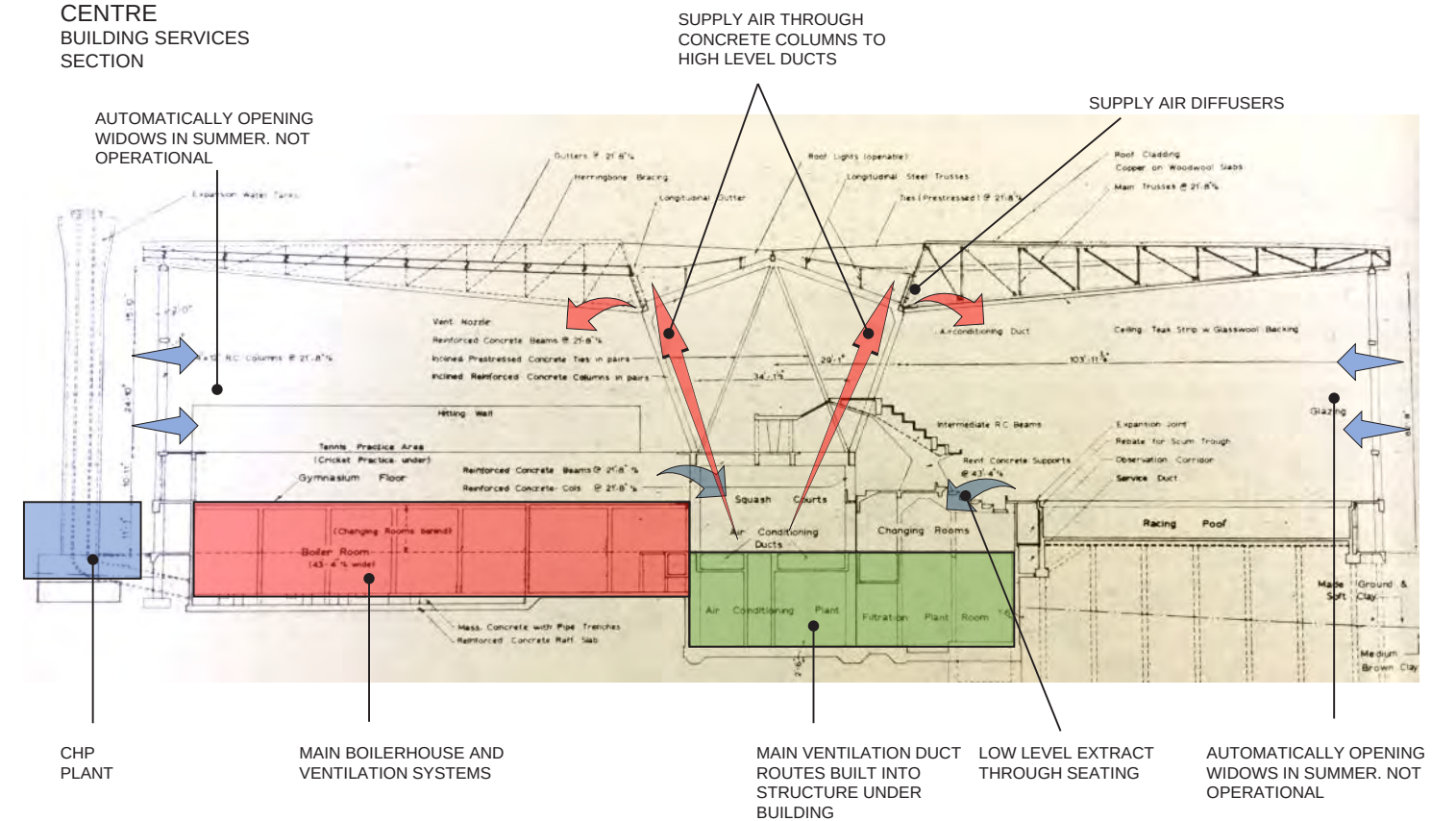
CRYSTAL PALACE NATIONAL SPORTS CENTRE BUILDING SERVICES LEVEL 1 & 3



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SECTION



Condition and quality

In order to properly evaluate the condition and quality of the various installations additional detailed surveys will be required. There is limited information provided for most assets and none in many cases.

We understand that most of the heating pipework, pumps and controls in the main building were replaced in around 2009. It is not known what the scope and content of these works were so it is not possible to comment on services across the site however if such a project was undertaken then the system should be in a reasonable condition to continue operating for another 10-15 years with regular maintenance.

We believe that the CHP was probably installed as part of the same project, or at around the same time.

It is understood that the pool plant is subject to an ongoing replacement plan. We are not aware of the detail of this but we believe it may be to replace pipework and valves on the main sports centre system. To provide a long term service the main pool filtration and treatment plant has also been identified as needing replacement.

The 25m pool plant requires complete replacement.

The electrical systems and wiring have not been surveyed although it is understood that the condition is reasonable in the sports centre. However any significant works to the building will necessitate replacement and rearrangement of the systems.

The internal lighting has been identified as an opportunity for energy saving and as needing to be replaced in general.

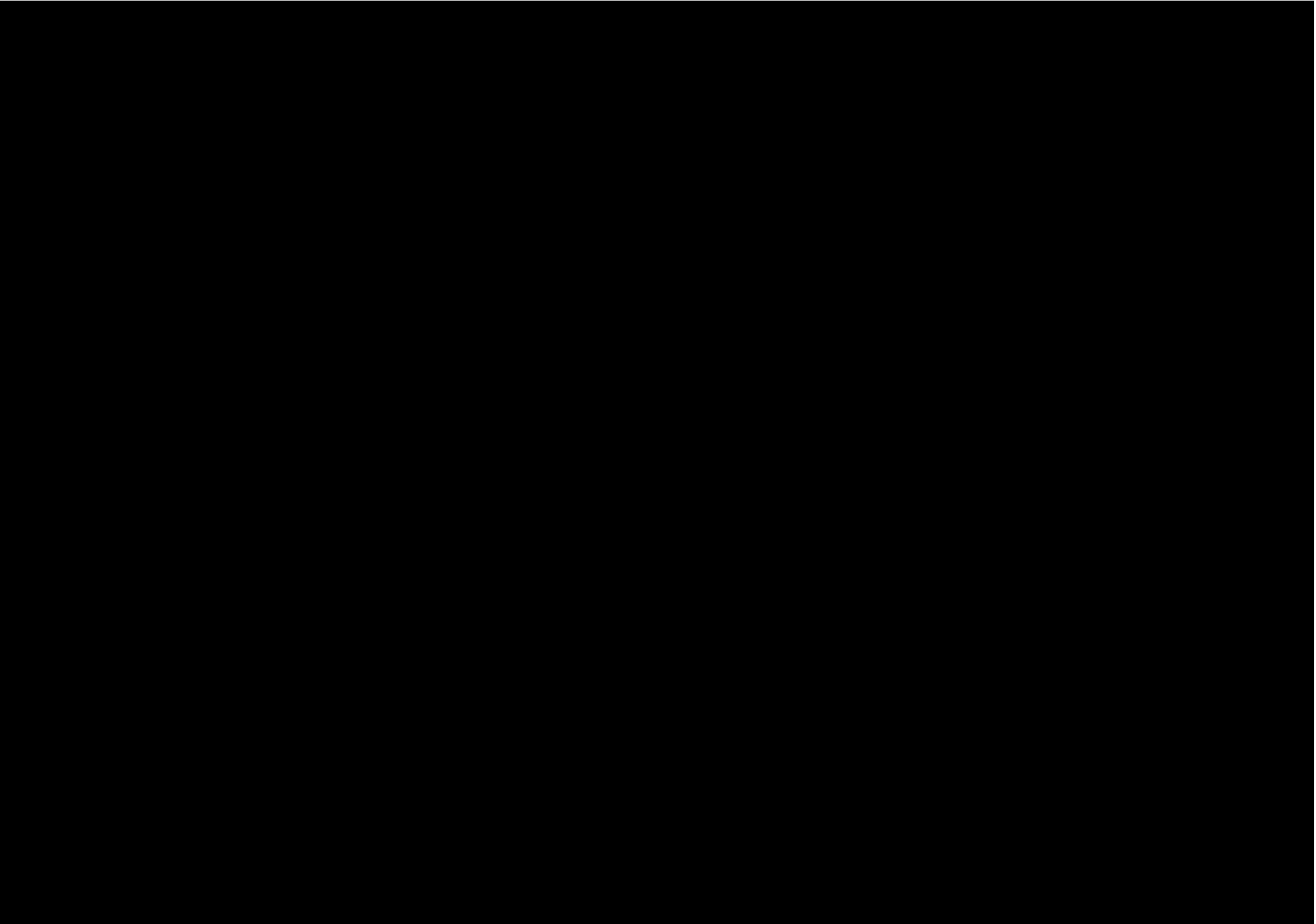
The Lodge has been identified as requiring a replacement of major elements of the building services systems.

It is understood that there are issues with the existing drainage systems in the building resulting in leaks and pipe failures. The pipework is difficult to access as it is built into the building structure and as such is difficult to maintain and repair.

Utilities

Existing site infrastructure, taken from the information available, is shown on the sketch below. This shows the key incoming positions for electricity, water and gas and main distribution routes around the site.

Available capacities and condition of the infrastructure is unknown.



9 Building services commentary

Historic information has been provided on the cost of utilities supplies generally over 2016-2017.

The following graphs indicate the amounts paid on a quarterly basis. It can be seen that there is a seasonal consistency to the energy used. It is also noticable that there has been little or no energy reduction over time.

There is no indication of how the electricity generated by the CHP is used, we assume that it is utilised on site and serves to offset the amount paid for electricity.

The following pages outline the building services considerations relating to the design studies presented in section 6. The numbering corresponds to the design studies.

6.3 The main building

6.3.1 Level 00 – Study with 25m pool

Relocation of gym and fitness studios / dry diving.

- Both areas will require a new services installation with new lighting, power and heating/ventilation. The gym has been provided with a self contained cooling system in its current location; a new cooling system would be required in the new location.
- Addition of localised mechanical cooling systems would prove to be a challenge in providing a location for external heat rejection plant without affecting the building envelope and possible issues with planning and listing restrictions. The original building was designed without any mechanical cooling and its addition could have knock on effects on the performance of the building envelope. Incorporation of associated pipework and supply units would also need to be carefully considered.

New spa facility.

- The original use appears to be storage, first aid and changing rooms, so appropriate for spa use, assuming that no level access pool / jacuzzi type facilities are envisaged. Drainage and other building services will need to be incorporated, possibly including the addition of mechanical cooling to this internal space.

New climbing facility.

- This new space is beneath the existing walkway.
- It will require new building services fit out to provide the appropriate environment.

Refurbishment of all retained facilities and works to building envelope.

- Replacement of electrical systems, new LED lighting and new power supplies together with main distribution. The

- main switchgear may be suitable for re-use subject to a detailed survey.
- Modification to fire alarm systems as required.
- We assume that the openable windows in the facades will be repaired and made operational again. These would need to be integrated into the ventilation strategy and provided with new controls and actuation systems.
- A new ventilation strategy and associated control system would need to be developed to gain maximum benefit from the natural ventilation available especially taking into account the proposed separation of dry and wet spaces in the building.
- Replacement or refurbishment of the glazing would need to be considered together with thermal efficiency and control of solar gain and glare.
- The original mechanical system’s design philosophy was a mixed mode, forced/natural ventilation system with no mechanical cooling, it is generally assumed that any refurbishment will maintain the original concept. Ventilation plant and controls will need to be largely replaced with new supply louvres and ductwork to new areas.

6.3.2 Level 01 – Study with 25m pool

Mezzanine floor above gym.

- New building services systems required to new spaces.
- Consideration of new cooling to spaces, see previous comments on the introduction of mechanical cooling.

6.3.3 Level 02

Reconfigure lobby and refurbish café.

- New building services throughout, address any new entrance space to avoid cold draughts.
- Possible requirement for cooking/kitchen ventilation, depending upon the proposed café operation. Locating kitchen ventilation would be challenging within the building envelope.

6.3.4 Level 03

Refurbished pool seating.

- Maintain return air route through lowest level seating; this is used as a plenum for the return air to the ventilation plant.

Convert Crystal Suite to flexible space.

- New occupancy levels will possibly require additional fresh air ventilation and a potential requirement for mechanical cooling, see previous comments on new cooling systems.

9 Building services commentary

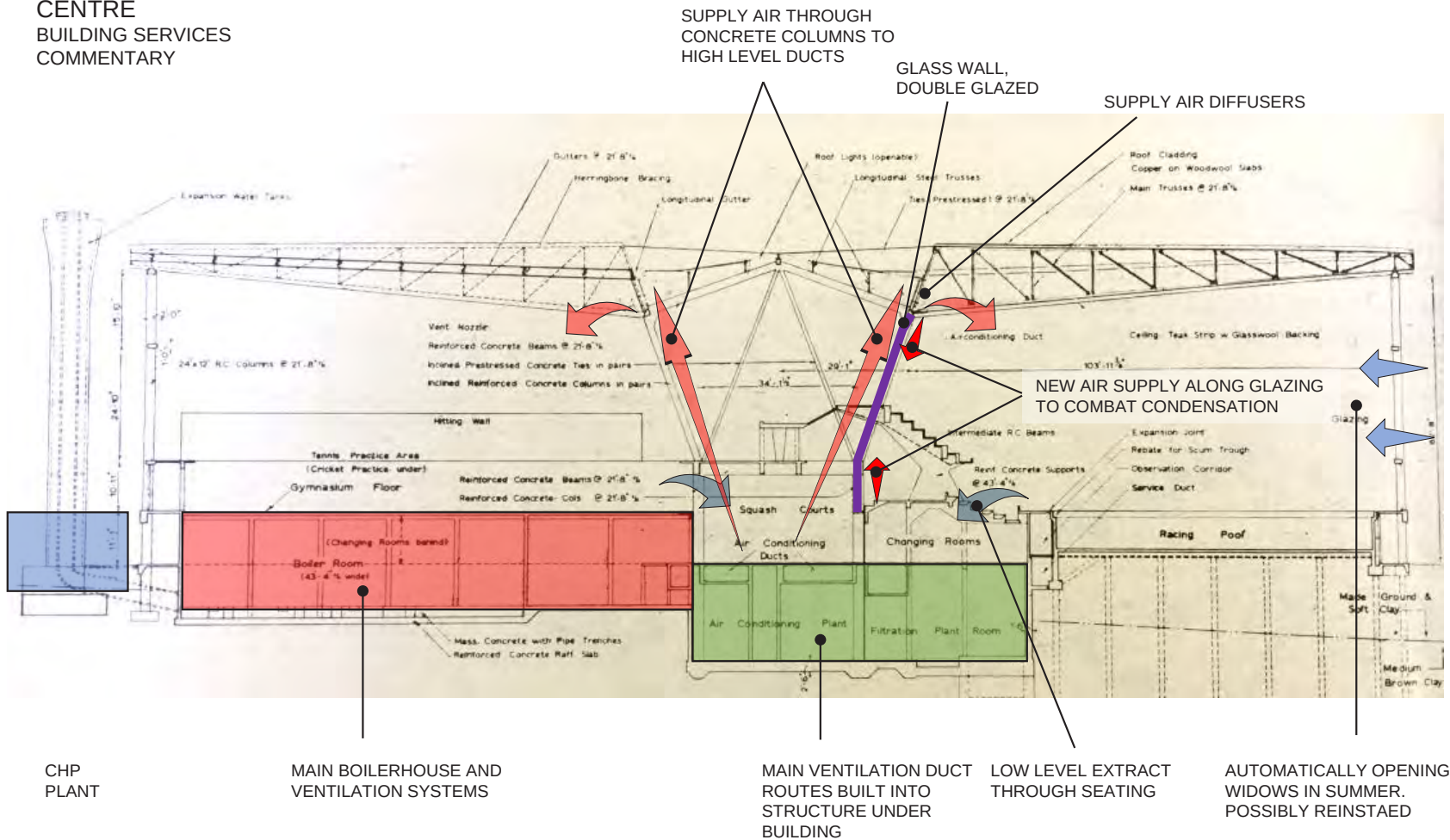
6.3.5 Dividing screen

Installation of a lightweight screen between the wet and dry spaces.

- Installation of a screen between the two spaces provides opportunities to implement energy saving measures and to provide a more controllable and suitable environment in both sides of the space by implementing completely different control strategies and also reducing the odours from the pool in the dry side.
- Replace heating and ventilation systems to wet and dry sides.
- Replace wet and dry side AHU fans with new fans, coils and filters, fans with variable speed control.
- Introduce night set back to pool air temperatures, reduces air volumes and pump energy.
- Replace pool and dry side heating pumps with new pumps with variable speed control. Note – this may not be required as the pumps have been replaced over time and already have inverter control.
- Introduce run around coils between extract and supply AHUs for heat reclaim. We have no records of these existing but from our visual survey it appears they may have been installed - there were some pipes visible that might be a run around system, to be confirmed eith further surveys at the next stage. This assumes that there is no way to introduce an air recirculation solution, which we do not think is possible.
- Reduce temperature set points of dry side heating.
- The choice of material and detailing of the sealing of the screen will need to consider potential for condensation forming. The material should be non-hygroscopic.
- Doors would need to be introduced between the spaces.
- Integration of the new controls with the openable windows needs to be carried out.



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6.3.6 Study with movable floor and boom in 50m pool

Incorporation of a movable floor, boom and new tank will require significant alterations to the existing pool plant and systems.

Introduction of a level deck

- A complete new pool filtration and treatment system would be required together with new pumps. Re-use of pipework could be considered as we understand that this has recently been replaced however it may not be suitable for the new configuration.
- A level deck installation would require the installation of balancing tanks and a replacement of the drainage system.
- Extension of the pool and alteration of the capacity would need to be considered together with the heating system and water volume, treatment and filtration.
- Rapid heating for the pool with the variable depth, would require huge increase in heating capacity and energy use, also cooling the water by introduction of mains cold water would increase water use and chemical use. Any attempt to rapidly change temperature would be dependent on removing existing wall and floor tiles and replacing with plain concrete/stainless panels to avoid thermal issues with the structure
- The variation of depth associated with the different uses of the pools would require a change in temperature of the pool water. It is not recommended to increase water temperatures by >0.5°C/hour to avoid thermal issues with the tank structure, with a new concrete pool on initial heat up from cold the recommended heat up rate is 0.25°C/hr. The heat load required to heat a pool of this size at 0.5°C/hour would be in the region of 1.5MW/hr which is a significant load.
- The possible use of “spare” heat load from the removal of the 25m pool has been considered however initial considerations suggest that to achieve a 3-4°C change could take up to 13 hours.

6.3.7 Level 00 – Study without 25m pool

Removal of the 25m pool will reduce the load on the heating systems and will reduce the overall volume of water being treated with both heat and chemicals. A new pool plant system

will be sized to suit the new pool configuration.

6.3.8 Level 01 – Study without 25m pool

Removal of the 25m pool will reduce the load on the heating systems and will reduce the overall volume of water being treated with both heat and chemicals. A new pool plant system will be sized to suit the new pool configuration.

6.4 The Hub

6.4.1 Study with indoor 5-a-side football (Lodge retained)

Maintaining the existing structure adjacent to the stadium is important as this houses an existing UKPN substation which would be costly to relocate. Cable routes and equipment access is unknown so further investigation is needed to establish the key areas to retain.

New bar and clubrooms

- Complete replacement of all building services systems.
- Maintain supplies from the main building infrastructure where possible and where appropriate.

Refurbish 5-a-side

- Unheated and naturally ventilated.
- New LED lighting

6.4.2 Study with education, conference and lodging (Lodge demolished)

Maintaining the existing structure adjacent to the stadium is important as this houses an existing UKPN substation which would be costly to relocate. Cable routes and equipment access is unknown so further investigation is needed to establish the key areas to retain.

New bar and clubrooms

- Complete replacement of all building services systems.
- Maintain supplies from the main building infrastructure where possible and where appropriate.

New accommodation

- New building services systems throughout.

6.4.3 Study with workspace, education and conference (Lodge demolished)

Maintaining the existing structure adjacent to the stadium is important as this houses an existing UKPN substation which would be costly to relocate. Cable routes and equipment access is unknown so further investigation is needed to establish the key areas to retain.

New bar and clubrooms

- Complete replacement of all building services systems.
- Maintain supplies from the main building infrastructure where possible and where appropriate.

New accommodation

- New building services systems throughout.

6.5 The Lodge

6.5.1 Study with tower retained

Re-model and refurbish the tower, re-build one section.

- Complete replacement of all building services in the tower.
- Installation of new lift could require a new lift shaft to accommodate the firefighting lift, new lobbies, ventilation and possibly dry risers.
- Existing water tanks on roof to be considered for removal with replacement systems to be investigated in the sports centre building.

General refurbishment of conference centre.

- Complete replacement of all building services.

6.5.2 Study with new hostel

Demolition of the tower and replacement with a new hostel will again require complete new building services systems. Consideration of water tanks and potential replacement will also be necessary.

General refurbishment of conference centre.

- Complete replacement of all building services.

6.6 Athletics

The stadium west stand is relatively lightly serviced however the works envisaged will require new services throughout including lighting and possible PA systems.

The existing floodlights would be replaced with new LED fittings on lower columns. The level of lighting required would be decided at a future point and will depend upon the level and type of sports envisaged.

The replacement of the Jubilee stand with a new indoor track will require new services which will probably be run from the main building if possible. The building will be lightly serviced so a self contained option should also be considered.

6.7 Raised walkway

Removal of the indoor space below the walkway will require the removal of services, any works to the walkway would need to consider utilities routes that might run along that part of the site.

6.8 Outdoor pitches

Outdoor pitches will generally be provided with new LED floodlighting controlled on a pitch by pitch basis.

Routes for existing infrastructure services around the site would need to be considered with the establishment of new pitches.

Next steps

It is recommended that in the next stage of work, the following tasks are undertaken:

- Full building services surveys of all existing buildings/assets.
- Investigation and testing of relevant services to establish quality and condition.
- Opening up works where required to allow investigations.
- Drainage surveys including CCTV.
- Investigation of utilities to establish capacities and routes.
- Preliminary coordination of building services solutions with architectural and structural proposals.
- Building services reports on works required to existing services to incorporate proposals.
- Engagement with pool specialist for advice on plant and potential replacement works.
- Establish project risk register.

10 Transport & parking

Mott MacDonald
Transport consultant

Introduction

Transport considerations within this initial study particularly concentrate on parking given this is likely to be a key focus for the project to progress. Other modes, such as public transport, cycling and walking, will be considered further once greater clarity with regards to parking has been achieved. The site is well located in relation to public transport. It is surrounded by residential areas which will enable a number of users to cycle and walk.

The following has been undertaken to date:

- Review of parking standards
- Review of number of events over recent years
- Review of parking surveys undertaken by others in 2014 and 2016
- Analysis of available parking spaces and spaces likely to be required by NSC
- Recommendation as to the likely overall parking requirement for NSC in context of overall parking provision.

Parking Standards

The parking standards for Greather London Authority (GLA) and London Borough of Bromley (LBB) were reviewed. They are copied below.

Neither provide detailed guidance on how many spaces would have to be provided by a scheme like the NSC.

GLA Parking Standards state that for sports facilities, the parking requirement needs to be “determined according to the usage of the sports facility”.

LBB Parking Standards require a transport assessment to demonstrate the need and determine the number of parking required.

GLA Parking Standards

Table 6.2 Car Parking Standards

Table 6.2 Car parking standards

Designated Blue Badge parking bays recommended in BS 8300:2009			
Building Type	Provision from the outset		Future provision
	number of spaces* for each employee who is a disabled motorist	number of spaces* for visiting disabled motorists	number of enlarged standard spaces**
workplaces	one space	5% of the total capacity	a further 5% of the total capacity
shopping, recreation and leisure facilities	one space	6% of the total capacity	a further 4% of the total capacity
railway buildings	one space	5% of the total capacity	a further 5% of the total capacity
religious buildings and crematoria	two spaces or 6% whichever is the greater.		a further 4% of the total capacity
sports facilities	determined according to the usage of the sports facility***		
* Parking spaces designated for use by disabled people should be 2.4m wide by 4.8m long with a zone 1.2m wide provided between designated spaces and at the rear outside the traffic zone, to enable a disabled driver or passenger to get in or out of a vehicle and access the boot safely. ** Enlarged standard spaces 3.6m wide by 6m long that can be adapted to be parking spaces designated for use by disabled people to reflect changes in local population needs and allow for flexibility of provision in the future. *** Further detailed guidance on parking provision for sports facilities can be found in the Sport England publication Accessible Sports Facilities 2010.			

6A.3A. The Mayor conducted a review of residential car parking standards in conjunction with Transport for London and with the advice of the [Outer London Commission](#). This considered the scope for greater flexibility in different parts of London having regard to patterns of car ownership and use, levels of public transport accessibility, the need for integrated approaches to on- and off-street parking, efficiency in land use and overall impact on the environment and the transport network. This is reflected in the alterations to this Plan and in the SPGs for [Housing](#), [Industry](#) and [Town Centres](#).

10 Transport & parking

LBB Parking Standards

Development type (use class)		Public transport accessibility level, (PTAL)		
		Low		Moderate
		High		
		1	2	3&4
		One space per x m2 gross floor area		
Food superstore > 4,000m2	A1			18 – 25
Food supermarket 500 – 4,000m2	A1		20 – 30	
Smaller food store < 500m2	A1	30	35 – 50	
Non-food retail warehouse	A1			30 – 50
Garden Centre	A1	25	30 – 45	
Town centre / shopping mall	A1	30	35-50	
Financial & professional services (HQ-style buildings)	A2			100 – 600
Financial & professional services (branches)	A2	0		
Food & drink	A3/A4 /A5	10		0
Offices	B1			100 – 600
Industrial	B2	100 – 600		
Storage & distribution	B8	Minimum 1 lorry space plus 1 lorry space per 200m2 to 1 space per 500m2. Ancillary office space as B1		
Hotels	C1	Transport Assessment – up to 1 space per bedroom plus coach parking		
Residential institutions (schools, hospitals etc)	C2	Transport assessment		
Nursing homes	C2	1 space per 2 – 4 beds for residential staff and visitors		0
Schools / Further education / Non-residential institutions (worship, day nurseries, etc)	D1	Transport assessment		
Leisure – indoor and mixed	D2	Transport assessment		
Leisure – outdoor	D2	Transport assessment		
Large mixed or multiple use	N/A	Transport assessment. - Information on the peaks associated with each element will indicate to what extent the total parking provision may be less than the sum of each element.		

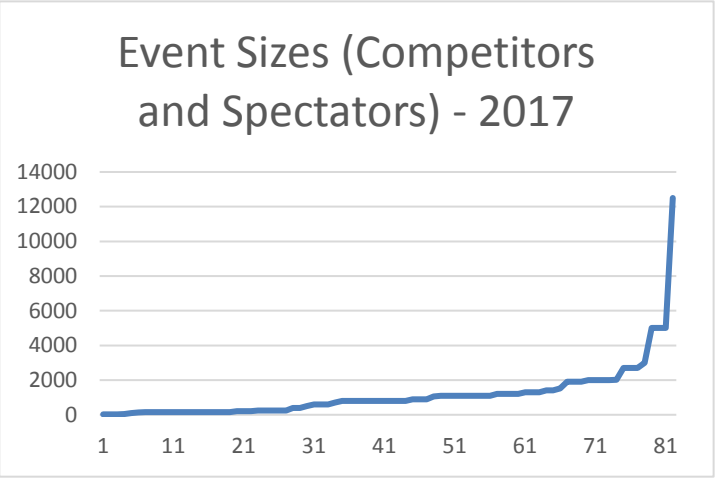
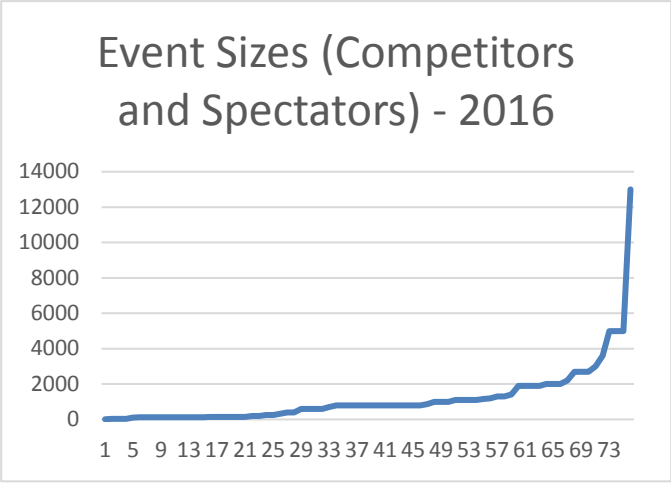
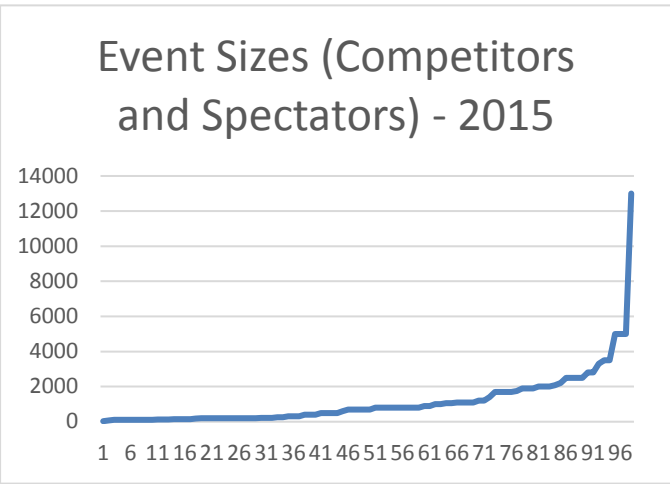
Events

In order to understand the link between events, their size and parking requirements as surveyed, event information for the years 2015 to 2017 was analysed.

The graphs show that there are around 70 events per year of up to 2000 competitors and spectators. In addition, there are approximately 10 additional events (although around 20 in 2015) of up to 5000 competitors and spectators with only one event per year over 5000.

Overall, the graphs are similar for all three years.

The event information was furthermore used to understand the nature and size of the events on the days surveys were undertaken.



10 Transport & parking

Parking Surveys – Initial Review

Parking surveys were undertaken in 2014 and 2016. The Crystal Palace Park (CPP) Regeneration Plan report produced by AECOM in May 2017 contains information on these surveys in its Appendix A, the Baseline Transport Study.

The data was reviewed, a summary is provided below.

The parking survey days were linked to the event information received. It should be noted that for 2014, there was some inconsistency in terms of what the event information shows and the event description in the AECOM report. The event schedule shows a sportsday on the typical weekday day, a swim meet on the non-event Saturday and a Big Dance Celebration on the non-event Sunday. However it doesn’t show an event for the event weekday. The AECOM report refers to the Overground Festival on the Event weekday.

The numbers shown in the table are total parking for all car parks within Crystal Palace Park, not just parking associated with the NSC.

This very initial review would suggest the following parking requirements for the whole park (NSC and Crystal Palace Park users):

- Typical weekday: between 261 and 350 spaces, likely towards the lower end due to the event that took place in 2014.
- Event weekday: between 436 and 471 spaces.
- Event weekend day: up to 819 spaces.

	(typical) weekday		Saturday		Sunday		Event weekday		Event weekend day	
	Spaces used	Utilisation %	Spaces used	Utilisation %	Spaces used	Utilisation %	Spaces used	Utilisation %	Spaces used	Utilisation %
2014 Survey	350	36%	373	43%	290	33%	471	47%		
2016 Survey	261	19%					436	32%	819	59%
Event size 2014	Sportsday		549 (Swim meet)		Big Dance		no event listed!			
Event size 2016	no event listed						5000 (London Youth Games)		5000 (London Youth Games)	

According to the event schedule, the London Youth Games is one of the biggest events with around 5000 participants, with only one further event every year of over 5000 participants and visitors.

Parking Surveys – Further Review

In order to get a better understanding of parking provision at other large sports facilities, the parking provision at the Olympic Park was reviewed:

- London Stadium: 49 blue badge spaces.
- London Aquatics Centre: 90 standard bays, 15 blue badge spaces, 15 motorcycle spaces.
- Multi-storey: 30 coach bays, 300 standard bays, 70 disabled bays.
- Lee Valley VeloPark - Not operated by Queen Elizabeth Olympic Park.
- Olympic Park avenue has on-street pay and display spaces.

According to the Evening Standard News, the Olympic Park venue had 3 million visitors in 2014. It therefore makes it a significantly larger venue than the NSC with the events schedule showing a combined total of competitors and spectators of just under 100,000.

It should also be noted that the Olympic Park has a PTAL rating of 1b – 6b depending on location of the facility within the park, whilst the NSC has a PTAL rating of 2-4. Therefore, it is likely that a higher proportion of visitors use public transport to access the Olympic Park than at the NSC.

A more detailed analysis of the 2016 survey was undertaken to try and separate the NSC parking requirement from that of the overall park. Further interrogation of the data revealed the following:

- Parking on event days peaks during the day giving an indication which car parks are being used for events.
- Car parks near the NSC peak in the evening given an indication which car parks are being used for NSC daily use.

The numbers are as per the table below.

Car Parks		Tuesday 28 June 2016 after 18:00	Tuesday 28 June 2016 8:30 am	Tuesday 28 June 2016 after 16:00	Thursday 30 June 2016 after 18:00	Saturday 2 July 2016 after 18:00	
evening demand	Capacity						Assumed use / why
NSC Car Park	66	70	35	55	38	8	NSC
CP east of NSC Building		1	2	1	3	1	NSC
Lower Terrace Car Park	63	3	9	1	11	8	Events, very low demand on Tue
Lower Terrace Overflow	184	2	5	4	30	10	Events, very low demand on Tue
Jubilee Stand	372	10	17	27	20	10	NSC, peaks during the day though!
Central Roads	358	111	35	105	90	10	NSC, used from mid afternoon
The Lodge		17	7	10	1	15	Possibly NSC
Total		214	110	203	193	62	
Total assumed NSC		192	89	188	151	29	

The above demonstrates that even if all the Central Roads parking was considered to be NSC parking, the total NSC typical weekday parking demand which arises in the evening does not exceed 200 spaces.

Commuter parking is unlikely to form a significant amount of this given the numbers are for evening parking. Furthermore, the AECOM report states that commuter parking amounts to around 8%. However, anecdotal feedback from community and stakeholder consultation suggests that many respondents believe that the proportion of commuter parking is higher than 8%, and that this therefore impacts on the number of spaces available for NSC users. The amount of commuter parking taking place within the park will require further investigation through detailed surveys at the next stage.

Making an assumption that 25% to 50% of Central Roads parking could be general park users in the evening, this would reduce the number of vehicles parked by NSC users to 150 to

175. Again, this assumption requires testing through further surveys at the next stage.

Further analysis of the 2014 parking survey was undertaken. It took place on 5 days in June / July. Based on the events schedule, events took place on each of those days. Furthermore, the surveys do not provide the parking accumulation in the evening, they only provide beat counts at certain times plus duration of parking. Taking the beat counts at 6pm / 7pm, the number of cars parked in each of the car parks was as follows:

- 29/06/14 (Sunday): 41 cars.
- 05/07/14 (Saturday): 76 cars.
- 08/07/14 (Tuesday): 245 cars.
- 12/07/14 (Saturday): 77 cars.
- 13/07/14 (Sunday): 55 cars.

The above is based on the assumption that most of the cars parked in the evening are likely to be linked to NSC users. Assuming that up to 25% of cars parked could be other park users, the NSC parking requirement on Tuesday 8 July 2014 would have been around 180 spaces. This is similar to the numbers derived from the 2016 survey analysis which concludes a NSC parking requirement between 150 and 175 spaces.

10 Transport & parking

Analysis of Comparable Sites

In order to understand how the parking requirement derived from the parking surveys – in the order of 150 to 175 parking spaces – fits with other similar sites, an analysis comprising the following multi-sport centres which all have 50m swimming pools was carried out.

- Edinburgh
- Glasgow
- Manchester
- Portsmouth
- Bristol
- Ealing

The table below shows the correlation of site facilities, car parking spaces and public transport. The individual sites are described below.

Edinburgh

The Royal Commonwealth Pool offers approximately 140 parking spaces. The site has a similar bus provision as Crystal Palace, but the train station is further away and is therefore unlikely to be very accessible for most people. The Scottish Widows bank is located across the road from the pool. It is possible that the site’s free parking could be used by bank users and staff. The number of spaces is slightly lower than those resulting from the survey analysis for NSC. However, Edinburgh does not offer any sport pitches hence the parking requirement could potentially be slightly lower. Overall though, the number of parking spaces at this site is in line with those resulting from the survey analysis.

Glasgow

Tollcross International Swimming Centre has a greater parking provision than NSC. This is likely due to the limited train accessibility; the station is further away and there are a limited number of routes. Buses are a possible public transport option, but they also have a limited number of routes. It is possible that the parking could be used by the primary school and the children’s farm across the road. The centre has fewer facilities on offer than NSC. Overall it would appear that the parking provision is greater than that resulting from the NSC survey analysis when taking site facilities and public transport provision into consideration.

Manchester

Manchester Aquatic Centre has only 60 paid parking spaces. The close by bus stops allow easy access to lots of destinations and the centre is a similar distance to the train station as NSC however, there are more routes and trains per hour. There are also trams within a reasonable walking distance or connected by bus routes. The site has a slightly

lower offering of facilities. Nevertheless, the level of parking provision indicates that by introducing parking charges, the amount of parking required can be managed and potentially reduced significantly.

Portsmouth

This site is located on the outskirts of Portsmouth. It has 300 spaces and no train stations within walking distance, although there are bus routes with stops in close proximity. Furthermore, there are no parking charges. In terms of facilities on offer, the site is very comparable to NSC. It would however appear that the peripheral location of this site leads to a much higher parking need than that at the NSC.

Bristol

Hengrove Park Leisure Centre in Bristol is located on the outskirts of Bristol and has 300 parking spaces. The train station is not within walking distance. The buses however are frequent. The centre does not offer any sport pitches. Similar to Portsmouth, it would appear that the peripheral location of this site leads to a much higher parking need than that at the NSC.

Ealing

Gurnell Leisure Centre in Ealing has 140 parking spaces and operates parking charges. There is a playground and skate park in close proximity for which the car park might also be used. This site has less frequent trains which go to fewer

destinations. However, there are closer bus stops which have more routes with higher frequency. The centre offers similar facilities as NSC. The slightly lower parking provision with a similar to lower public transport provision than that at the NSC (particularly taking trains into consideration) would indicate that a reduction in parking requirement could be achieved through the introduction of parking charges.

London Aquatics Centre

The London Aquatics Centre has 90 parking spaces plus 15 blue badge spaces. Its PTAL level (Public Transport Accessibility Level) is up to 6b which is higher than the maximum PTAL4 of the NSC.

Conclusion

Considering the comparable sites would suggest that a provision of around 150 parking spaces for the NSC would be appropriate given its proximity to public transport, particular the train station. Furthermore, its London location ensures high quality public transport and therefore a lesser need for parking than elsewhere in the country.

Furthermore, the analysis shows that should parking charges be introduced, the parking requirement is likely to reduce. This is evident from the two sites with parking charges having a lower parking provision than those without charges.

The PTAL maps for Crystal Palace and the Olympic Park and shown below.



10 Transport & parking

charges at the NSC is an important consideration not only to better manage parking but also ensure it is for the use of NSC users rather than other park users or commuters using free parking. It would guarantee that parking is minimised which reduces the areas required for parking and therefore allows for improved landscaping within the listed park.

Another way to reduce parking provision at the NSC would be to consider the use of the peripheral car parks within Crystal Palace Park. This was considered in the AECOM report of 2017. The 2016 parking survey revealed that some of the car parks within the Park are underutilised.

- Sydenham car park: has a capacity of 72 spaces as per 2016 survey (100 as per 2014 survey). The surveys show this car park near empty after 6pm with a maximum of 5 to 10 cars parked on the 3 days of survey.
- Penge car park: has a capacity of 31 spaces. According to the survey, between 4 and 11 cars are parked after 6pm.
- The AECOM report refers to approximately 37 spaces being created at Rockhills.

In terms of Ledrington Road, the 2014 survey doesn't specify the number of vehicles for this road separately. It is pay at machine as well as resident parking. It therefore has to be assumed that this car park is not available to NSC users in the evening.

Overall, there would therefore be around 120 spaces available in peripheral car parks during the NSC peak demand after 6pm on weekdays. The peripheral car parks are around 400 metres (crow-fly) walking distance from the NSC and so may not be accessible for some users.

The following would be essential to ensure the successful incorporation of peripheral parking for NSC users:

- The introduction of a pricing structure to enforce a spread of parking across the different car parks with the central parking spaces being more expensive than the peripheral ones.
- Safe and convenient paths (i.e. lit, overlooked, direct, not muddy) would need to be provided from the peripheral car parks to the NSC.
- The concept of peripheral car parks for NSC use would have to be discussed with LBB, it would have to be endorsed by all parties and incorporated into the masterplan for the overall park.

Feedback from Community Engagement
Participants at the workshops emphasised the need for appropriate levels of parking including disabled parking. It is considered by some users that current parking is not sufficient to meet demand. Furthermore, the need for flexible parking to accommodate larger events was mentioned. This is further described in the Community Engagement Feedback produced by Pidgin Perfect in section 11.

Mode Share to NSC
Pidgin Perfect conducted questionnaires asking people attending the NSC as to how they travelled to the venue.

A total of 943 responses were submitted. The most prominent modes were car (49%) and walk (45%) followed by train / underground (20%), bicycle (15%) and bus (14%). The results are presented in the table below.

How do you normally travel to the Centre?		943.00
Car	463	49.10
Bus	132	14.00
Train/Underground	185	19.62
Taxi	8	0.85
Bicycle	139	14.74
Walk	425	45.07
Other	20	2.12

It should be noted that respondents were able to give multiple answers, hence the totals add up to more than 100%. It also makes it difficult to identify the main mode used. Further surveys will have to be carried out during the next stages to fully understand the current modes.

Recommendations
The analysis of the Aecom parking surveys carried out at Crystal Palace suggests a parking requirement of around 150 to 175 spaces based on current visitor parking patterns.

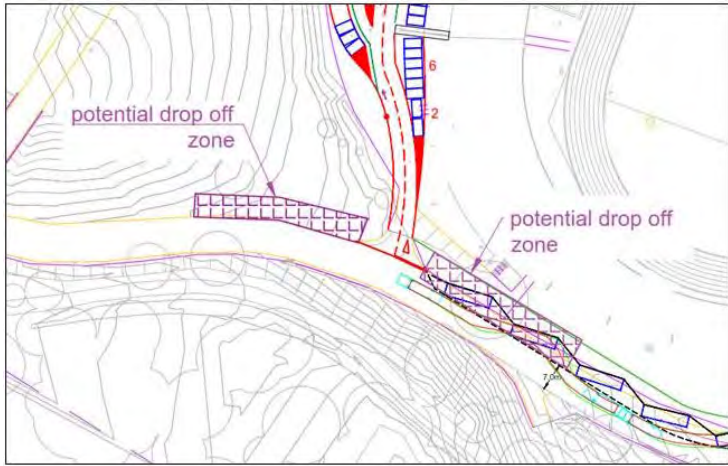
The comparison site analysis supports this number. It also shows that sites with parking charges offer significantly less parking spaces than those without parking charges.

It is therefore initially recommended that around 150 parking spaces are introduced into the current layout – a draft is shown in Appendix 5 with a total of 148 spaces including 9 DDA spaces.

It should be noted that the initial suggestion of 150 parking spaces is based on limited survey information available, which does not clearly distinguish between park users, commuters and NSC users. The surveys also do not distinguish between marked parking spaces and informal, unmanaged parking. Further detailed surveys and assessments will be required before a final recommendation can be made.

Coach parking locations are also shown in this drawing. The overarching aim is to keep car parking clear of coaches to reduce the requirement for circulatory space as well as allowing clear signposting for parking and drop off / pick up. The layout proposed allows for the two operations to be clearly separated.

Furthermore, potential drop off zones for cars are shown below to the south of the athletics stadium. They could either be accommodated to the west of the car park access or to the east of it where they would lead to a reduction of two coach parking spaces. These drop-off zones are approximately 300m south of the entrance to the NSC and require visitors to walk around the athletics stadium.



It is recommended that a parking management system should be considered and introduced including parking charges and related enforcement to ensure parking is used by NSC users only rather than other park users and potentially commuters.

This would encourage a modal shift away from private cars, which in turn could reduce the number of parking spaces required to less than 150, allowing for a provision that is more appropriate within the listed park setting. Consideration should be given to providing some free parking to NSC users in the form of permits.

Details of such a system should be further discussed with potential centre operators to ensure it is robust, achieves its aims and can be implemented and operated by a centre operator. Key considerations are likely to be as follows:

- Enforcement options: cameras, barriers, manned system
- Permit system: number plate based on membership, paper permit based, ticket based (with reimbursement)
- Payment solution for all other users
- Parking charge levels

Due to the separation of parking and drop off / pick up, the proposed layout would allow for the car park to be managed and charges to be introduced without interfering with the drop off / pick up areas. It is however likely that enforcement would have to be extended to the drop off / pick up areas to ensure these are not being used for parking.

Furthermore, liaison with LBB is recommended to coordinate a joined-up approach to parking across the whole park, particularly with regards to a shared event parking strategy and the use of peripheral car parks to look to reduce required parking provision on the NSC site.

11 Community & stakeholder engagement

Pidgin Perfect
Stakeholder & Community Engagement Consultant

11

Community & stakeholder engagement

11.1

Overview

Overview:

As one of the Mayor’s Strategic Outer London Development Centres, Crystal Palace and the National Sports Centre will continue to play a major role in inspiring people of all ages to participate in sports, encouraging physical activity, health and wellbeing for the whole community. Spanning across community events, professional training and competitions, the NSC will meet the needs of local people and the sporting community alike. It is a place where people come to watch sports and then participate themselves. This ability to enthuse and inspire is fundamental to the success of the NSC.

It is therefore imperative that the venues present themselves as a community asset open to all, that blend into the park setting and break down barriers to community involvement. The regeneration of the NSC is driven by local aspirations, captured and articulated through an extensive programme of stakeholder engagement. This engagement takes account of a range of views from user groups, sporting bodies, heritage and other amenity groups, local boroughs and organisations, including schools and clubs as well as the wider public. This ensures that the re-developed NSC is fit for purpose as a major community asset for Londoners.

The main aim of the Stakeholder and Community Engagement programme for the NSC Design and Feasibility Study is to:

- Enable the community to contribute ideas and appreciate the challenges being faced.
- Present a formal consultation on the options.
- Involve partners and stakeholders closely and at all key stages.

Note:
This section contains a summary of the stakeholder and community engagement undertaken as part of this feasibility study. Further detailed analysis of feedback can be found in the full stakeholder and community engagement report in Appendix 3.

11

Community & stakeholder engagement

11.2

Approach

Right

Engagement Strategy
diagram devised by
Pidgin Perfect for project

Approach

Honest & Iterative Process

Desk research provided an insight into the challenges and failings of previous stakeholder and community engagement processes related to the future of the Sports Centre.

A number of articles and blogs indicated that previous consultation was limited in terms of reaching audiences beyond professional sporting bodies, had been poorly advertised with little advanced notice, and most importantly, were unclear in their purpose and intent.

The approach adopted as part of this stakeholder and community engagement process was developed to systematically resolve the issues created by the previous consultation.

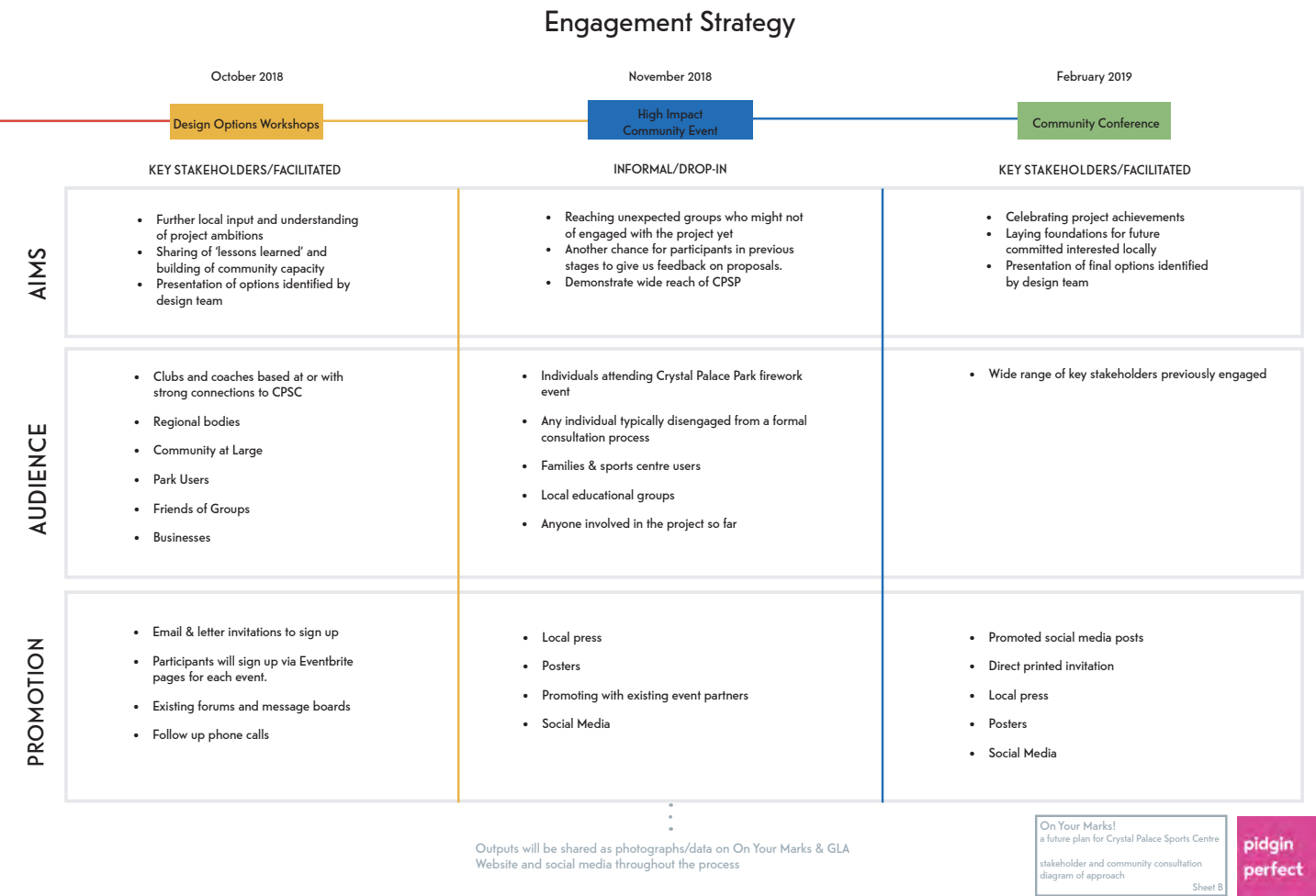
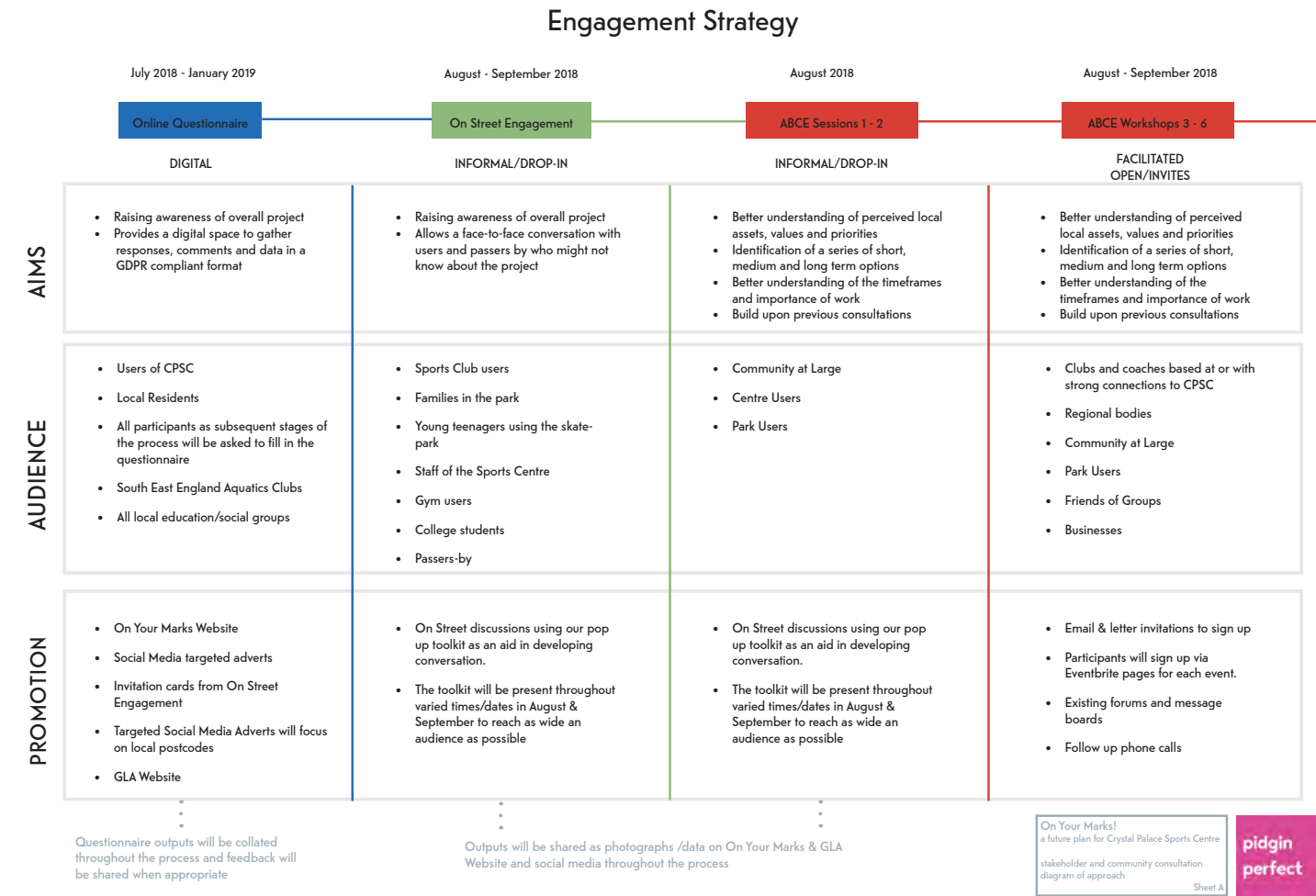
The diagram opposite outlines our approach to the consultation between July 2018 and January 2019.

Critically, an online platform was created at the beginning of this process which centralised all communications for the project and provided information on its purposes and its difference from that of previous consultations. This online platform helped to provide clear and unambiguous information on the project, explaining who is involved and their role within the project. The online platform was launched in late July with the release of an integrated and animated questionnaire.

A pop-up exhibition based in the foyer of the Sports Centre was established in late August, forming a permanent space for information and engagement for the duration of the project.

A multitude of opportunities for face-to-face engagement formed the core of this project, including initial public events in August and September and design studies workshops in October.

This culminated in a concluding Community Conference, held in February 2019. This included a presentation of final design options by the project team.



11 Community & stakeholder engagement

11.2 Approach

11.2.1 Timeline

Approach

Project Timeline

The On Your Marks! engagement programme ran between August 2018 and March 2019, encompassing 5 stages and including 12 public points of engagement and a 7 month online survey period.

The process was built around a series of iterative event engagement periods, with each stage offering an opportunity for the project team to gather information, opinions and ideas, before reflection, development and further sharing.

Online Engagement

Aug 18 - Mar 19

- Raising awareness of overall project
- Gathering data on participants use and experiences of the Centre

Coached by Community Workshops

Aug - Sep 18

- Developing a better understanding of community and sports users aspirations for the future of the Centre.
- Building on previous consultation, to better understand design decisions driving future development

Trialling the Design Options

Oct 18

- Further local input and understanding of project ambitions.
- Presentation of initial options identified by design team

High Impact Event - BEAM

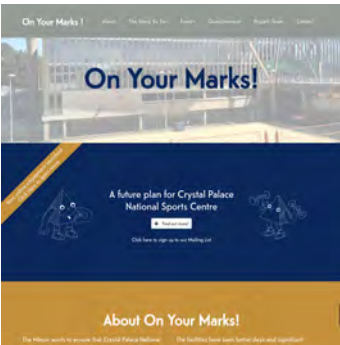
Nov 18

- Reaching unexpected groups who might not have engaged with the project yet.
- Another chance for participants in previous stages to give us feedback on proposals.

Community Conference

Feb 19

- Celebrating project achievements.
- Presentation of final options identified by design team.



Top Right
Bold, retro identity playing with sporting idioms

Bottom Right
Illustrative devices and colour palette

Project Identity

On Your Marks, Get Set, Go!

The audience for this project are potentially wary and have been over-consulted. With this in mind, we have selected to use language which demonstrates our awareness of previous problems. Our aim is also to increase appeal in the project beyond the usual suspects and differentiate this stakeholder and community engagement programme from those previous.

To achieve this, we have incorporated sporting idioms and phrases to appeal to a sporting audience and general local community; as well as firmly ground the project in a discussion about the Sports Centre as opposed to the complexities about the regeneration of the wider park.

Across the project we will use a tone which invites a wide range of participants to acts as Coaches - recognising and respecting their expertise and knowledge as the users and supports of the Sports Centre.

“On Your Marks! will support participants to help the Design Team formulate a training plan to coach the Sports Centre to achieve a new personal best.”

We have created a team of mascot like characters to visualise and represent the diversity of professional audiences invested in the Sports Centre; including athletics, weight-lifting, running, diving and swimming.

The line drawing style provides a contemporary aesthetic, which helps to establish the Project Team’s authority as design literate. The colours and typefaces used will reference faded sports equipment and the era in which the building was designed. The intention here is to create a nostalgic appeal, sense of pride for the history of the centre and its role for the community in the future.

The use of sporting idioms, the mascot like characters and the colour palette ensures a consistency across the various strands of the stakeholder and community engagement programme, building connections between the project and the public.

On Your Marks!

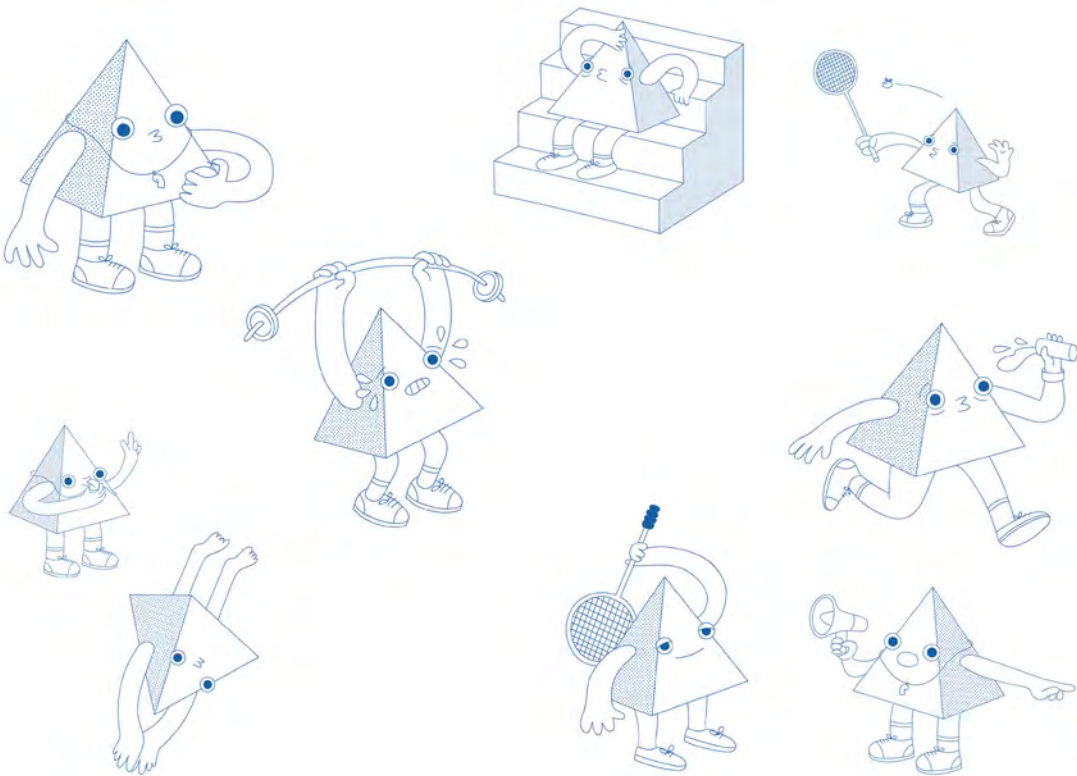


a future plan for
the Crystal Palace
National Sports Centre

show us the ropes

get the ball rolling

coached by community



11 Community & stakeholder engagement

11.4 Digital engagement

Digital Engagement

On Your Marks! Website

Reaching more people leads to higher participation and more data and knowledge. Online participation is a welcome opportunity for community members unable or unwilling to attend public meeting formats; offering a medium for broader, more moderate views than those characteristic of traditional planning meetings attended.

The community can participate at anytime and from anywhere - as long as they have internet access. Many people don't have the time to participate in engagement activities. Online engagement platforms provide access to the process at virtually any time.

On-your-marks.co.uk has been created to act as the primary information and engagement resource as part of the digital engagement process. The website has been developed in a responsive format to work across all devices, and makes use of clear and accessible text to widen participation across a range of communities and abilities.

The website provides information under the following headings:

About: Introduction to the project, presentation of tone and commitment to involving a wide ranging audience in the consultation process. Short explanation of 'On Your Marks!' title and its connection to a final decision being made in 2019 by the Mayor of London.

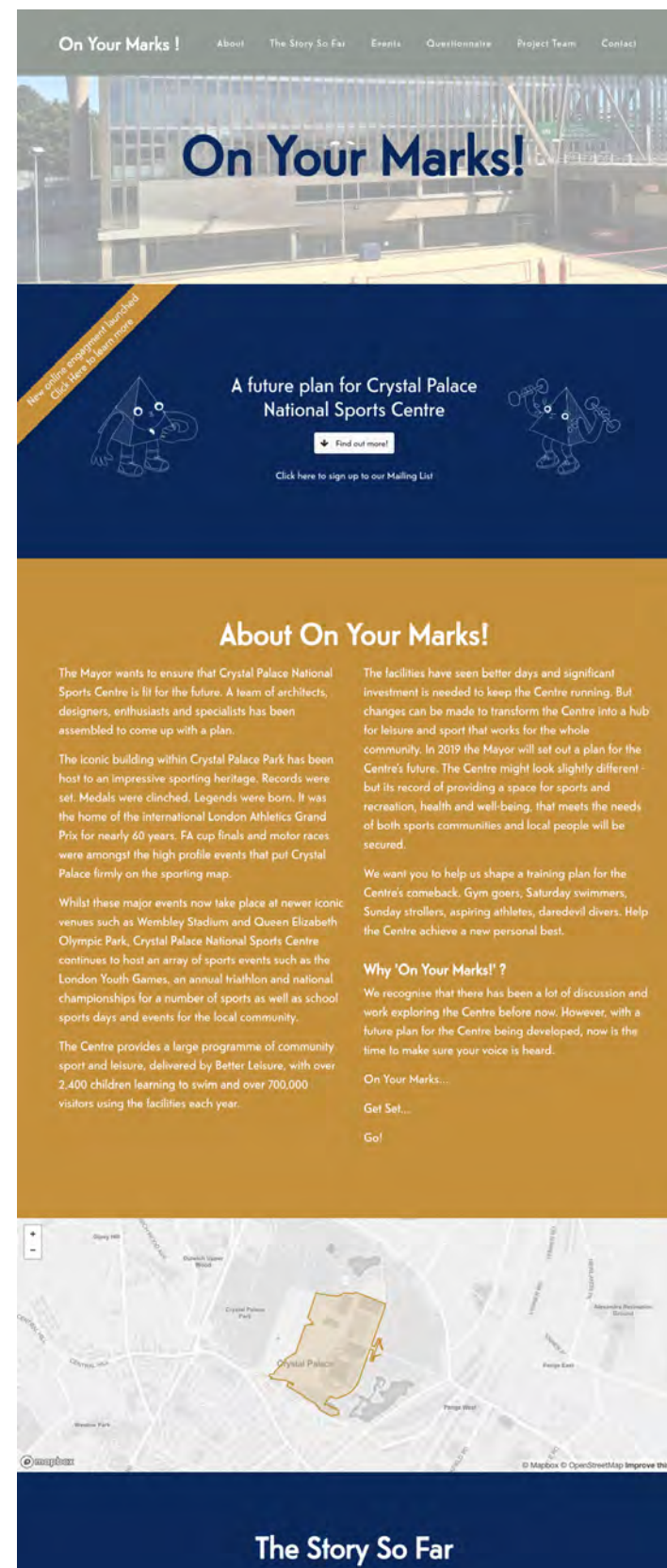
The Story So Far: Important background to the project provided by the GLA which outlines work previously delivered and the purpose of this new project.

Events: Encouragement to participate and information with regards to the various active and passive ways to get involved.

Questionnaire: Highly visual questionnaire designed in Typeform opens in a new browsing window and gathers baseline data about public usage, interactions and feedback on the Sports Centre.

Project Team: Profiles for each of the consultants involved in the Project Team and description of their specific roles and responsibilities in delivering the project.

Contact: Quick and simple digital portal to ask questions and provide comment.



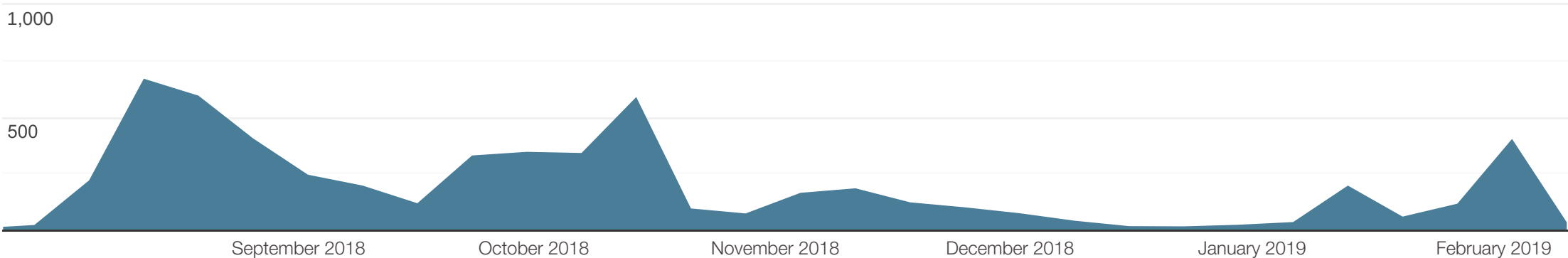
Digital Engagement

[On Your Marks! Website](#)

Engagement Statistics

25th July 2018 - 9th February 2019

Visitors per week

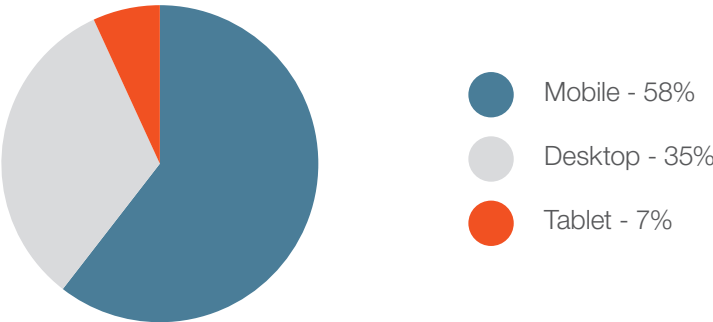


5,171
unique visitors

8,772
total page views

83%
of visitors from Greater London Area

Visitors by device type



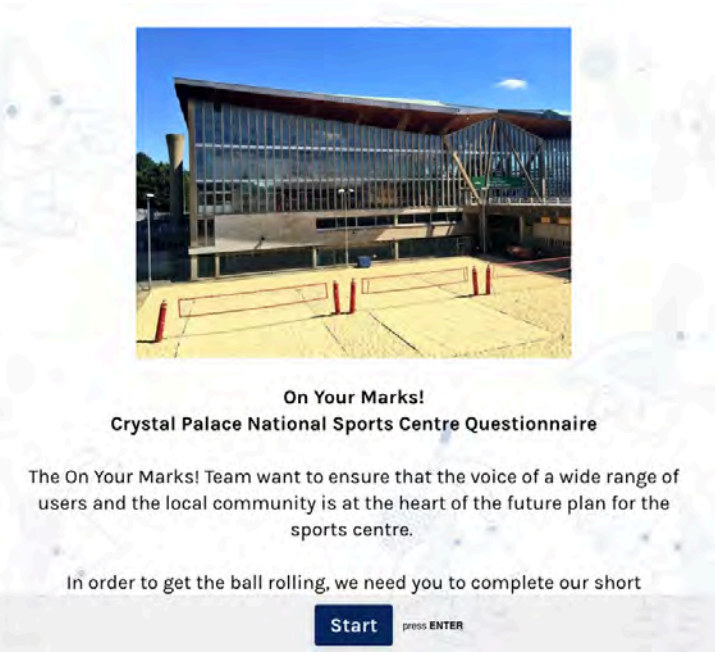
11 Community & stakeholder engagement

11.5 Online questionnaire

11.5.1 Outcomes

Below

The On Your Marks! online questionnaire launched in August 2018.



Digital Engagement

Online Questionnaire

In conversation with the GLA, it was made clear that there have been a number of previous online questionnaires and surveys run by a number of organisations related the NSC.

In order to develop a baseline of data and information to inform the initial development of design studies, a new questionnaire was developed to understand the range of ways in which the Centre is presently used, by whom, and what were shared priorities and aspirations for its future.

The questionnaire was launched in early August, and remained open for the duration of the engagement period. On 3rd October, responses to date were collected and packaged, to feed in to the design development process.

Format

The survey consisted of a range of questions exploring participants perceptions and experiences of the Crystal Palace National Sports Centre currently, what facilities they made use of, and what aspirations and priorities they had for its future.

Responses

A summary of common responses is included below. A more detailed breakdown of responses is included as an appendix to this report.

Importance of the Centre

Respondents identified the location, scale and accessibility of the facilities as of primary importance to them.

Primary reason for visiting the Centre

Participants broadly identified specific sporting facilities as core to their interests in visiting the Centre. Central to these are the swimming pools and athletics track. A number of other facilities were also identified by participants, including diving, gymnastics, the gym, climbing, hockey, volleyball, weightlifting, as well as the nearby skatepark.

The Centre as a community facility

The role of the Centre as a community facility was also highlighted by respondents, with its setting within the park and unique scale and range of activities noted as positives.

General repair and maintenance of facilities

A number of respondents noted the need for repair and maintenance of some existing facilities, including changing facilities, as well as general modernisation of facilities and improved cleanliness.

Potential new facilities and activities

Participants listed a wide array of potential new activities that they would like to see at the Centre. Opportunities for walking, outdoor events and tournaments were the most popular responses.

Potential for improved social and catering facilities

Improved catering and social facilities were also noted as a potential draw for attendees, encouraging them to stay around the centre outside of sporting engagements.

Right

Logic model for basis of engagement through pop-up exhibition

Asset Based Community Engagement

Pop Up Exhibition

Previous consultation has been criticised for not being well publicised or visible. The approach adopted in this stakeholder and community engagement process has been developed to be highly visible and draw attention through curiosity.

To assist in promoting and engaging casual audiences attending the National Sports Centre, Pidgin Perfect created a pop-up exhibition located in the foyer of the main building. This pop-up exhibition was used to introduce users to the project and invite them to provide feedback.

Engagement: The pop-up exhibition uses a bright colour palette and the On Your Marks! visual identity to encourage people to stop and learn more about the project, including when and where workshops, focus groups and events are taking place.

Structure: The structure is constructed of a light weight wooden modular system and cork panels which is used to attach maps and other visual materials.

Voting: For a quick and quantitative response from users we have invited them to vote on simple Yes/No questions based on how they use the Sports Centre.

Audience: This device is suitable for any age of participant and to encourage any level of engagement.

Crucially, the pop-up exhibition remained in the foyer of the Sports Centre for the remainder of the Feasibility Study and acted as a base for our team who before each workshop, focus group and event facilitated feedback from the public using the pop-up exhibition whilst also promoting further opportunities to get involved with the project.

The diagram opposite provides a general logic model for how participants interacted with the pop-up exhibition.

Low Level Engagement

Medium Level Engagement

High Level Engagement

Passers by 1-3 minutes

Peaked curiosity 3-5minutes

Committed Interest 5+ minutes

The freestanding engagement tool is designed to allow for low to high level engagement with the public.

ALL PARTICIPANTS-

1 From a distance the engagement toolkit visually invites people to approach the object. Clear signage will tell people to vote and tell us what they want for the future of the sports centre.



ALL PARTICIPANTS-

2 Can take part in voting for fast response YES/NO questions.
For a quick and quantitative response from users we are inviting them to vote on simple Yes/No questions based on how they use the sports centre.



Do you use the Sports Centre regularly?

Are you happy with the amount of events and activities?

Are the facilities suitable for your sport?

Is this centre your main location for sport/fitness?

Which sport facilities do you use at the centre?

3 Visitors who want to contribute more will be able to map out assets/their most used features in the sports centre and pin small written postcards to the map with specific areas of interested/places they would like to see improved

This encourages the visitor to give us more information about how the building is used by the public.



4 Participants who have would like to engage more with the project will be given larger postcards to give general comments on what they wish for the future of the sports cente.

These will be posted in a 3D mascot model who which will be kept at the centres reception throughout the project with extra postcards.

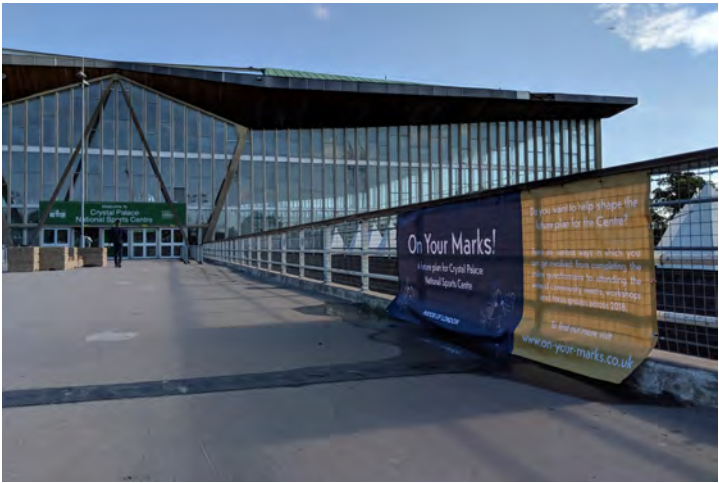


Every person engaging will be given a postcard to take away with the website and online questionnaire URL, a small intro to project & printed Mascot prcture.

11 Community & stakeholder engagement

11.6 Pop-up exhibition

Images
The pop-up exhibition and signage, located in the foyer of the Main Building.



11

Community & stakeholder engagement

11.7

Asset Based Community Engagement

Top Right
Coached by the Community
workshop session on Wednesday
5th September

Bottom Right
Coached by the Community
workshop session on Tuesday 4th
September

Asset Based Community Engagement

Coached by Community Workshops

Conversations with the GLA and key stakeholders including Crystal Palace Sports Partnership and Crystal Palace Trust highlighted competing agendas and priorities across a wide ranging and complex set of stakeholders.

With this in mind, it was deemed of critical importance to front load contact time with stakeholders to work towards the creation of an overarching philosophy for the Sports Centre that could be demonstrably embedded into the options for the future.

A fuller understanding of the needs and aspiration of users from various backgrounds was developed through the delivery of four asset based community engagement (ABCE) workshops targeted at key and invited stakeholders. They aimed to build an understanding locally of what the public considered the Sports Centre to provide in terms of assets and values, and what the priorities for the facility and the community were moving forward. During ABCE Workshops, information on existing uses, and ideas for the future were explored through a range of creative activities.

Under the title of ‘Coached by Community’, the ABCE Workshops were widely advertised with specific dates targeted at particular audiences.

The ABCE Workshops were held on the following dates and times in the Paxton Suite at The Lodge, Crystal Palace National Sports Centre:

Friday 24 th August (Pop-up Engagement) :	5-8.30pm
Saturday 25 th August (Pop-up Engagement):	8am-1pm
Wednesday 29 th August:	6.30-8.30pm
Thursday 30 th August:	6.30-8.30pm
Tuesday 4 th September:	7.00-9.00pm
Wednesday 5 th September:	7.00-9.00pm



11 Community & stakeholder engagement

11.7 Asset Based Community Engagement

11.7.1 Outcomes

Below

Coached by the Community workshop session on Tuesday 4th September



Asset Based Community Engagement

Coached by Community Workshops

Workshop Format

All four workshop sessions followed the same format and made use of the same suite of tools and activities.

This began with an introduction and presentation from Pidgin Perfect, outlining the purpose of the sessions, and how they sat within the wider Feasibility Study project.

This was followed by an introduction to the project context, developed by the GLA. This set out the client’s ambitions for the National Sports Centre and provided information on previous consultation that has taken place.

The workshop participants were divided into groups of around six to eight people and worked through a series of short activities designed to capture their experiences of the Centre and ideas for its future.

Responses

A summary of some of the key issues is included below. A more thorough breakdown of participant responses is included as an appendix to this report.

Common participant responses included:

- A strong preference for enhancement of a multi-sports Centre
- The need to deal with long-standing maintenance issues around key Centre facilities, including the Main Building roof, and changing facilities across the site
- Interest in exploring new activities on site, including enhanced food & drink facilities, as well as music and outdoor events
- A strong interest in building better connections between the NSC site and surrounding Crystal Palace Park

The Main Building

Participants raised current maintenance issues, including the roof. There was support for separating the wet and dry facilities within the building. The need for upgrades to changing facilities was highlighted. Improved way-finding and social facilities were also suggested.

Athletics Track and Stadium Seating

The need to retain the track was paramount. Opinions were split on the retention of the existing seating provision. Some respondents suggested the use of the bowl for non-sporting events to generate income, while others suggested a reduction of permanent seating to reflect analysis of sporting use. Better integration of the track and seating into the wider park, and improved access were highlighted.

Walkway / Indoor Athletics

There was a strong preference for maintaining an indoor track as part of the Centre in the future, with a mix of opinions on retaining the current building, or replacing with a new facility. Issues with the state of the current facility were highlighted. There was broad support in retaining the walkway, but issues for pedestrian access were raised.

Route from Train Station

The lack of a clear and safe route from the train station was highlighted by a number of participants. This included the lack of appropriate lighting. Better use of desire lines linking the facilities to surrounding transport options was highlighted.

Parking

A need for an appropriate level of parking on the NSC site was identified by participants, with an emphasis on disabled parking spaces and the need for flexible parking to accommodate larger occasional events.

Hospitality/Social Space

A number of participants highlighted the need for a social and hospitality space to serve the Centre, beyond the existing cafe facility. This was suggested to serve both the Main Building and surrounding facilities.

Sporting Heritage

The significant and long history of the Crystal Palace as a location for sport and competition was highlighted as a significant asset. Ways to memorialise and celebrate this heritage were suggested as a valuable to any future development.

111

Community & stakeholder engagement

11.8

Design studies workshops

Top Right

Trialling the Design Options
Workshop session on Tuesday 16th
October

Bottom Right

Trialling the Design Options
workshop session on Wednesday
17th October

Design Studies Workshops

Trialling the Design Options Workshops

Building on engagement activity from the ‘Coaching the Community’ events in August and September, a further round of consultation events took place in October. These workshops were built around presentations of initial draft design studies developed by the project team, presented by architects from Hawkins\Brown, and facilitated by Pidgin Perfect.

Over the course of four sessions, participants were given a thorough presentation of design approaches adopted by the project team. This included multiple studies presented for a variety of facilities and spaces within the NSC site.

Participants were also provided information on responses from previous engagement events, and further context setting from the GLA.

This presentation material was followed by a range of interactive workshop activities, inviting feedback and ideas from participants on how the presented design studies met with their expectations, and what opportunities the studies offered for them and their activities.

Under the title of ‘Trialling the Design Options’, Workshops were widely advertised with specific dates targeted at particular audiences.

The Design Study Workshops were held on the following dates and times in the Paxton Suite at The Lodge, Crystal Palace National Sports Centre:

Wednesday 10 th October:	6.30-8.30pm
Thursday 11 th October:	7.00-9.00pm
Tuesday 16 th October:	6.30-8.30pm
Wednesday 17 th October:	7.00-9.00pm



11 Community & stakeholder engagement

11.8 Design studies workshops

11.8.1 Outcomes

Below

Trialling the Design Options
workshop session on Wednesday
10th October



Design Studies Workshops

Trialling the Design Options Workshops

Workshop Format

All four workshop sessions followed the same format and made use of the same suite of tools and activities. This began with an introduction and presentation from Pidgin Perfect, outlining the purpose of the sessions, and how they sat within the wider Feasibility Study project.

This was followed by an introduction to the project context, developed by the GLA, This reiterated the client’s ambitions for the National Sports Centre, previously set out in presentations during the previous round of engagement events.

This was followed by a detailed presentation by Hawkins\ Brown of design studies developed by the project team, lasting approximately 45 minutes. This began with an introduction of the general concepts and objectives driving the overall approach to the NSC site, before introducing studies detailing various areas and facilities comprising the Centre.

Following the presentations, participants were invited to take part in two interactive facilitated activities. Each workshop was rounded off with a period of around 30 minutes for question and answers from participants. Members of the project and client teams were encouraged to sit with participant groups, allowing them to provide more detail on the proposals.

Responses

Participants provided a great deal of detailed comments on each of the design studies. A number of the most common are included below. A more detailed breakdown of responses is included as an appendix to this report.

The Main Building and Swimming Pools

Participants were broadly supportive of reconfiguring activities within the Main Building into related clusters and to creating greater division between the wet and dry sides of the building.

A majority of respondents expressed a desire to retain and improve the 25m pool facility, maintaining the 50m pool in its present configuration.

Athletics Track and Stadium Seating

Participants were broadly in support of the reduction of the scale of permanent seating around the athletics stadium and in creating greater accessibility to the track to the surrounding facilities. Some participants noted a need to better understand how safety and security could be maintained during larger events.

Indoor Athletics

The relocation of the indoor athletics facility to a purpose built space next to the outdoor athletics track was broadly supported by participants. There were some concerns about the length of this facility and how other facilities, including strength and conditioning, would integrate with this new facility, as well as comments highlighting the need to accommodate facilities currently housed in the Jubilee Stand.

Accessibility

Participants were largely in support of proposed improvements to routes across the NSC site, particularly the improved route linking the Centre to Crystal Palace Train Station.

Parking

Participants noted concern about the level of proposed parking illustrated within the studies presented.

Hospitality/Social Space

Participants were largely welcoming of improved social facilities offered in the new central Hub space presented within the design studies. There were a mixture of comments regarding whether the Lodge and Hostel buildings should be retained as part of these facilities, with some participants in favour of retaining these and others keen to centralise these in the new Hub building.

Top Right

Typeform questionnaire format.

Bottom Right

Providing sketches of design options and seeking people's responses to them.

Digital Engagement

Online Options Survey

To build upon the options appraisal workshops within the 'Trialling the Design Options' stage of the engagement process, a further online survey was developed, to allow a wider dissemination of project images and appraisal by the general public.

This survey included sketch images produced by the project team, showing a range of views of selected design studies. The images were selected on a basis of their value to a wider and more general public audience, rather than more sports specific participants. This allowed for a range of questions which explored themes of access, atmosphere and appeal.

The survey was broken into sections, each headed with a different image taken from the design studies developed to date. Questions included graded responses, allowing participants to rank how accessible or appealing the study was compared to the existing facilities, as well as open-ended response forms allowing participants to express their reactions to each image.

The questionnaire was designed to take anywhere between five to ten minutes to complete.

Demographic data categories were taken from the Mayor of London guidelines, and the diversity monitoring section could be skipped for those unwilling to share this data. The online questionnaire follows Mayor of London guidance and rules with regards to GDPR.



On Your Marks!

Crystal Palace National Sports Centre

'Trialling the Design Options' Survey

This short survey presents a series of images taken from the draft design studies produced by our project team, exploring ideas for the future of Crystal Palace National Sports Centre.

Start

press ENTER

3 → Refurbished End of Walkway

To what extent do you think that this design study improves access to users and visitors of the Centre?

To view this image at a higher resolution, click this link: www.on-your-marks.co.uk/end-of-walkway.png

Access, legibility and connectivity

View from end of walkway with new stair configuration - Proposed



0% completed

Powered by Typeform

11 Community & stakeholder engagement

11.9 Online options survey

11.9.1 Outcomes

Digital Engagement

Online Options Survey

Format

The survey consisted of four sections, each showing an image of a design study taken from the Trialling the Design Options public workshops. Each image was presented alongside a short description of the aims of each study.

Participants were then presented with questions about each, either in the form of a graded response to a specific questions, or as an open response form.

Responses

Participants provided a great deal of detailed comments on each of the design studies. A number of the most common are included below. A more detailed breakdown of responses is included as an appendix to this report.

Broad positive feedback

The majority of comments from participants expressed positive opinions on the design studies presented in the online survey. An analysis of responses on each of the four studies included showed positive sentiment expressed by respondents.

Parking

A significant number of comments queried the provision of parking within the design studies presented. Generally, respondents noted the need for significant parking to accommodate users at peak times at the Centre, as well as better management of parking facilities and drop-off areas.

Lighting

A number of respondents raised the issue of improved lighting while reflecting on studies showing new or improved pedestrian routes across the NSC site. A lack of existing lighting provision was highlighted as a significant detracting factor in visiting the Centre in the evening and winter.

Climbing

A significant number of respondents expressed concern about the scale and nature of climbing facilities shown within the design studies. While the bouldering facilities were welcome by some, several participants expressed desire for a more

ambitious indoor climbing facility.

Outdoor Pitches

A small number of comments noted uncertainty about the provision of outdoor sports pitches, and whether these would be maintained at present levels.

Accessibility

Some respondents expressed some concern about access to wheelchair users and those with buggies and prams. There was uncertainty about how visitors would access between the walkway and ground level.

11

Community & stakeholder engagement

11.10

High impact community event

Images

Outdoor projection on to the Lodge
Tower as part of BEAM, on 5th
November 2018

High Impact Community Event

BEAM

Beam was a unique event, lighting up the past, present and future of Crystal Palace National Sports Centre.

For one night only, on the 5th of November, the exterior of The Lodge was transformed into an engaging spectacle, weaving together archival footage and bold graphic elements.

Visible throughout the park, Beam captured the attention of thousands during the annual fireworks display.

The On Your Marks! team were situated on the Paxton Axis, close to the entry point to the Crystal Palace Park fireworks display area, taking advantage of the confluence of routes leading across the site at this location, where thousands of people passed.

Beam was delivered in collaboration with Double Take Productions, who helped to develop the dramatic video loop projection. This incorporated a range of archive films and photographs of the National Sports Centre facilities, as well as wider sporting heritage of the site, alongside bold graphic animations.

Local café chain Brown and Green supplied 300 treats to be handed out to attendees, and entice engagement. The On Your Marks! team spoke to hundreds of attendees during the course of the evening, as well as handing out flyers with information on the project and ways to make their voices heard.



Images
Outdoor projection on
to the Lodge Tower as
part of BEAM, on 5th
November 2018



Youth Engagement

In January and February of 2019, Greater London Authority undertook stakeholder consultation with two youth organisations located in the boroughs surrounding Crystal Palace National Sports Centre; Lambeth Youth Council and Lewisham Youth Council.

Both organisations are made up of young people who are elected to represent the views of their age group within decision making processes in their local authorities. These groups were engaged both as local stakeholders but also to represent broader views of younger people in assessing the emerging design options and providing additional ideas for youth activities and needs within a future Centre.

Engagements took place with young people aged between 14 and 18 from each organisation. A summary of topics discussed are included below.

Accessibility and wayfinding

- A number of participants queried how wheelchairs, prams and bikes access the centre, particularly from the Penge approach.
- A majority agreed that the path linking the Centre to Crystal Palace Trains Station was a good idea. Wayfinding and signage were discussed amongst the group as being very important to this route.
- A number of additional ideas for routes and signage were discussed, including innovative lighting and signage being embedded within primary footpaths.

Comments on existing Centre Facilities

- Participants highlighted the impressive scale of the swimming facilities, suggesting that the scale of the 50m pool could accommodate other aquatic sports including water polo, as well as more informal swimming for socialising aside from lane swimming.
- Participants noted that some younger people would like to make more use of the track in their own time, as well as try out sports available at the NSC including volleyball, which are not on offer at school.
- The existing café was suggested as being unappealing and that new social and hospitality facilities in the Hub would improve this situation.
- Parking was raised by some participants as a current issue, with a difficulty in finding space, and that the fencing around parking areas were too prevalent and unattractive.

Potential additional facility suggestions

There were a range of additional facilities that were suggested by participants:

- An Informal study space, including access to free wi-fi, as well as other social spaces for young people to spend time in throughout the year.
- Outdoor social space might form a part of this, with somewhere that young people would feel welcome to sit outdoors during warmer months.
- Climbing and bouldering activities included in the design study proposals were welcomed by participants, as well as wheeled sports areas including rollerblading, skateboarding and BMX.
- Outdoor food stalls and trucks were suggested as a good way to draw new audiences to the Centre, and as appealing to younger people.

- Outdoor events including concerts and festivals would also appeal to younger audiences, taking advantage of outdoor space around the NSC site.
- An outdoor pool for use in summer months was suggested.
- The growth of esports was raised as a potential avenue for exploration, with a space for gaming being appealing to younger people. Games which engage people in physical activity could form a part of this (with Wii Sports given as an example).
- A crèche or similar childcare facilities were suggested to allow users with young families better access to the Centre.
- A hall space for school events was suggested, which could be used as part of sports days for medal ceremonies as well as general use for hospitality.
- Community growing space was suggested for the area identified in the proposals as the Rosary mound.

11

Community & stakeholder engagement

11.12

Community Conference

Images

Selected images from the Community Conference event on Saturday 9th February.

Community Conference

Representing a conclusion to the public events forming the On Your Marks consultation series, the Community Conference was day-long event taking place in the Centre on Saturday 9th February.

The event was designed to be a showcase of developed design studies building on previous consultation stages, offering the public and Centre users an opportunity to understand how their feedback had shaped the project team’s development of a future proposal.

The day included a range of informal consultation activities, as well as additional fun and interactive activities for children and young people. The event was scheduled to take place on a busy weekend day within the Centre, taking advantage of crowds there to take part in other activities, including the annual Kent Swimming Championships.

Alongside presentation boards displaying key sketched images of the developed proposals, there was a Speed Cage activity, colouring sheets for young people, balloons and other attractions.

Between 11am and 3pm, the event was an informal drop-in, held first in the foyer space engaging people arriving for other activities, and then in the main arena space, with additional activities.

At 3pm, the project and client team delivered a presentation of the proposals, offering further detail on the developed design studies, and information on future steps.

After this presentation, between 4pm and 5pm, participants were invited to meet with the project team and discuss the proposals and offer additional feedback.



Images
Selected images
from the Community
Conference event on
Saturday 9th February.



11 Community & stakeholder engagement

11.12 Community Conference

11.12.1 Outcomes

150

Approximate engagements during the Community Conference event.

Community Conference

Overview of Responses

Participants were able to discuss the illustrated proposals with the project team both before and after the primary presentation during the community conference. There were also short response forms available which allowed participants to score the proposals on questions concerning access and appeal, as well as provide any other comments. The graphs below represent the responses to the written forms. These note generally high levels of positive response to the proposals, suggesting that the vast majority of respondents believed that the proposals would improve both access to the Centre, and encourage them to spend greater time on site.

Comments included in the response forms, and anecdotal conversation with project team facilitators are include thematically.

Broad Support for overall approach

A high proportion of participants expressed satisfaction with the proposals presented during the day, with particular positive opinions on improved social facilities contained within the hub space, as well as general commitments to the athletics and swimming facilities and range of external pitches.

Parking

Parking represented the primary topic of concern expressed by participants. There were a number of comments suggesting that the parking space within the illustrated overview images, while indicative, did not represent a sufficient level to support activity at the Centre. There was support for improved management of parking, and drop-off areas.

Swimming Facilities

A number of participants expressed satisfaction at the proposed retention and improvement to the 25m pool building, and related continuity of the 50m pool facility as a dedicated pool of this length.

Climbing

There were a number of comments indicating disappointment at the scale of the climbing facilities illustrated within the proposals, although the bouldering and informal facilities were welcomed by some.

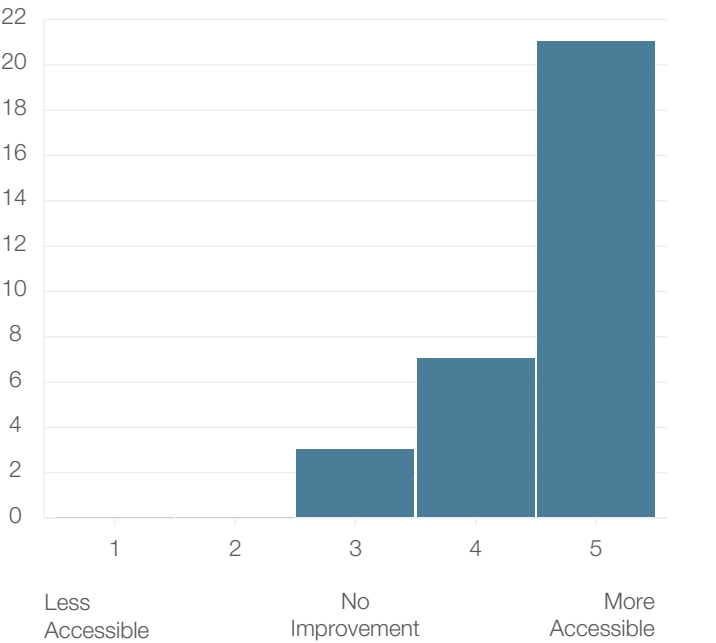
Next Steps

There was some concern about the process and timescales beyond the feasibility stage of the redevelopment process. While this was discussed within the presentation during the day, some written responses to the feedback form expressed an interest in ongoing sharing of information regarding later stages.

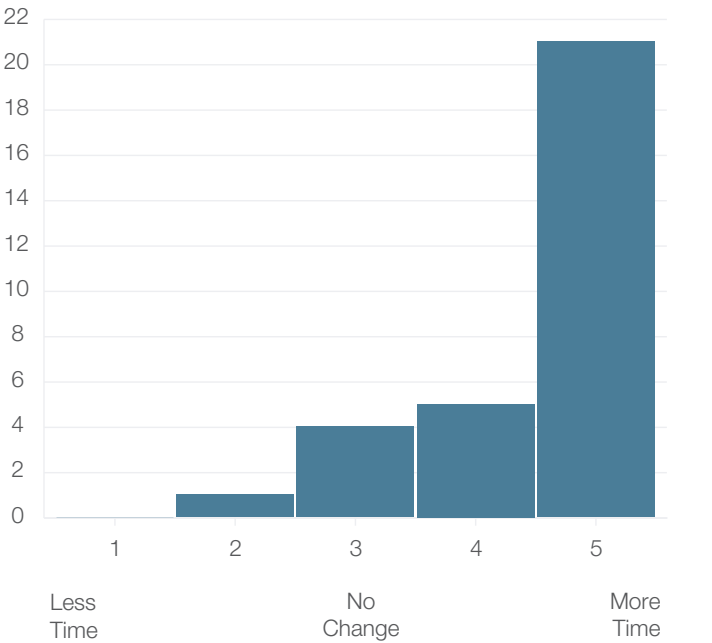
Continued Engagement

There were some concerns expressed that there was a need to share the proposals further with the wider Centre community, and that some form of ongoing exhibition might be valuable to doing this.

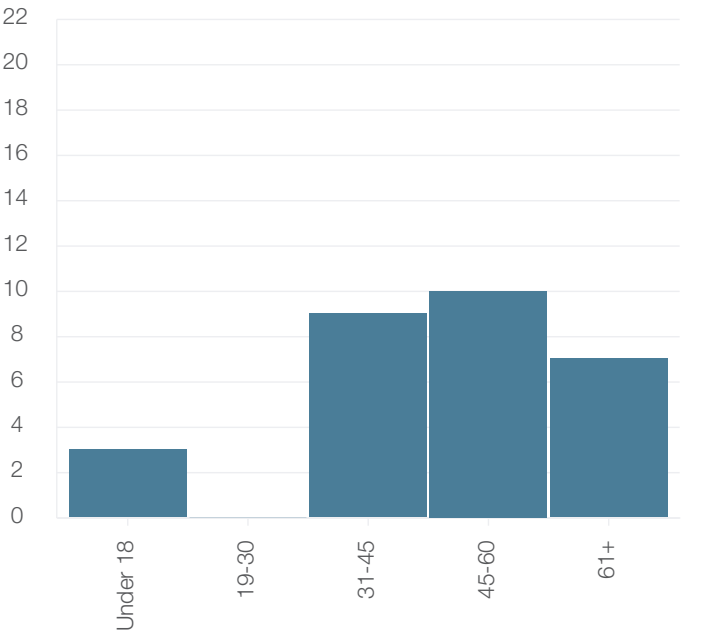
To what extent do you think that the design proposals improve access for users and visitors of the Centre?



Would this design encourage you to spend more or less time at the Centre?



Age Group



Engagement Summary

[On Your Marks!](#)

Engagement Statistics

25th July 2018 - 9th February 2019

Digital Engagement

5,171

Total unique visitors to On-Your-Marks.co.uk

1,345

Total responses to Questionnaire

487

Total responses to Digital Options Survey

On-site Engagement

154

Postcard responses to the Pop-up exhibition in the Centre foyer space

Coached by the Community

55

Total participants in Coached by the Community Facilitated Workshops

Drop-in informal engagement
Friday 24th - Saturday 25th August
Approx 200 engagements

Facilitated Workshops
Wednesday 29th August - 7
Thursday 30th August - 10
Tuesday 4th September - 21
Wednesday 5th September - 17

Trialling the Design Options

128

Total participants in Trialling the Design Options Facilitated Workshops

Wednesday 10th October - 27
Thursday 11th October - 24
Tuesday 16th October - 33
Wednesday 17th October - 44

BEAM

600+

Approximate engagements at BEAM public event in Crystal Palace Park

Community Conference

150

Approximate engagements during the final engagement event

12 Sports stakeholder & partner consultation

Continuum
Sports Consultant

12 Sports stakeholder & partner consultation

Introduction

Alongside the public consultation process the Consultant Team have undertaken a series of further consultation exercises with key partners and stakeholders which have helped shape and influence the emerging options for CPNSC.

Whilst there has been an update on consultation in the previous mid-point report in August, building on the earlier other consultant’s report in 2018, these more recent discussions have been focused very much on the facility mix and facility needs for the partners influencing the emerging options as presented by the Consultant Team.

The focus on the stakeholder consultation has been to address a number of the key sporting needs identified in the 2018 report and to ensure that the feasibility study and resultant design options can reflect as much of the needs of partners and users of the site as possible, to meet identified strategic need for sport and physical activity, address local need for facilities and where possible match the ambitions of partner clubs within the context of a sustainable future for CPNSC.

These influences and issues are summarised below and are considered alongside the outcomes from the Public Consultation Workshops presented later within this report.

The further consultation has focused on the following partners:

- Lead National Governing Bodies – England Hockey, UK Athletics, Swim England, British Gymnastics and the Football Foundation
- Leading Sports Clubs and Users of CPNSC – Deep Dish Volleyball, CP Gymnastics, Wayfarers Hockey Club, Mount Palace, Crystal Palace Football Club, CPSP Aquatics Group.
- Key Stakeholders – Sport England, GLL and Play Football.
- Additional Survey information – Swimming Pool Demand.
- Additional Consultation on Disability Sport and current and future use of CPNSC.

The leading outcomes and influences from these partners are as follows;

Leading NGBs

HOCKEY

Context

England Hockey have further highlighted to the GLA the importance of the site for the development of their sport and specifically the growth of London Wayfarers HC. The site represents a critical opportunity for the 4th largest club in the country to create a home base and the potential to develop CPNSC for Hockey represents a key opportunity in the South London sub-region.

The Consultant Team and GLA have liaised with England Hockey’s Development Director who provided details of the need and demand for hockey provision as well as confirming the importance of CPNSC for hockey.

Impact and Influence

The minimum requirement for the expansion of the club is two pitches England Hockey are keen to see the potential for expanding not only the playing facilities but also the ancillary facilities for spectating, changing and social functions of the site which would galvanise the club further and provide a real home venue.

The NGB acknowledge that the profile of hockey participants whilst very positive for female sport, needs to reflect better the diversity of the local community within Crystal Palace and South London and have confidence that with a better base for the leading club this work could take place to provide a more diverse club.

Further Impact

England Hockey have provided further technical input into the pitch specifications and technical requirements for league competition and spectators. Notably the Hockey Plus pitch surface which at the more detailed design stages does provide a more flexible use for other sports and supports the need to retain the provision for recreational football at CPNSC.

England Hockey met with the GLA also to discuss the potential for joint management of the outdoor spaces with athletics (with UK Athletics also present). This is considered later in Section 12 briefly when discussing the opportunities for any future operator working with the clubs on site. It was however noted that the hub facilities as the potential new

central focus for CPNSC would be very attractive to the overall operator of the site and thus not something that community sports clubs would be best placed to manage.

A more secure future and better clarity on the access, management and maintenance of any new hockey pitches is however a clear need within the future management of the site to ensure that there is no repetition of the problems that persist at the site at present.

ATHLETICS

Context

Further consultation with UKA has reinforced the view that CP is not being considered as a venue for top level athletic events in future and that the stadium should be upgraded to be suitable for Southern Championship or British League meets as the highest level.

The recommendation of the UKA is to remove the large stands and replace with a maximum of c. 1,000 permanent seats and clubhouse facility along with the necessary 'base' infrastructure to allow for an upscale for larger events to say 5,000 approximately.

The governing body strongly support the retention and upgrade or re-provision of facilities for indoor training in view of the paucity of accessible indoor training provision across London and the good transport links. CP is accessible to a very wide catchment area.

A new or upgraded indoor 60m 6 lane sprint straight with run off, a jump pit and suspended throwing cage is considered by UKA to be an appropriate level of indoor provision. The 60m run off could be covered or open (i.e. out of the end of the building) if a new facility and located on a long side of the running track.

Opening up the track to integrate better with the park’s network of paths (with lighting and distance markers) are relatively low cost investments which have potential, with proactive promotion and programming, to deliver against a community participation vision.

From the options set out within the feasibility study (and the community consultation materials) and in line with previous consultation securing the viability of the stadium is a key focus for UKA and the option studies and site plans have

been welcomed. UK Athletics want to ensure that the sport can grow further and the reduction in seating and capacity – as a key part of making the site work better has been considered in line with the sites changing status since 2012.

Impact and Influence

UKA keen to ensure the indoor facilities can work as well as possible and be flexible indoor spaces to ensure year round use for sport to support the more focused winter activities for athletics training.

Further Impact

UKA input in the technical specification of the indoor facility at the more detailed design stages. The Consultant Team note the clubs and coaches at CPNSC wishing to see longer indoor sprint straight which would be subject to the capacity of the site and its proposed new location as well as the impact of the budget on re-providing a larger building.

UKA are also to provide further technical information on the advances made on artificial surfaces which may be a longer term consideration for the athletics infield. Based on consultation with UKA there is currently the ability on an artificial pitch to accommodate low level competition use for discus, javelin and shot but not yet for hammer on artificial surfaces. Whilst this has not been included as an option within this feasibility study and would be considered a much more long-term option for athletics, the GLA should maintain dialogue with UKA as to further advances in technology and future opportunities for CPNSC.

SWIM ENGLAND

Context

Swim England are keen to ensure that the outputs from the centre for swimming can be both protected and advanced in the most effective and efficient way possible.

Swim England have noted the overall shortfall in the surrounding boroughs to Crystal Palace (and London overall) and would be keen to ensure the most waterspace possible is retained at CPNSC. The retention of the 25m pool is seen as an important part of the overall offer for CPNSC and the 50m pool represents a key strategic need for the South East as a specific long course facility which attracts users from across the region. The investment into the diving facilities

12 Sports stakeholder & partner consultation

and its continued growth at CPNSC was seen as very positive.

A number of discussions took place over the retention or loss of the 25m pool and the section later in this report on the specific swimming pool needs and configuration provides the more detailed analysis of this and the clear conclusions as the most effective way forward for CPNSC.

Impact and Influence

Swim England are keen to ensure that the decisions on the facility mix is also supported by the work that will be required to liaise with the clubs and providers to make the centre works more effectively across all the different aquatic disciplines.

Further Impact

Further technical input from the NGB on the more detailed design stages.

BRITISH GYMNASTICS

Context

Across all of London there is clear and demonstrable demand for further dedicated space for gymnastics. The waiting lists for gymnastics clubs continue to grow and many clubs cannot meet these demands due to lack of space and specialist facilities.

CP Gymnastics Club suffers from the lack of a dedicated space that has traditionally succumbed to regular changes to the programming and use of the balcony area for events and other activity. This has limited the growth of the club and its capacity to deliver more.

A key function of CP Gymnastics is also to provide access to other clubs that operate within the catchment of CPNSC which there are a number of clubs operating out of schools and leisure centres.

The club has limited scope to increase its programme and presence, and this support to other clubs at CPNSC despite being a user of the site for nearly 30 years.

Impact and Influence

British Gymnastics are keen for the balcony area to become a dedicated gymnastics facility and note the club would be able to address much of its demand and need. The NGB also note

that the space is not as extensive as a new dedicated gymnastics facility could be as part of a new building.

The Consultant Team have considered the merits of providing a separate building on the site – for example on any space left within the option where the Lodge is demolished. This would however increase the build footprint (a key negative issue for planning), require the retention of the road infrastructure (a key negative issue for increasing green space) and

Further Impact

British Gymnastics to provide further technical and funding guidance on the potential opportunity for the facility at Crystal Palace at the more detailed design stages.

FOOTBALL FOUNDATION

Context

The Foundation have noted that CP could be a key venue for football and the increasing demand for AGPs in London.

The Foundation are keen to review the opportunity of delivering their Parklife model at CPNSC if the opportunity arose to develop two dedicated football AGPs on site.

Impact and Influence

The Consultant Team acknowledge that demand for AGPs within London far outstrips the supply of dedicated football facilities.

The Foundation are however developing two potential Parklife hubs in Croydon. Purley Way Playing Fields (6miles) and Ashburton Playing Fields (5 miles).

The plans for a Lambeth Parklife at the time of this report is not going ahead and it is unclear if this is to be revisited by the Council or the Foundation.

A football specific surface would preclude other use and if football specific surfaces were to be developed on the current site plans this would remove the opportunity to deliver of hockey on the site.

Further Impact

The FF are keen to understand the final position with regard to hockey and football provision at CPNSC and whether the site would be suitable for either the Parklife model or a single site investment opportunity.

It should be noted that the Parklife model requires a separate management model to be delivered by the Foundation via the London Football Trust which the Consultant Team see as a potentially complex set up with the GLA and any overall leisure operator at CPNSC.

Key Sports Clubs and Users

DEEP DISH BEACH VOLLEYBALL

Context

The club have highlighted that the current management with GLL has led to a lot of problems with retaining their membership as well as logistical and financial concerns and were in the process of taking back the control of this from GLL to manage their own process and membership in particular.

The club is keen on any opportunity to have a bit more autonomy at the site and opportunity to expand and have welcomed the plans to provide additional playing space and courts. Specific feedback on the site plans at this feasibility study have been positive with the need to ensure that the beach volleyball courts are securely fenced to mitigate any damage and abuse as well as retaining a small building adjacent to the courts as the current set up as a small base for kit and administration for competitions and events.

Impact and Influence

The club have acknowledged that the overall management of the site could remain with any operator but a more structured (and secure) arrangement for access and use would be required. The club have indicated that they would ideally like their own club facility but acknowledge that being part of the hub building would meet the needs of their club socially.

Further Impact

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading clubs and any future operator with the GLA.

The club have also indicated that they have identified sponsors whom would be interested in investing in the new beach volleyball facilities.

CRYSTAL PALACE GYMNASTICS CLUB

Context

The presence and history of the gymnastics clubs has been well documented in previous study reports on CPNSC and the Consultant Team are aware of the success of the club in producing gymnasts and squads. The club have shared their development plans for the balcony to convert the space into a dedicated gymnastics facility. The

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designs and costs show the conversion of the space into full time gymnastics facilities utilising the full space for floor, equipment and pits.

Impact and Influence

The development of the club would be hugely enhanced by dedicated facilities on the balcony enhancing capacity, meeting the waiting list and also providing the wider function and support to other smaller clubs within the catchment.

This option will require careful consideration in relation to the future management of the indoor spaces. As referred within Section 12 the current operators GLL have expressed their concern over removing the flexibility of the indoor sports space given the needs for events and community sport. There are good examples of where clubs operate within leisure centres as well as a number of operators themselves expressing their desire to run a number of the activities at CPNSC as they do at other centres.

The Consultant Team would be confident that there is a suitable solution for the enhanced provision of dedicated gymnastics at CPNSC. Whilst there is no scope for the provision of a new separate facility adjacent to the main sports building and the Consultant Team view the demand and strategic need for gymnastics would view this as a priority over retaining flexible indoor space.

The Consultant Team are of the opinion that given the demand for gymnastics in London and the potential constraints of the North Balcony, whilst the conversion of the current space should be given priority, whether the GLA could consider if there is merit of looking further into off-site provision for gymnastics in a larger dedicated space to re-house the club.

Further Impact

British Gymnastics to provide further input into the technical requirements for the club and options for the conversion of the north balcony.

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading clubs and any future operator with the GLA.

WAYFARERS HOCKEY CLUB

Context

LWHC has a very clear vision and strategy for the expansion of their club which England Hockey have shared with the Consultant Team. Currently they train and compete over 8 different sites but do not have a base for their club. The club has 1,400 members with 900 junior members.

The Club having attended the Community consultation events have expressed the importance of the CPNSC site to their club and the catchment that it serves and could serve if the opportunities were expanded on the site.

The club have indicated that they have investment to put towards the provision of a second pitch, ideally they would like a third or even a fourth pitch but they are aware of the site constraints. The club have also expressed the desire to manage these pitch sites themselves having had a very poor experience of the current operator and the provision of the facilities.

The club have acknowledged that with a better base and access to the hub building for social activities that their already extensive coaching activities could be further advanced and a much wider catchment and range of players could be attracted to the club.

If the pitches are to be located out at the back of the facility the club would be keen to look at options for spectator facilities and if possible changing facilities adjacent to the pitches, however access to and from the hub could be made if the route between the pitches and the hub via lighting and design, is made safer and more attractive.

Impact and Influence

The club have highlighted the minimum requirement would be 2 hockey specific pitches. They have responded positively with regard to the hub building and bringing together the various different sports clubs and linked to the drive of England Hockey to secure CP as a hockey club destination.

The club are well placed to step forward to both fund the additional pitch and manage both pitches given their capacity within the club.

Further Impact

Club are keen to provide further input into the designs in line with England Hockey's input.

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading clubs and any future operator with the GLA.

MOUNT PALACE CLIMBING CLUB

Context

The climbing club at CPNSC has grown the activity at the centre since taking over the operations from GLL and have seen some very positive activity, interest and demand with a growing membership base. The climbing club previously proposed a number of options for providing state of the art climbing facilities with an ambition to provide international level walls which were not deemed feasible for the centre and would impact on the provision of other key sports within the main building.

The Consultant Team have undertaken further work since the October consultation sessions looking at other successful facilities within London with the aim to provide similar height but much more capacity for bouldering and a larger facility currently being considered under the walkway and adjacent to the 25m pool.

The lead at the club has expressed their positive views on this extended provision but is notably cautious about the future management of the facility with its potential attraction to an operator given the popularity of new climbing facilities.

Impact and Influence

The history and traditional for climbing at CPNSC is not as strong as other sports, however the growth in the sport and the demand for wider and more diverse offers particularly that focuses more on physical activity is considered by the Consultant Team as a key factor in the future of CPNSC.

The Consultant Team are very keen to accommodate a larger and more diverse offer for sport at Crystal Palace and work through some alternate options for climbing and bouldering. The current location within the revised plans provides a very visual and appealing part of the outdoor hub, provides a very beneficial location to the indoor hub and much greater capacity being over three times larger than the current facility with the same height.

The Consultant Team would like to see the future management of the site lead by a more local presence however recognise that this is part of the future management discussions.

Further Impact

Further input into future designs on any final configuration for climbing given the club's links with climbing wall and bouldering providers would be of benefit for the next design stages.

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading clubs and any future operator with the GLA.

CRYSTAL PALACE FOOTBALL CLUB (CPFC)

Context

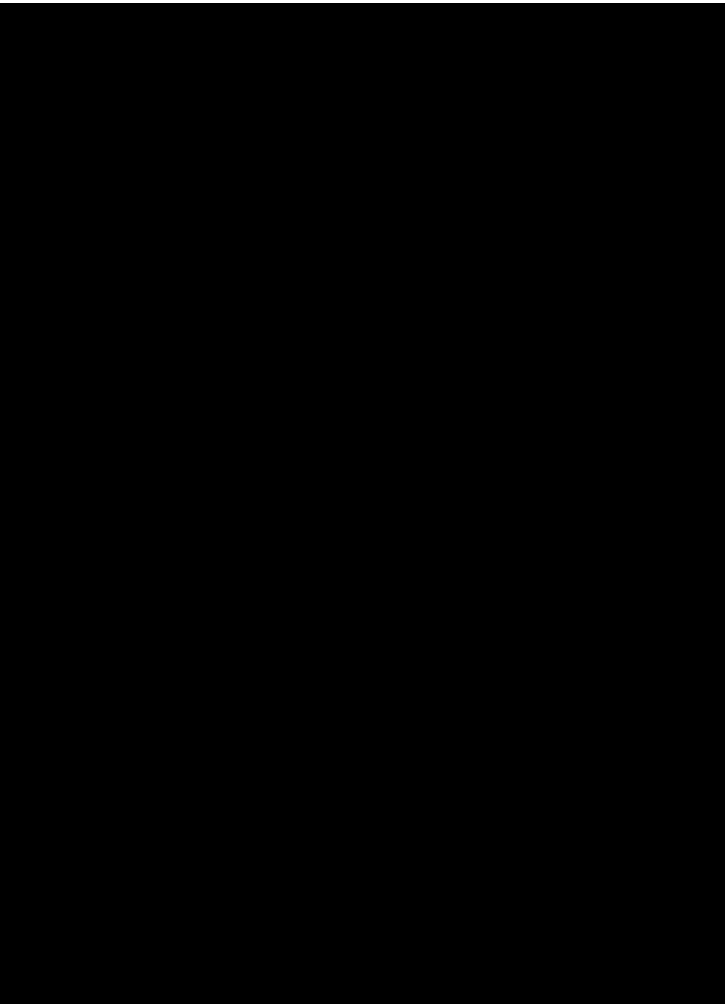
The Consultant Team met with both the Crystal Palace for Life foundation and the CEO of the football club with their differing needs regarding the current use of CPNSC and their future requirements.

Palace for Life Foundation

The PFL Foundation utilise the site for their community programme delivering outreach work and activity on the site. The use of the indoor dome is of benefit but the community use via Play Football and GLL has often seen the site left in a poor state with goals and equipment damaged. There are also some clashes with programming and usage and it has become a slightly strained relationship using the site.

The PFL Foundation remain very keen on the location of the centre as it has great transport links and the catchment for the local population is of great benefit to the club. The PFL Foundation would ideally like a full-sized football specific 3G pitch to remain but noted that a good quality hockey pitch can serve some of the functions of their programme alongside small sided football pitches.





Cycling, Running and Triathlon
Context

The consultation with British Triathlon confirmed the findings in the NAA report that CP Park as a whole (including the NSC) is considered a key strategic site for triathlon and its component disciplines from the introductory level ('Go Tri') and individuals using the pool, track and paths for training right through to the CP Triathlon Club event in May which is one of the main events in the BT calendar and attracts an entry of c. 1,500 including up to 500 juniors. The club established a junior section 10yrs ago and the club is considered to be the second most successful in London.

The pools are also used by BT annually for the Aquathon - part of the London Youth Games. Rationalisation of the pools along the lines advocated by Swim England is not considered likely to impact on this programming.

Influence and Impact

There is a real shortage of cycling circuits in the Greater London area that are closed to traffic to allow training and bike racing which - along with triathlon is one of the fastest growing recreational sports.

The resource of CP Park (including the NSC) has enormous potential to deliver against the GLA and Sport England strategic outcomes through improving and promoting the Park as a venue for freely accessible outdoor activities of jogging, walking, running and cycling whether on a recreational basis, through regular organised inclusive events such as Parkrun or through events such as the CP Triathlon and Criterium closed road bike races. Investment will be needed in enhancing linkages through the Park to cycle routes outside the Park boundary, in path surfacing, markings, lighting, signage and crossing points to unlock this potential.

Further Impact

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading partners and any future operator with the GLA.

PHYSIOTHERAPY
Context

The CP Physio Centre is a major health care provider in the CP area. With 50,000 people on its mailing list and 150 staff it provides in the order of 140,000 health interventions annually and has been established in its current structure for 20 years.

The Centre has recently secured 7 year NHS contracts with Bromley and Lambeth which provides extensive reach into the resident communities with health issues around the Park. It is both a major local employer and delivers a wide range of health services to inactive people and people with health conditions including diabetes.

Impact and Influence

The potential for integrating and co-locating the Centre within the enhanced NSC facilities in order to support the delivery of GLA and Sport England strategic outcomes around physical and mental wellbeing, social integration and workforce development are clearly very significant.

The Centre also generates sufficient income from a mix of NHS contracts (>50%) and private clients to pay a commercial rent.

Further Impact

The Centre currently occupies a large area over three floors in the Jubilee Stand. The Director has provided an assessment of the floor area required to continue to deliver its current range of services within the NSC or within the hub. As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading partners and any future operator with the GLA.

CPSP AQUATICS GROUP INCLUDING LONDON SWIMMING, KENT SWIMMING AND LONDON SPORT
Context

CPSP had set up a CP Aquatics Working Group after the previous consultation was undertaken and the Consultant Team met with the group and Swim England.

The importance of the pool stock was noted especially the group's view on the retention of the 25m pool and the additional capacity that brings for swimming at CPNSC.

London Swimming and Kent Swimming raised concerns over the lack of currently available slots for long course swimming and felt previous consultations had not taken into account the on-going unmet demand for this in South London, Kent and the South East.

It was agreed that an additional survey was to be sent out via London Swimming and Kent Swimming to assess the specific needs for long course swimming. The results of this additional survey are detailed later within this section.

Impact and Influence

The direction for the final facilities mix and influence on programme is to be done via Swim England and London Swimming with the latter having contact with swimming clubs where required.

The swimming section that accompanies the business planning within this report sets out a key recommendation that the swimming pool programme should get a full overhaul ahead of any refurbishment and redevelopment of the swimming pool stock. London Swimming and Swim England

need to provide leadership on this to support GLA and any resource that is to take this forward.

Further Impact

None for this stage of the study for the group.

CP DIVING CLUB
Context

As previous consultation report has highlighted the diving programme is recognised nationally and supported by the NGB.

The proposals to relocate the dry diving to the back of the facility has been investigated in detail by the club themselves and the club have provided further information on the cost estimates for the expansion plans.

Alongside this the club have provided 583 completed surveys from parents at the club confirming the success of the programme and the importance of this provision at CPNSC.

The expansion of the diving platforms to allow for the additional needs of the competition and FINA standards have been verified by Swim England.

Impact and Influence

The provision of diving remains a key part of the future offer for CPNSC. The club's use and access to the pool will need to be reviewed under any new operational management contract to ensure that any new operator and the diving club work closely together given the club's almost exclusive use of the diving pool and the capacity to accommodate more events.

Further Impact

The proposals to improve the diving offer will potentially pave the way for additional diving events at CPNSC which will have a very positive impact on the centre overall.

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading clubs and any future operator with the GLA.

LEWISHAM AND SOUTHWARK COLLEGE
Context

Lewisham and Southwark College are a key user of the site for both for sports fixtures, sports activity and use of

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classroom and conference space across two full days at the centre.

The college have reported that by consolidating onto CPNSC site and securing the use has facilitated greater attendance and better results for their students.

The college feel that there is scope to do more and increase both their usage and also to continue to promote the access they have to the centre as a key draw for their students.

Impact and Influence

The College would like to link closer to the operator of the site to tie in training and employment opportunities. An operator with a longer term plan for the centre is likely to be able to provide a better forward plan with regard to this.

The college are keen on the idea of expanding the sports on offer and a more diverse link to physical activity and health and welcomed the changes proposed to CPNSC.

Further Impact

The future of the Hub building and the educational space will need to ensure key education users' needs are met at the later stages of the design.

As part of the future management the access arrangements for the new facilities need to be developed in partnership with the leading partners and any future operator with the GLA.

Key Partners

SPORT ENGLAND

Context

The Consultant Team met with two leads at Sport England (Sport England's Facilities and Planning Manager and Sport England's Property Director) to cover the wide scope and influence of CPNSC both from a strategic need and also the wider perspective of the current national centres managed by Sport England.

Sport England are keen to see the issues on demand being set to the forefront for the sports at CPNSC not just the needs of the individual clubs.

Whilst Sport England are an integral part of the FA's Parklife programme the development of other projects for football currently does outweigh those for hockey in the locality so a balance needs to be presented as to the needs for both.

Sport England are keen to see the wider impact on physical activity for the site and welcome the current plans promoting that use and opening up of the overall sports estate.

Sport England have been an integral part of the swimming pool provision and party to the recommendations set out later within this report.

The Property Director provided the Consultant Team with some useful insight into the national centres and how Sport England have worked with their leisure contractor (Serco) to balance the performance level sport and the community level sport. Whilst the Consultant Team note the facility mixes at both Bisham Abbey and Lilleshall (with no swimming pools) are different, there is clear opportunity to learn from Sport England's experience on this and apply shared issues to CPNSC where possible.

Sport England have also invested in a notable upgrade to the accommodation offer at their sites both to meet the sports market needs as well as the wider non-sporting market and this has proven to be very successful. Again whilst the countryside location does present a different offer to CPNSC for their leading centres, it is of interest to note within the wider discussions on the future of accommodation at CPNSC.

PLAY FOOTBALL

Context

Play Football manage the outdoor pitches and the football dome.

Impact and Influence

With regard to the future artificial pitch specifications, Play Football stated that a good quality hockey surface is still sellable to recreational football users. The overall quality of the pitches and the surrounding facilities will be important to maintain the interest and use of CPNSC for football.

The potential loss of the indoor dome for football is seen as having a negative impact as there is very little other indoor provision for small sided football. Play Football stated that the dome facilitates a lots of off peak and daytime usage, accommodates both CPFC and another football academy as well as being very popular with recreational footballers.

The current hockey pitch which is considered as a very poor surface does have a lot of football use and Play Football are confident that if hockey was the chosen surface that its flexibility for football would still work at CPNSC.

Further Impact

Play Football were keen to ensure that the recreational football users were given chance to respond to the consultation and agreed to send the On Your Marks! survey to their users.

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Disability Workshop & Engagement

After the 'Coaching the Community' sessions in Autumn 2018 the Consultant Team identified that disability sport interests and views had been insufficiently represented at the consultation workshops and contacted a number of national and pan-London organisations engaged in the promotion and/or delivery of sports for people with disabilities to identify how best to identify and engage with stakeholders in disability and sport.

London Sport (LS) was identified as best placed to support this engagement. LS's Disability Development Officer advised the Consultant Team and, with her support, a contact list of 50+ stakeholders with a potential interest in the project - including past users of the CPNSC for disability sport - were contacted and invited to submit their views on current issues and future opportunities for disability sport at the Centre. The stakeholders were also invited to attend a workshop session arranged as a drop in session at the House of Sport.

The drop in session was attended by a number of disability sports representatives including:

- Metro Blind Sport - Sports Development Officer
- Badminton England - London & Surrey Region Relationships Manager
- England Boxing - London Region Development Officer
- Goalball - London Region Development Officer
- London Sport / London Youth Games Para Athletics - Disability Development Officer

The response on current shortcomings of the Centre for disability sport was extensive. In summary, the main challenges of a complex site like CPNSC with regard to disability access:

- Distance from car parks / access points to sports pitches / courts – what is the journey from the centre entrance to the reception / changing areas / playing areas.
- Lack of accessible toilet and changing facilities close to activity areas.
- Size of complex means noise can be a problem for some users e.g. VI in terms of sound. orientation. Learning Disability / Autism – noise can indicate a chaotic environment.

- The open nature of the complex, means that for some individual / groups it is a high-risk area for people wandering off / getting lost due to multiple possible routes.
- General signage around the site is not always obvious or at eye level.
- Lighting is not consistent throughout the site, some areas darker and less well defined for people with VI.

The recommendations for inclusion within any investment into CPNSC include:

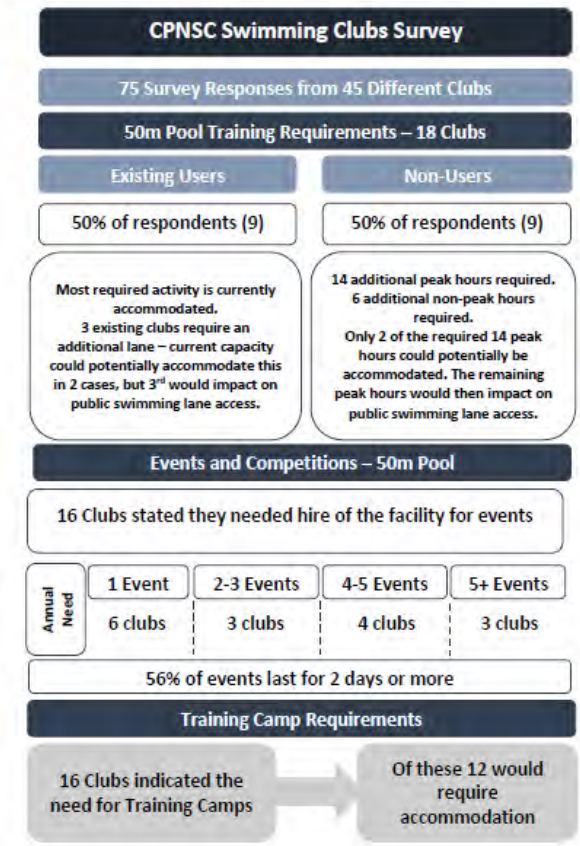
- Much improved, wheelchair accessible access from Station also designed with VI in mind (signage, colours, surface textures).
- Changing Places areas more accessible to activity areas and well signed.
- Pool Pods in place of hoists, ideally in both training and main pool areas (or mobile).
- Improvement to signage and reduce complexity of travel routes around the building.
- Use of colour contrast / tactile signage.
- Improved Lighting Maps displayed around the venue.
- Hearing loop for deaf people.
- Sound curtains to North Balcony Hall (if feasible and not dedicated to gymnastics).
- Accessible fitness equipment with audio boxes and use of other available technologies.

Following on from the drop in session and engagement the On Your Marks! survey was distributed via London Sport's contacts to the disability sport stakeholders and sports clubs which has added to the overall public consultation feedback detailed within this report.

Additional Swimming Survey

Alongside the public survey the additional swimming survey (detailed earlier within this section as an additional requirement for the wider 50m pool attraction and demand) is summarised below.

Figure 12.1 Swimming Survey Summary



The findings of the survey are summarised below:

- There have been 75 responses from 45 different clubs.
- 18 clubs provided an answer for their 50m pool training requirements – non-users of CPNSC stating they require an additional 20 hours of long course training alongside the current users requesting additional lane time.
- 16 clubs requested the opportunity for training camps and 12 of those clubs would want to have access to accommodation.

- Swimming events and galas remain a big driver for the 50m pool use with 16 clubs stating they needed the centre for events. A small majority of those events lasting for 2 days.
- A key factor is that additional training time is required from both current users of the pool and non-users of the pool for the 50m pool at CPNSC. From the initial analysis of the current programme only 7% of 50m pool programming time is currently available at the peak hours based on the current split of club and public swimming. A further review of the pool programme is set out in the swimming pool section later in this report.
- The over-riding evidence is that the demand for the 50m pool remains very strong across London and Kent given it provides the only 50m pool for Kent swimmers to access as well as most of South London. This has been previously documented but this additional survey provides additional evidence of the importance of the 50m pool and the overall swimming pool provision at CPNSC. The importance of maintaining a balance between the needs of competition, training and recreational swimming is a key factor in the future success of CPNSC. This is discussed later within this report as one of the key considerations of the future design and provision at CPNSC.

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Membership, Users and Respondents Profile

A final element of this consultation section draws upon the results from the public consultation process which provided feedback on where users (and respondents to the survey) of CPNSC lived.

Figure 12.2 provides a map of the current membership of CPNSC indicating the close catchment of the users across the 5 surrounding boroughs to CPNSC. The figure shows a high majority of members from Croydon and Bromley as well as all three other boroughs.

If this is then compared to the postcode mapping of those people who have responded to the survey. The catchment of users is shown to be far greater indicating users coming from across the south east and outside of London. This shows clearly the draw of CPNSC across the region. It should be noted that the majority of those out of London responses cited swimming and aquatics as the main reason for use of CPNSC.

Figure 12.2 CPNSC Members

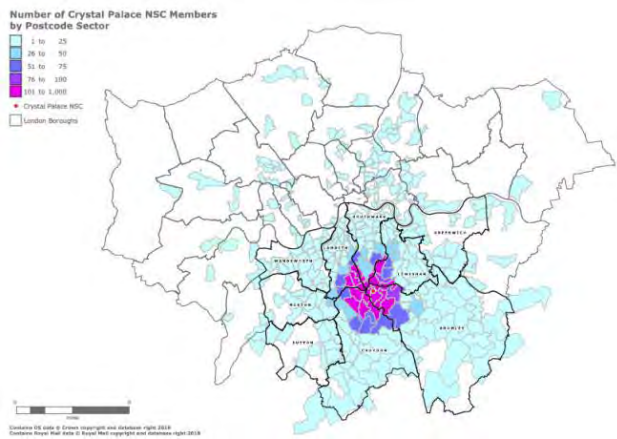


Figure 12.3 CPNSC Survey Respondents



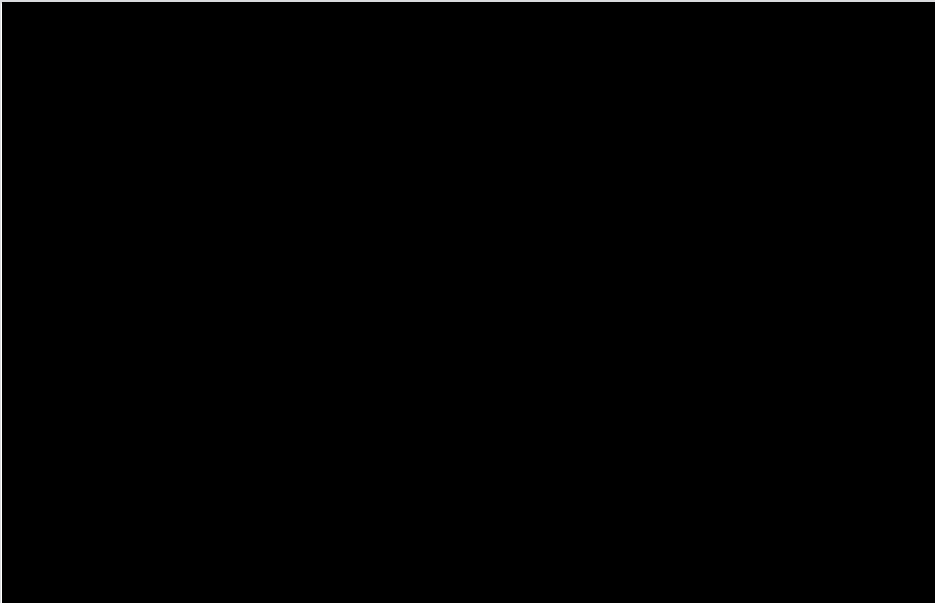
Summary

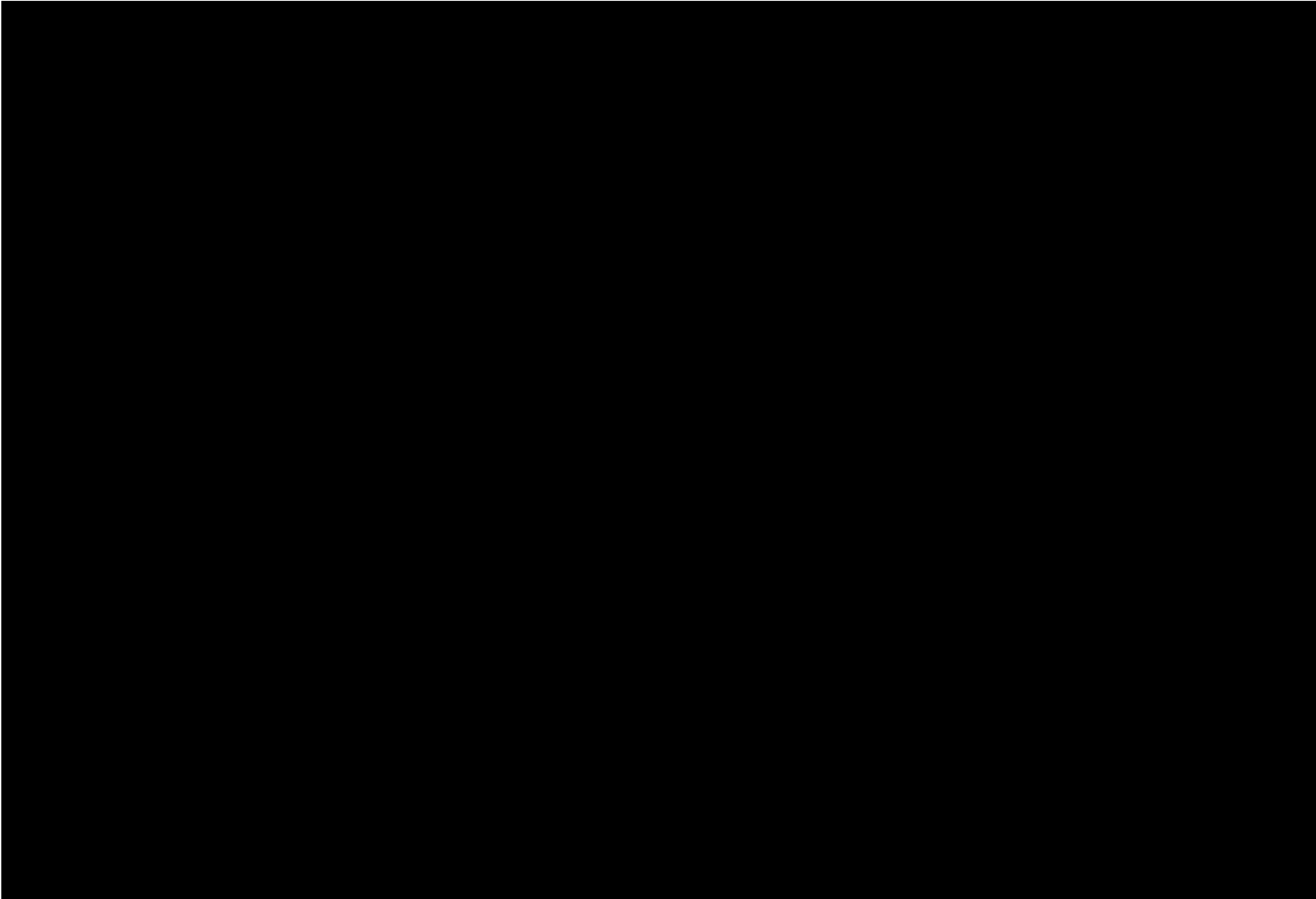
The Consultant Team have been buoyed by the depth of interest and passion that a number of the partners and stakeholders have shown for the centre. The feedback has provided some very helpful and detailed insight into the current status of the centre and its future potential and opportunities that exist for CPNSC.

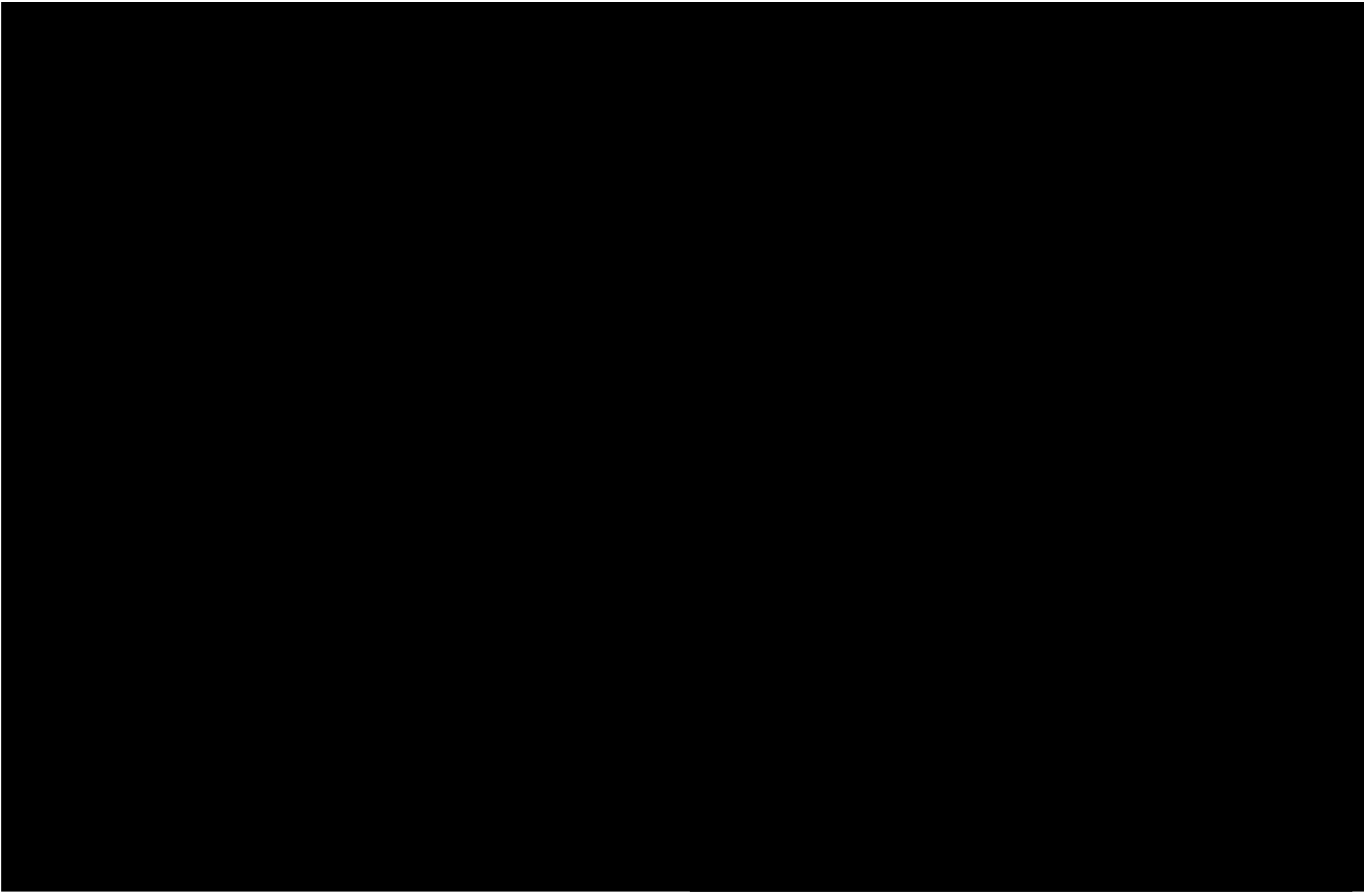
The stakeholder consultation has been an on-going process and as the public consultation has run throughout the study, a number of stakeholders have been engaged as the designs and options have evolved on differing occasions to provide more detailed and specific feedback.

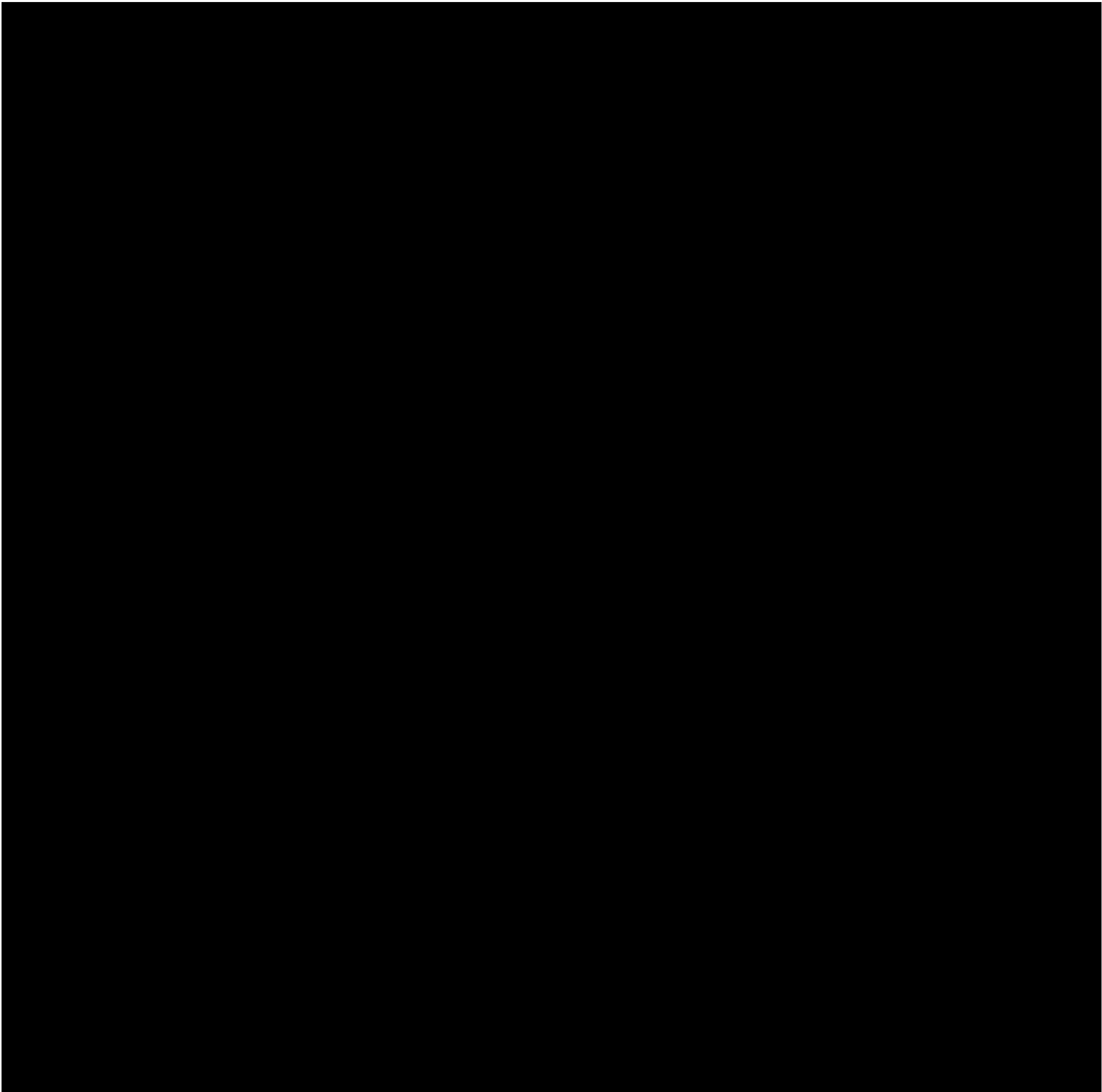
The range of consultation, working alongside the public consultation has been extensive and has captured the wide range of partners involved in the past, present and future of CPNSC with all the findings forming the foundation for the proposed design changes to this much loved centre.

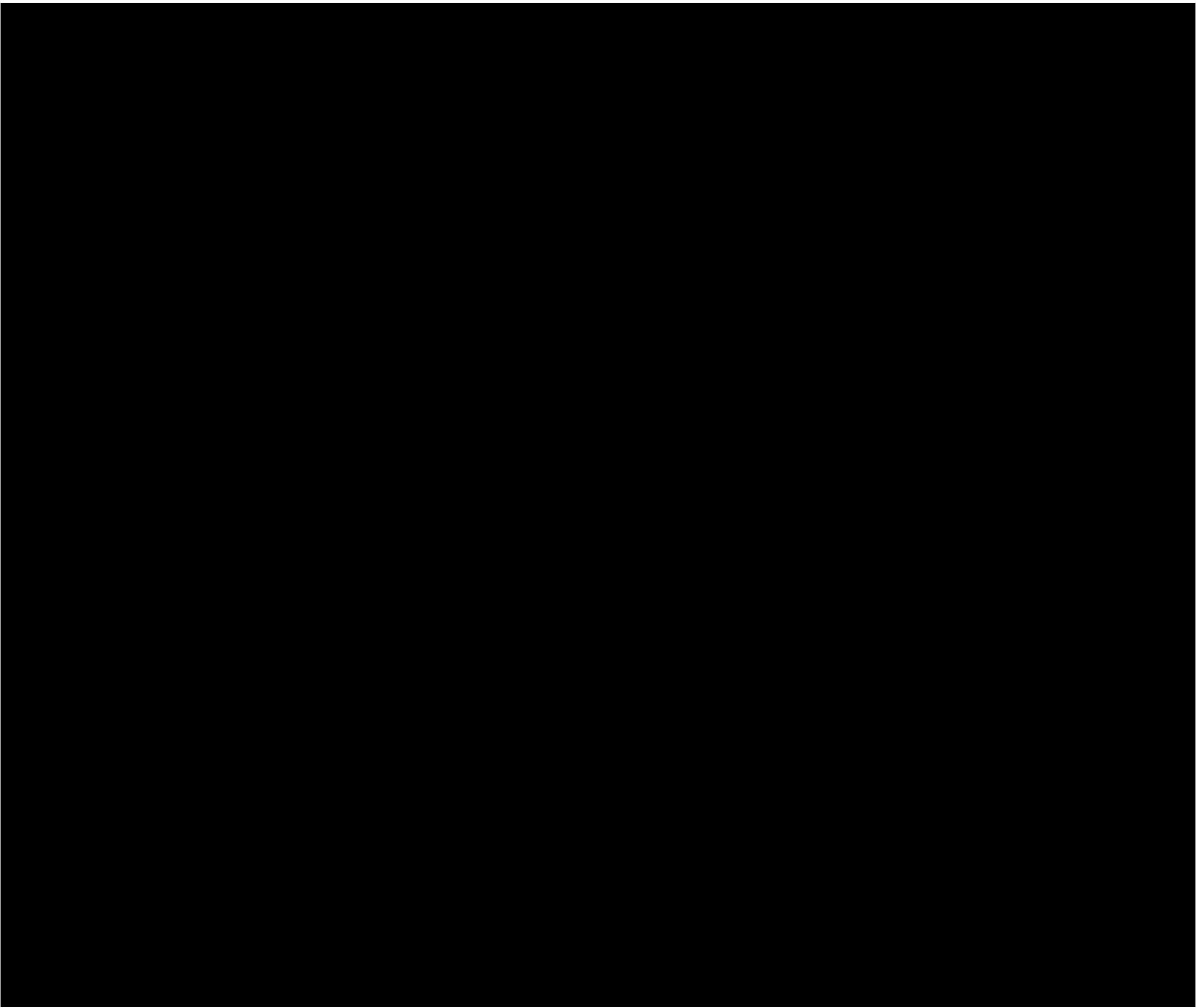
A key theme running throughout the consultation feedback is that all of those involved with CPNSC either from a direct delivery perspective or a strategic overview for sport all agree that despite the obvious challenges the facility presents, CPNSC remains a very important focal point for performance sport and competition, community sport and recreation, physical activity and the community.

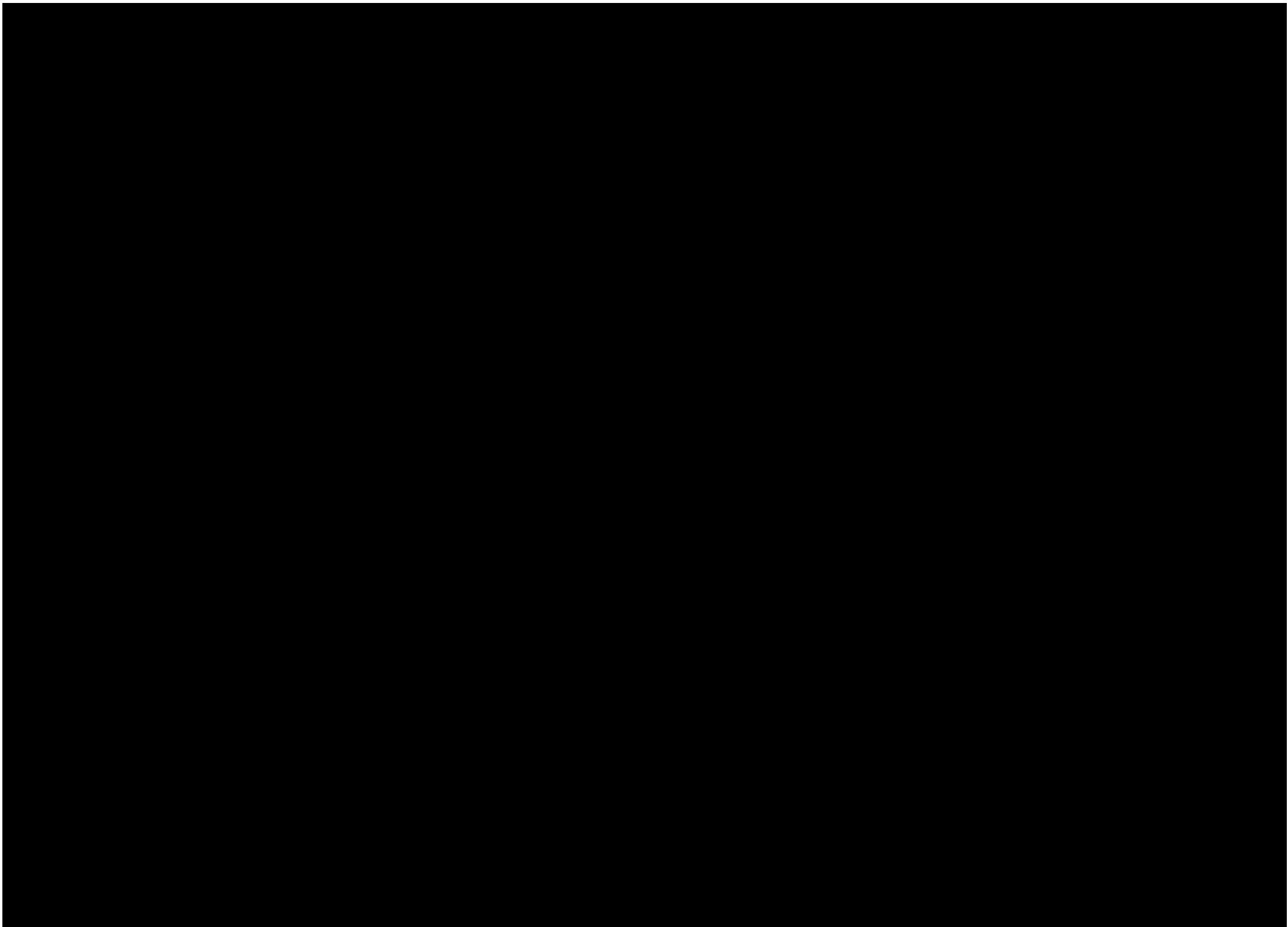


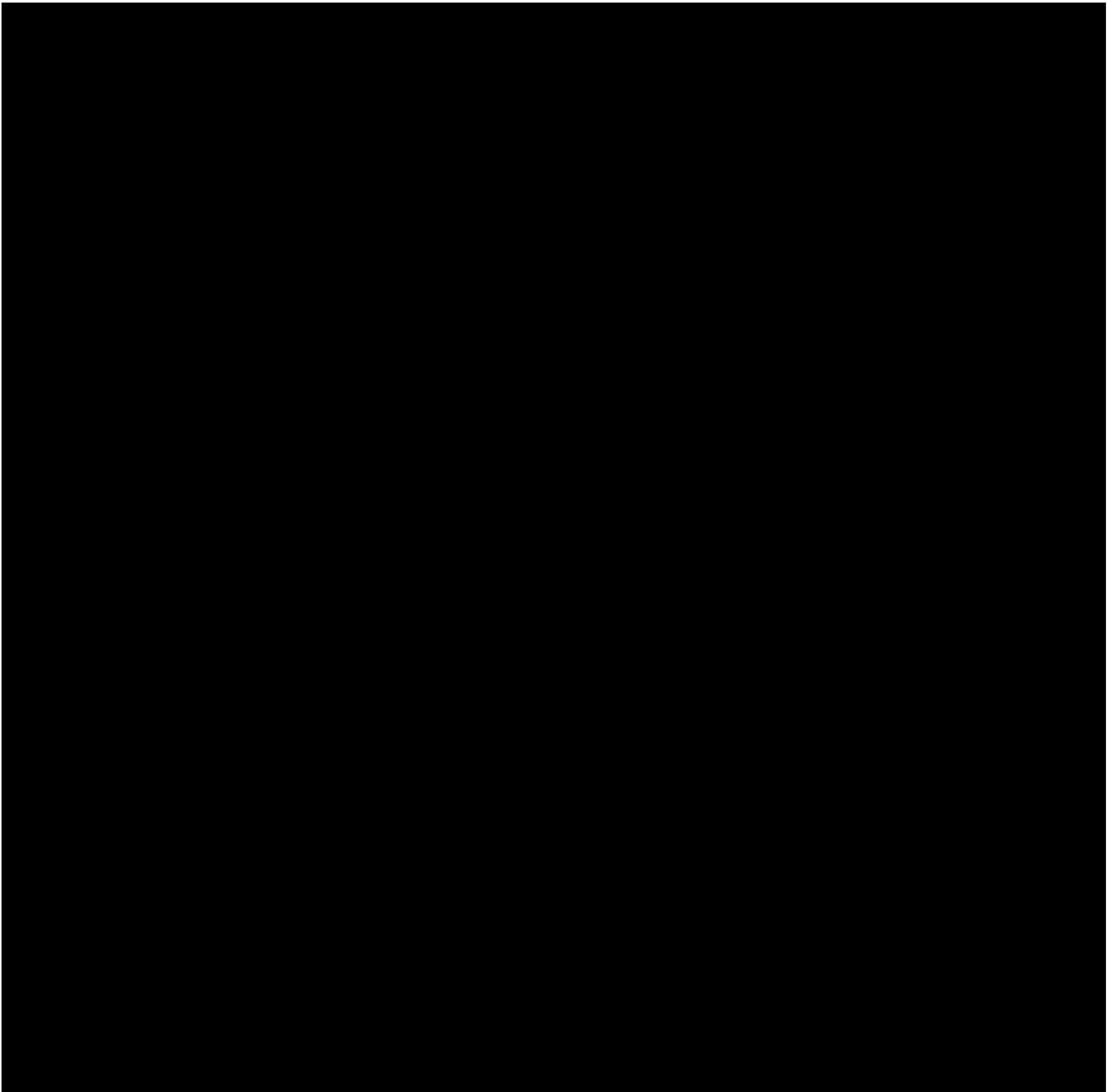


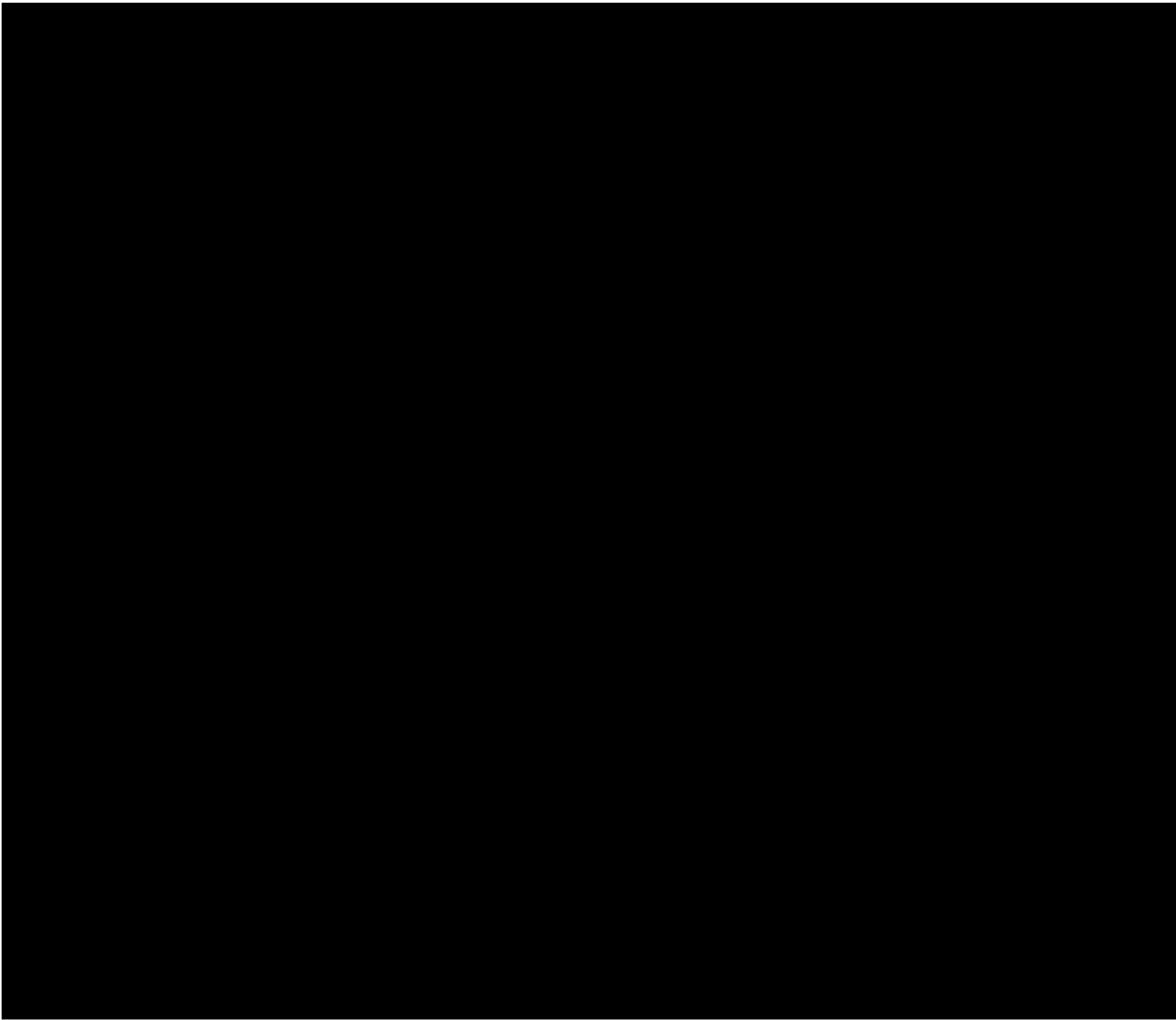


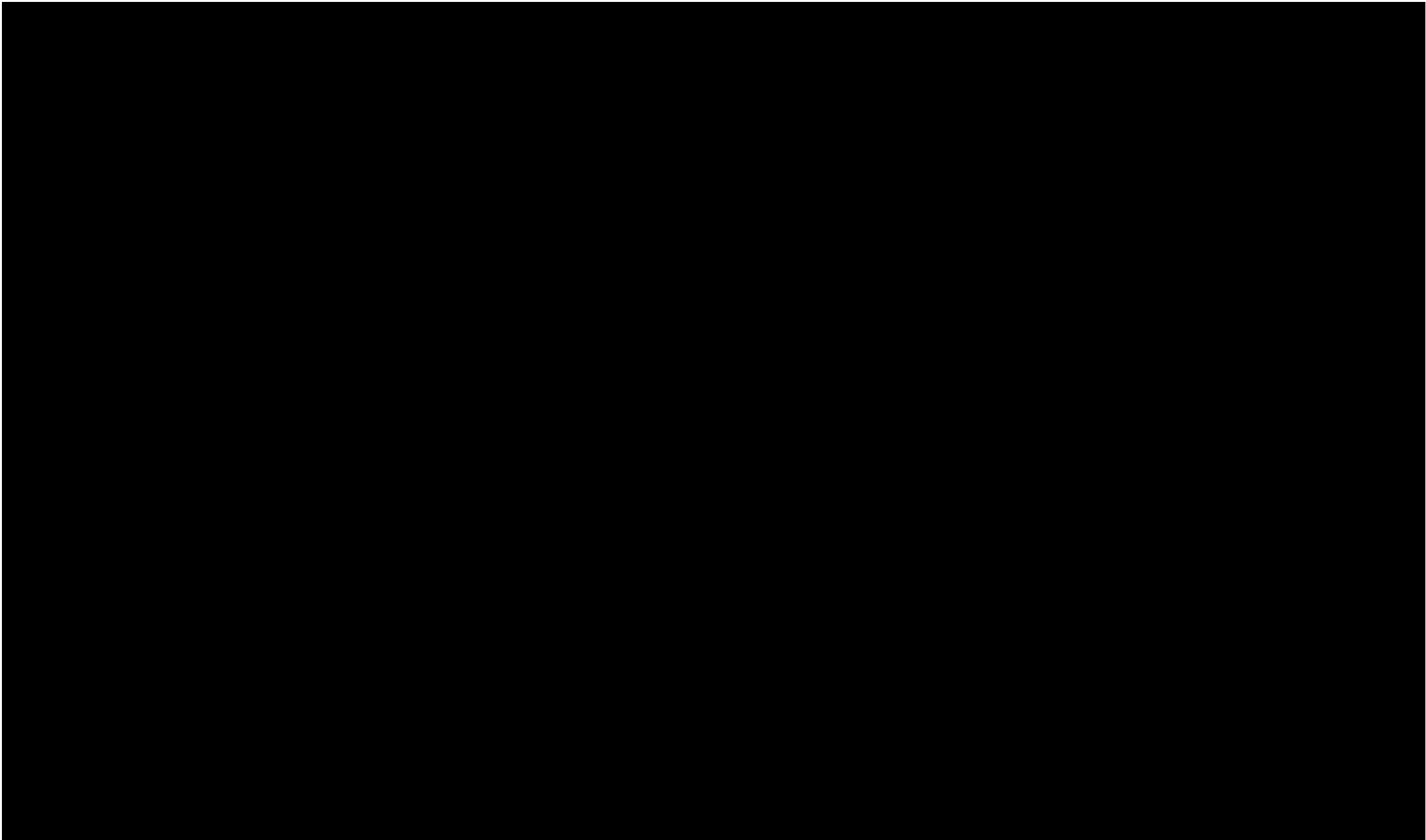


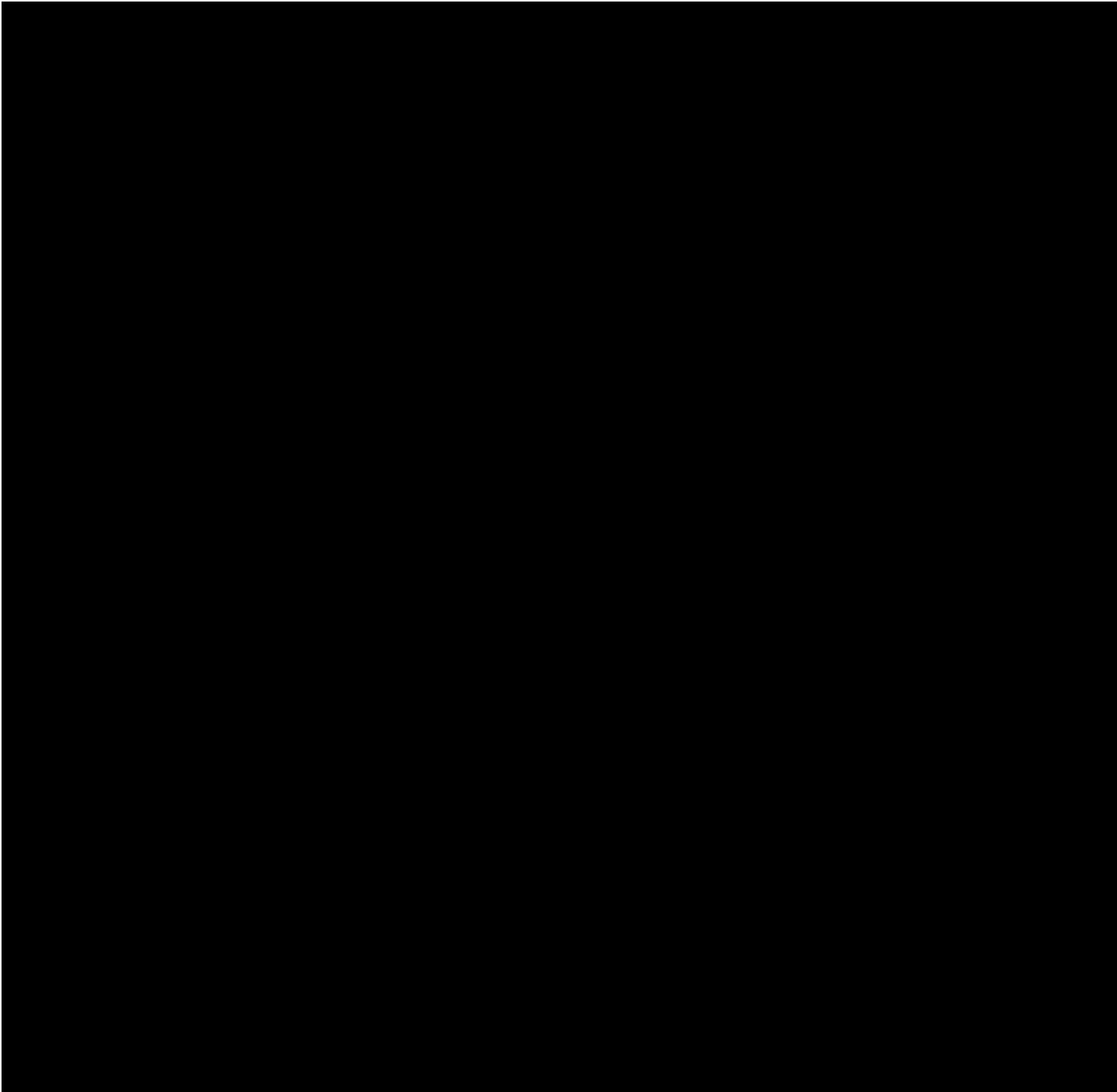


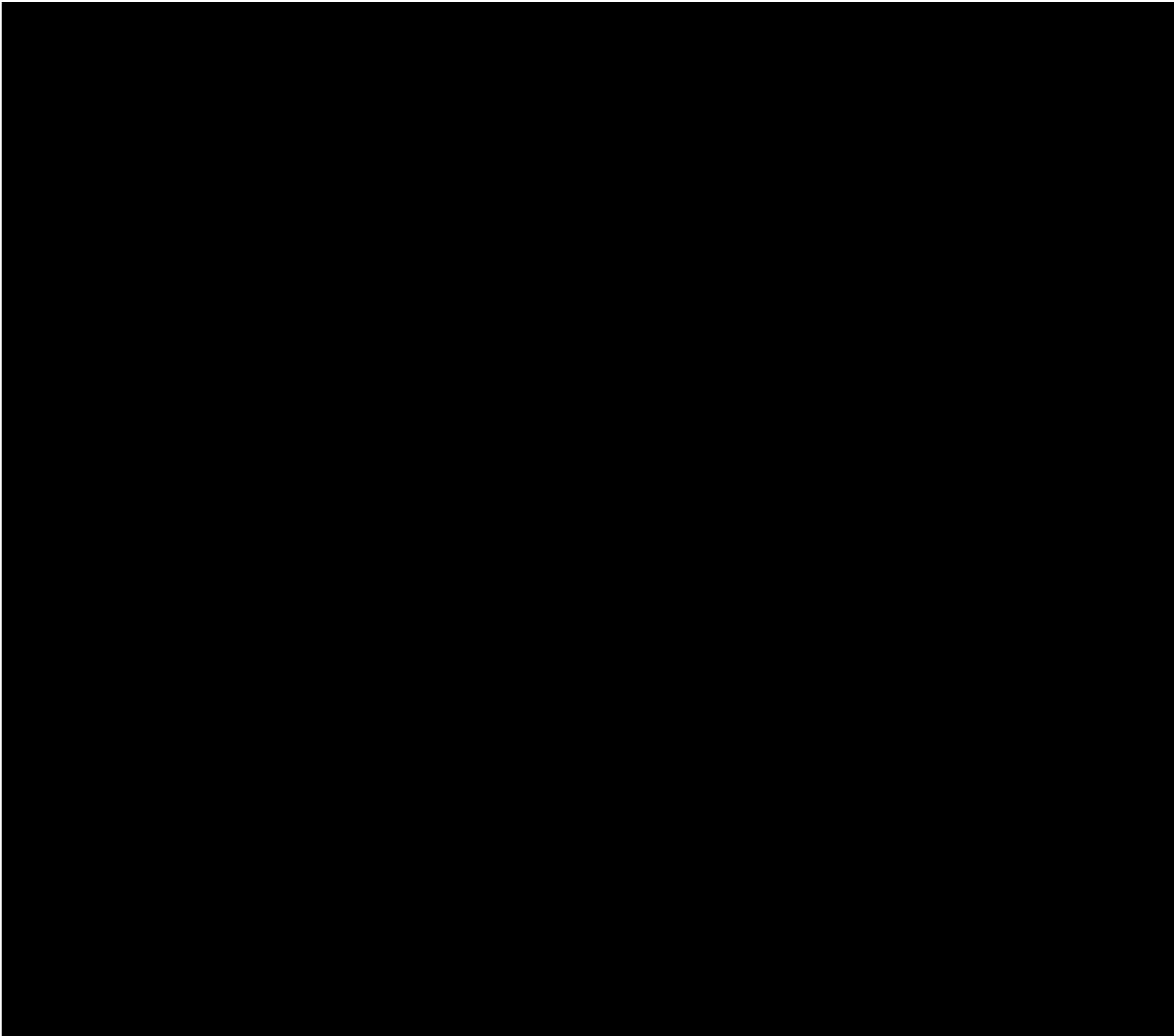


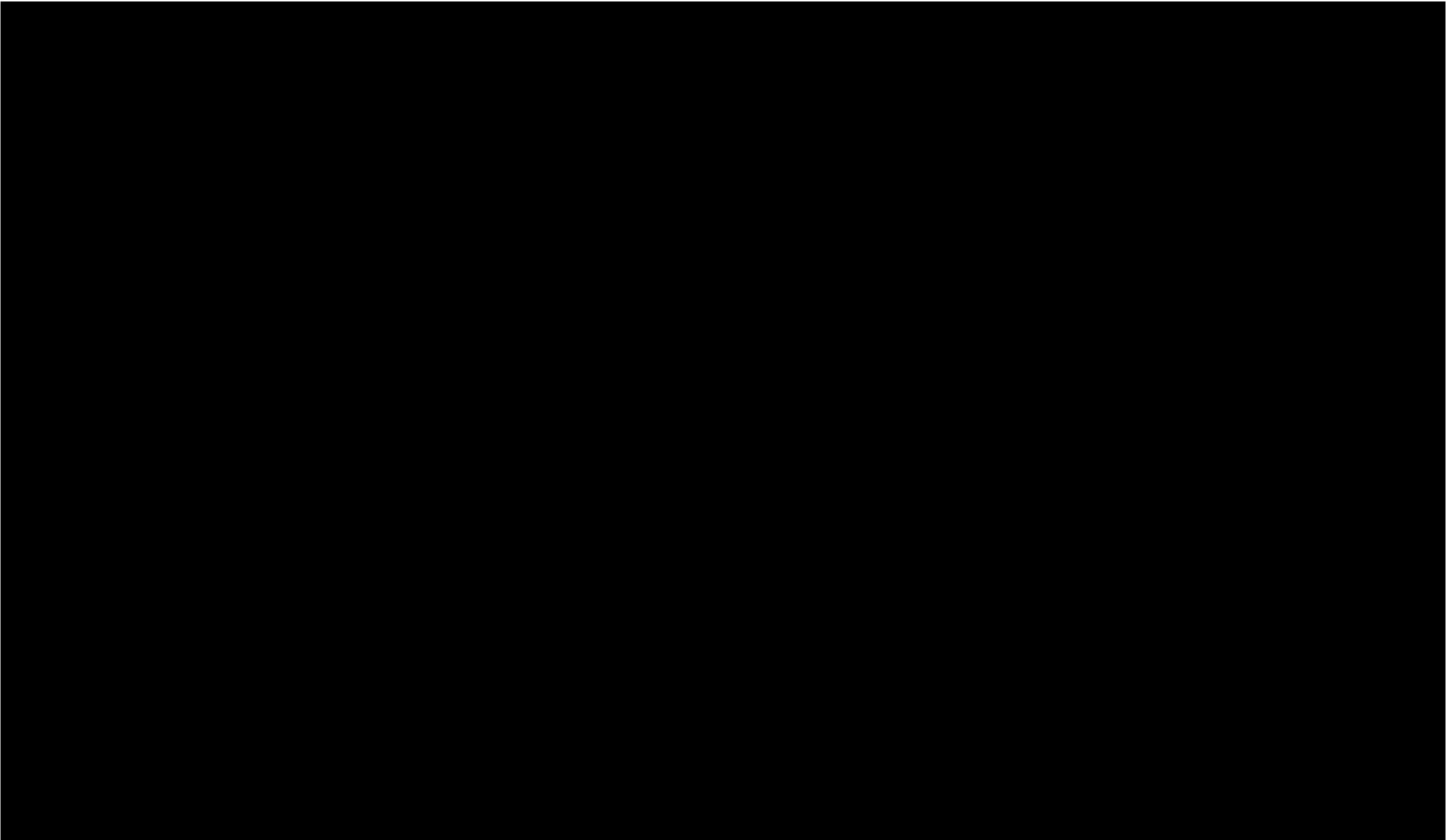


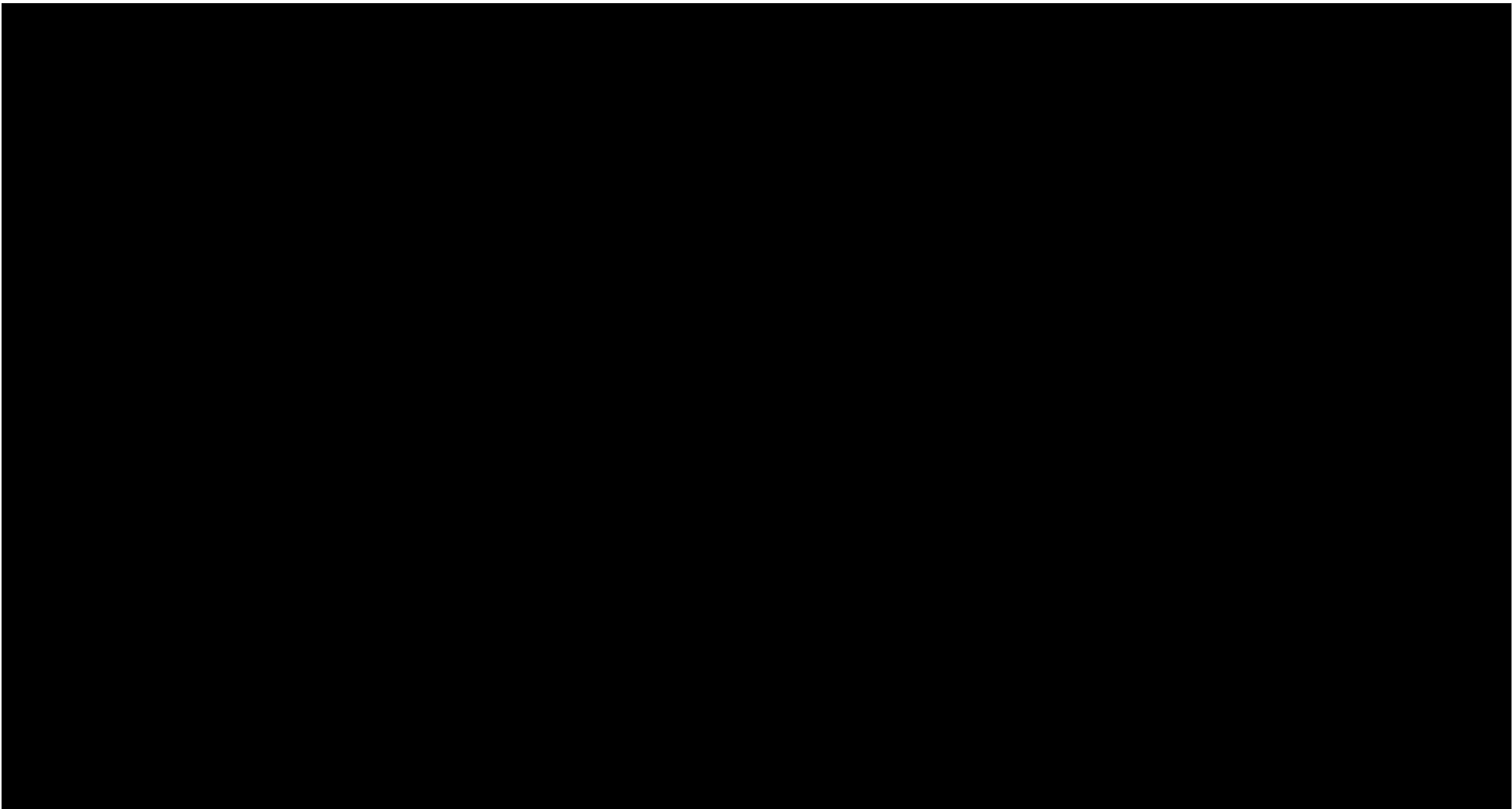


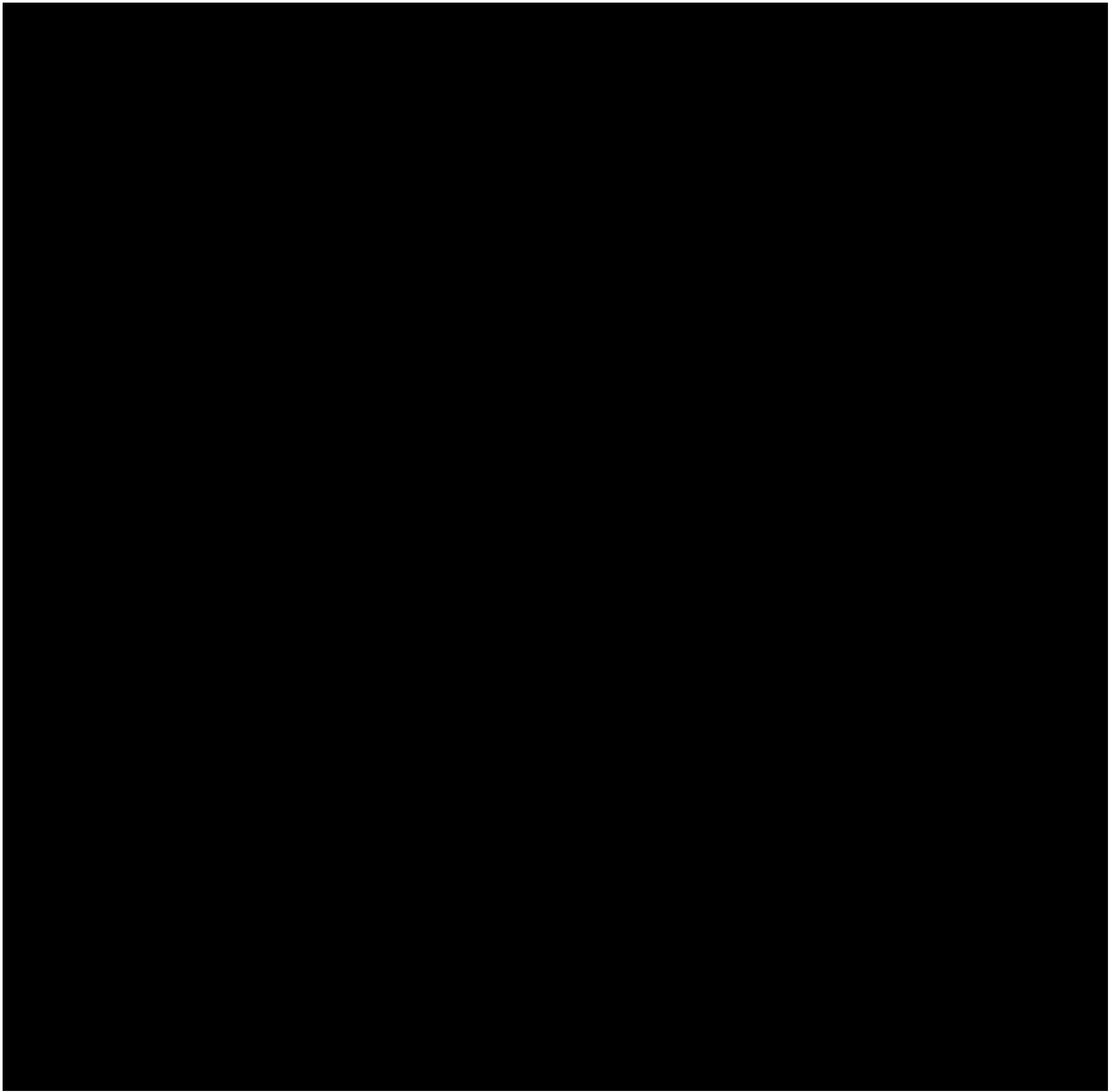


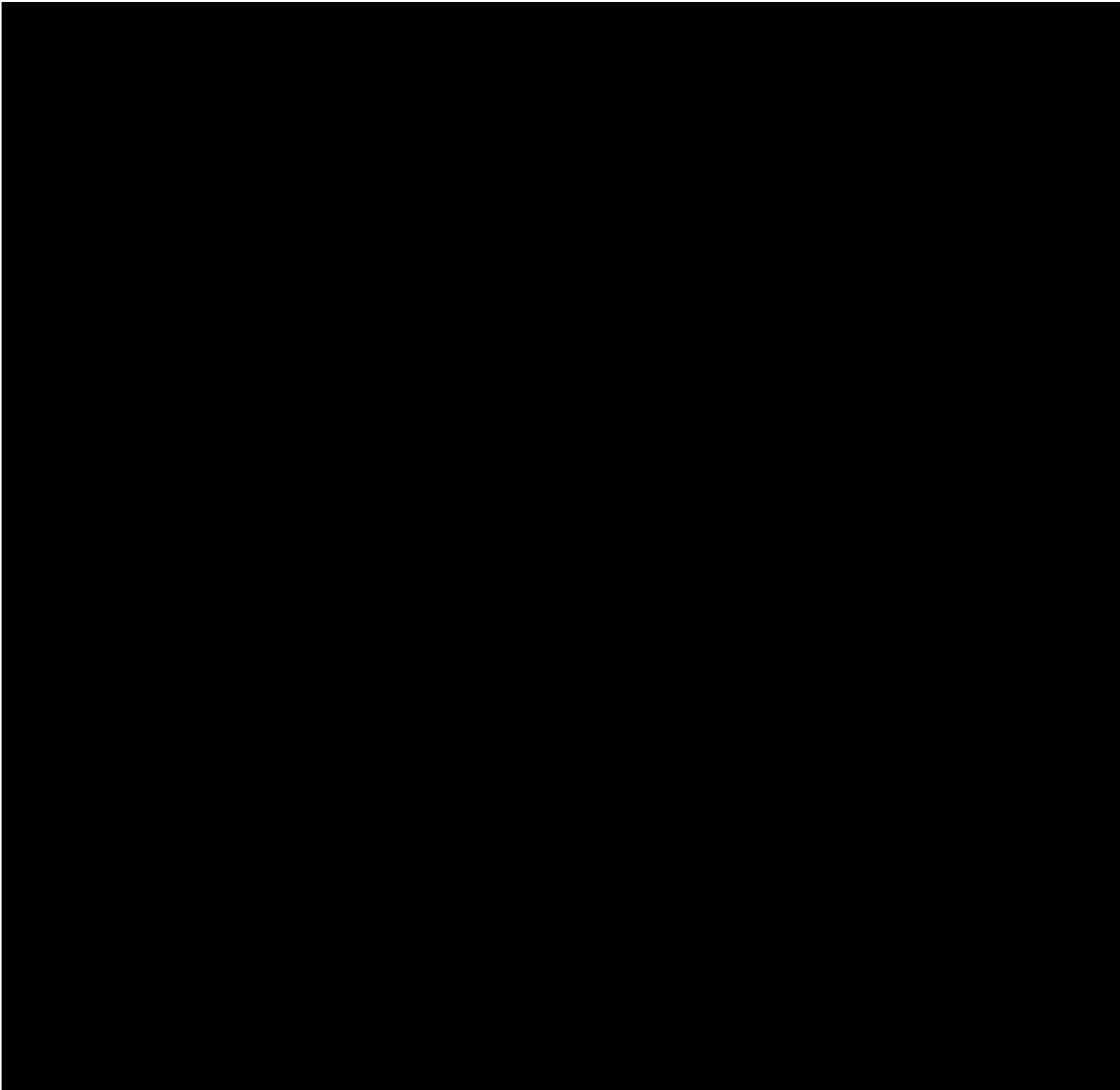


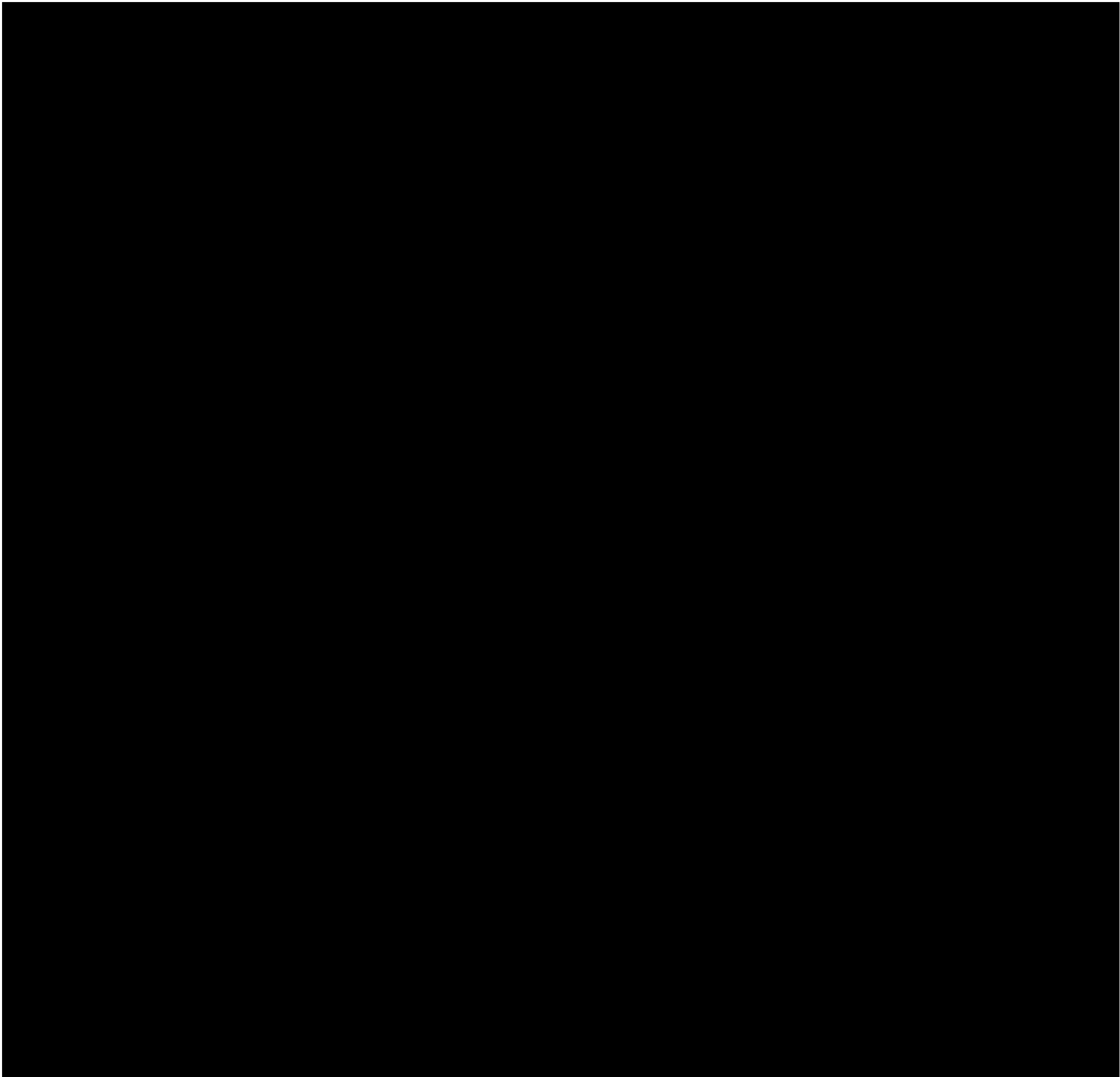


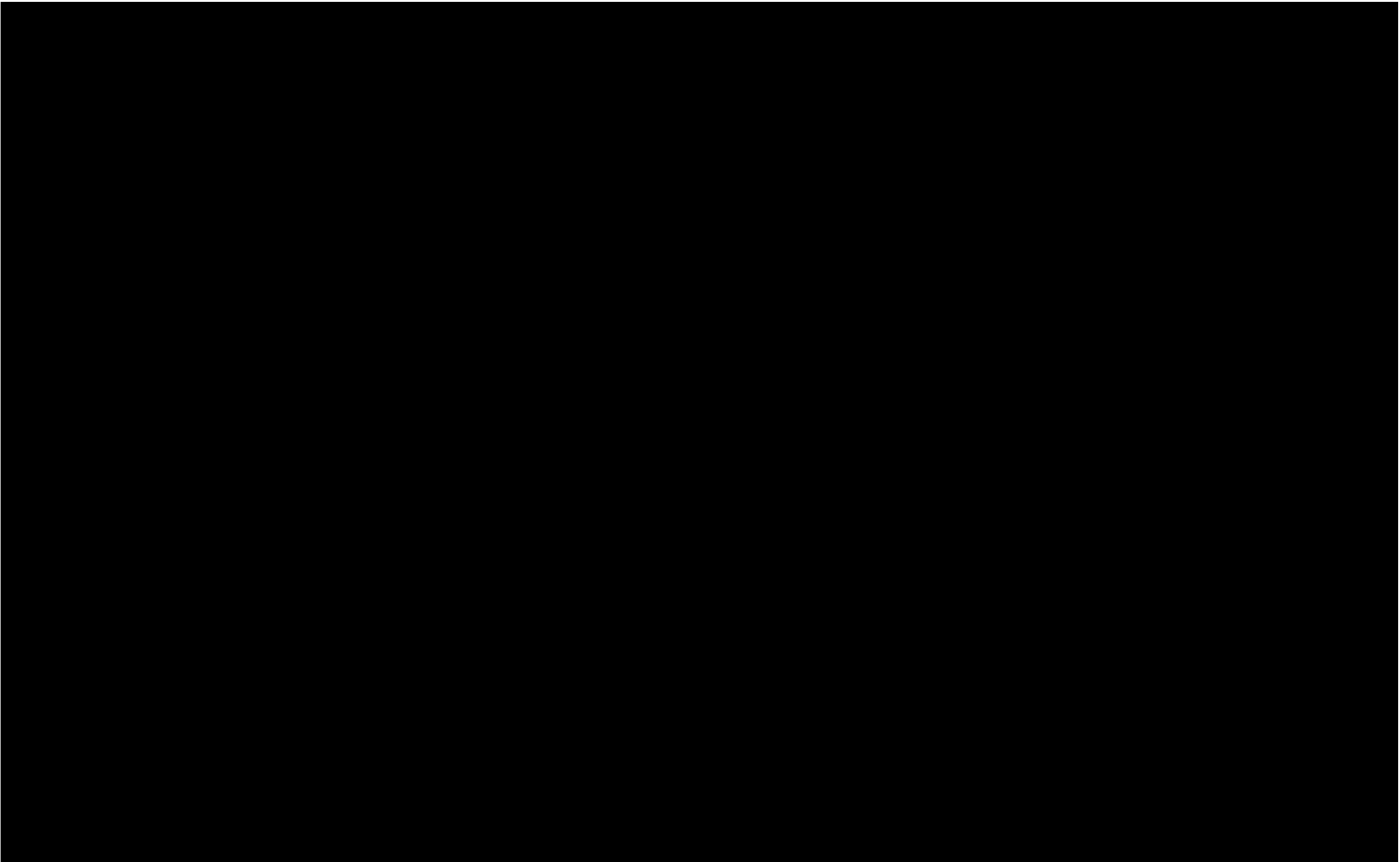


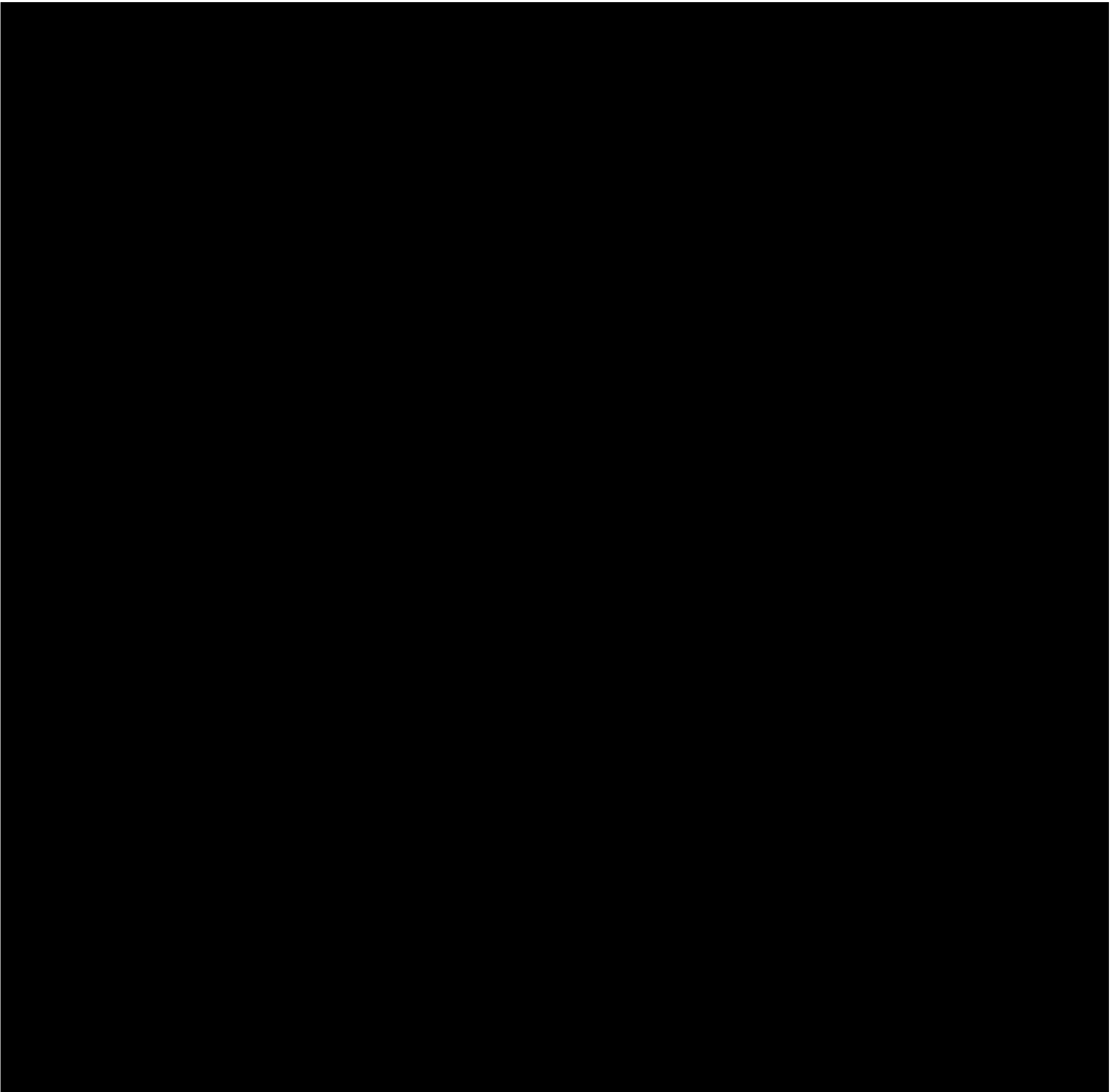


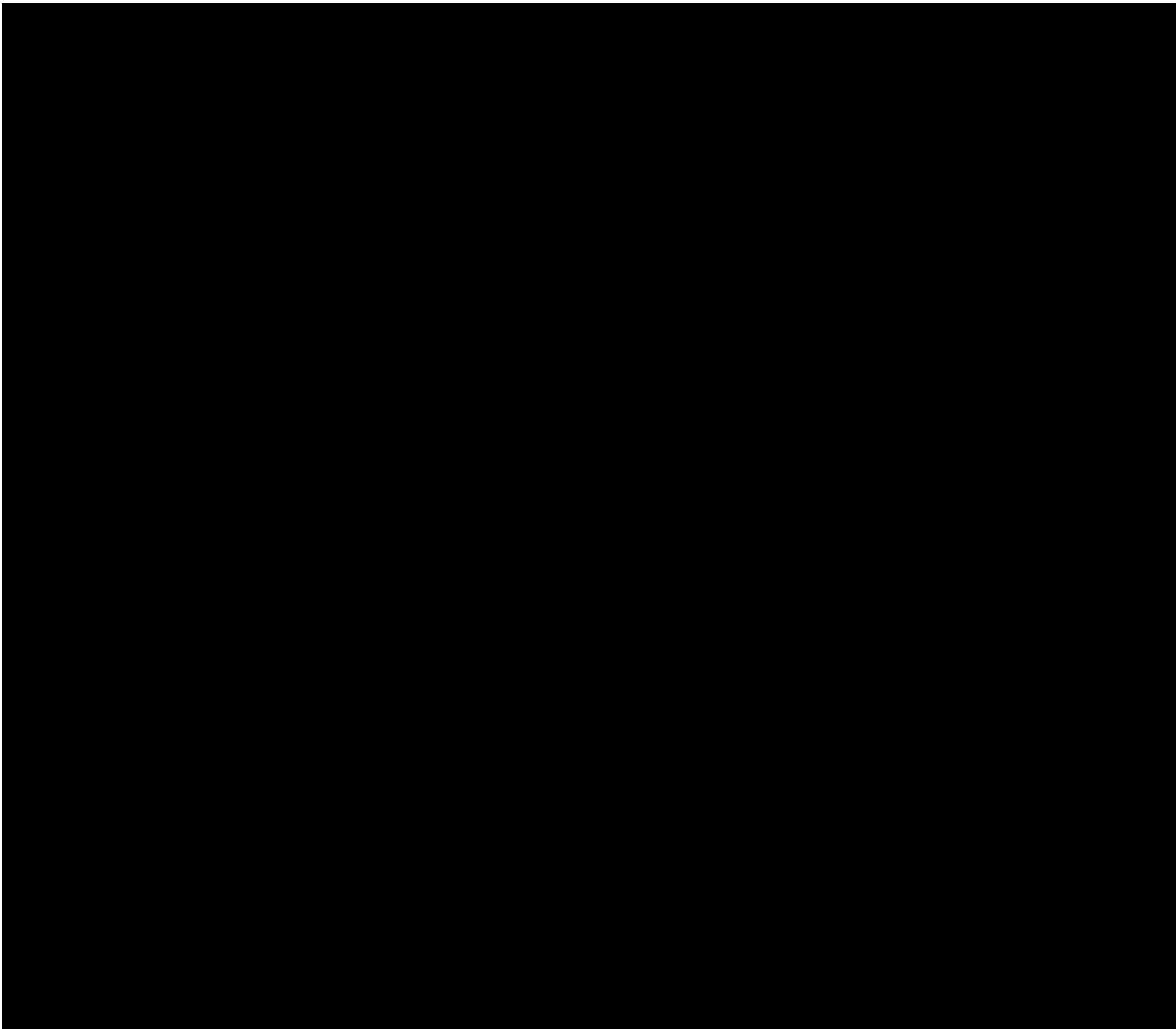




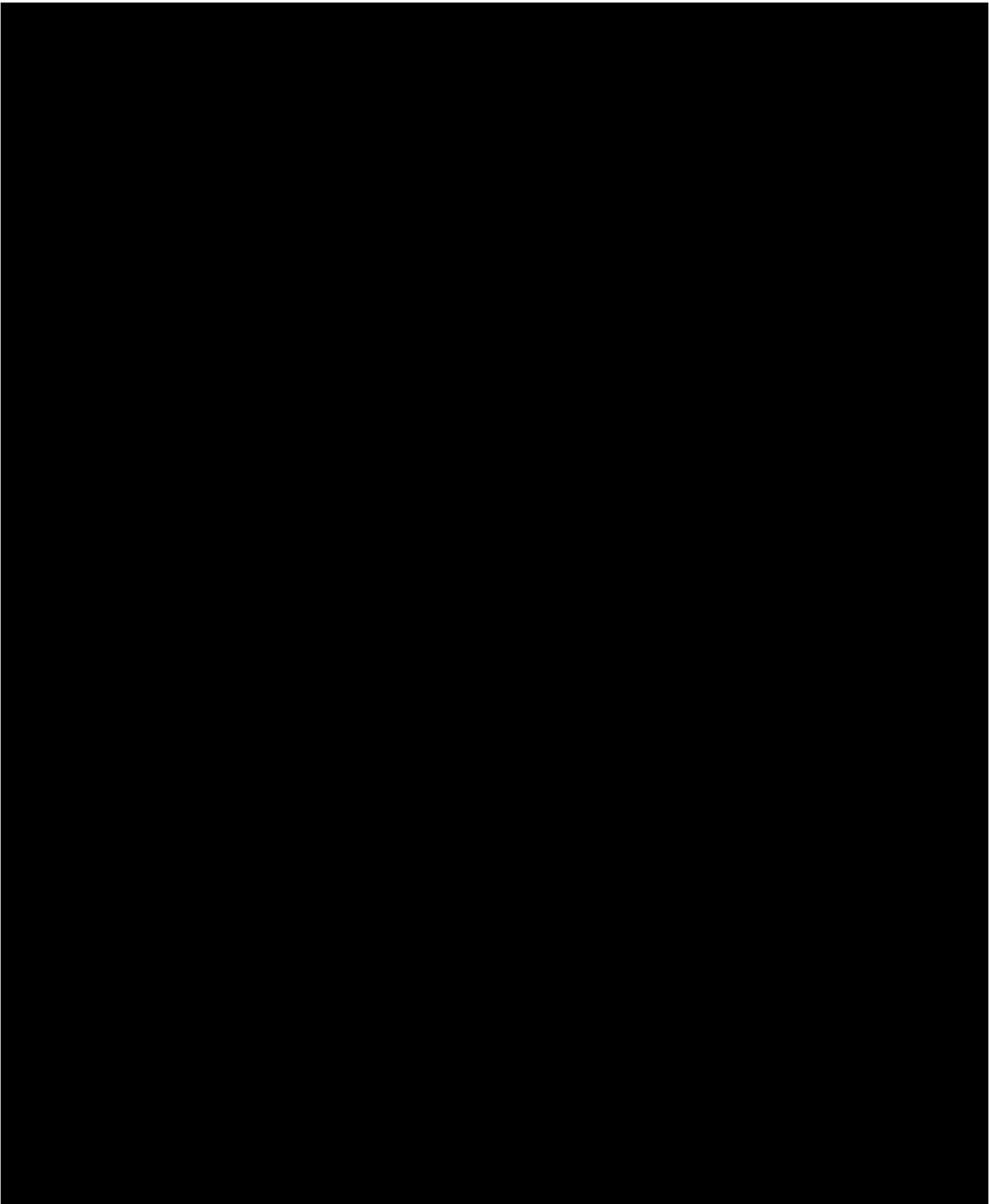


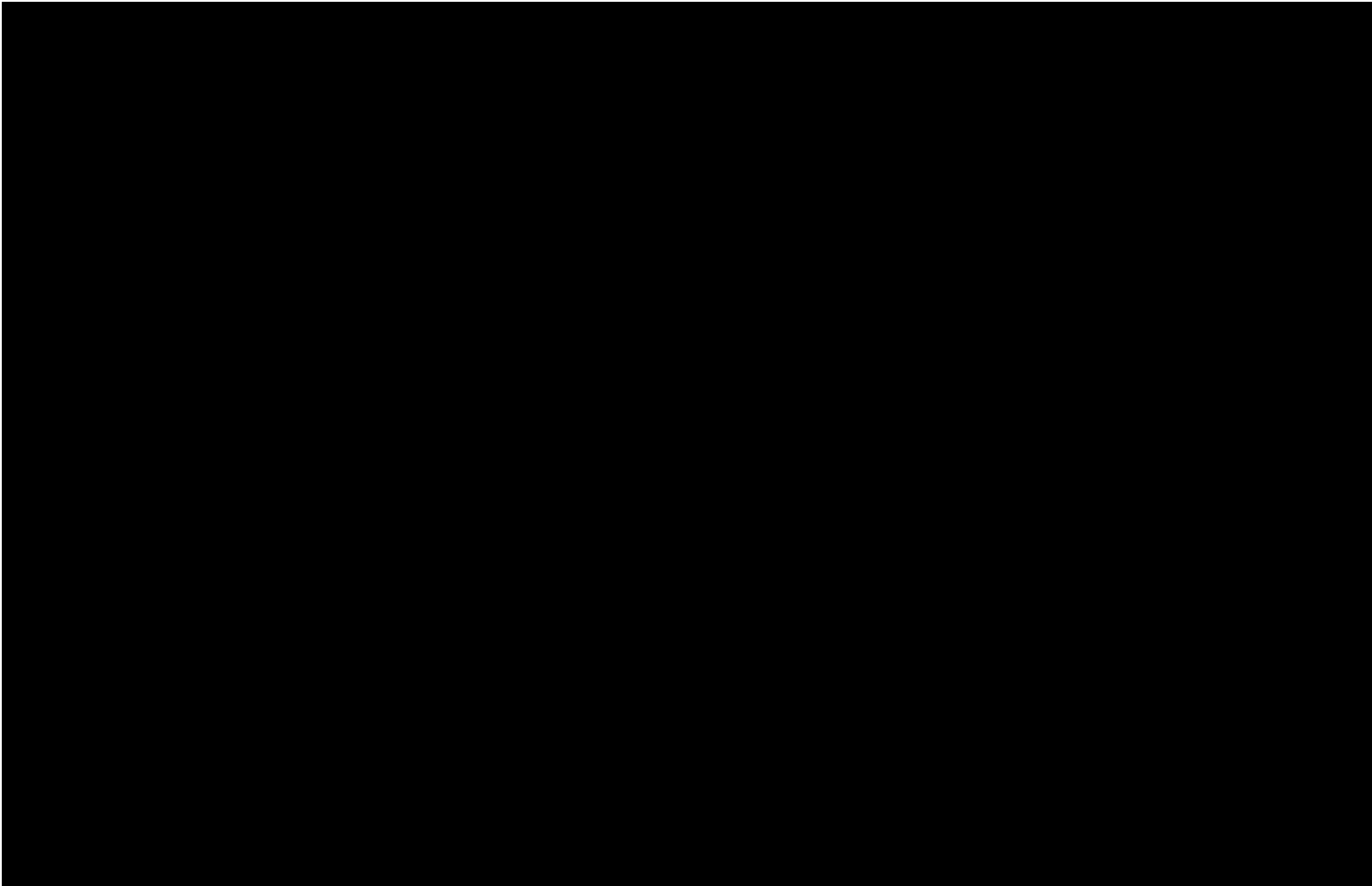


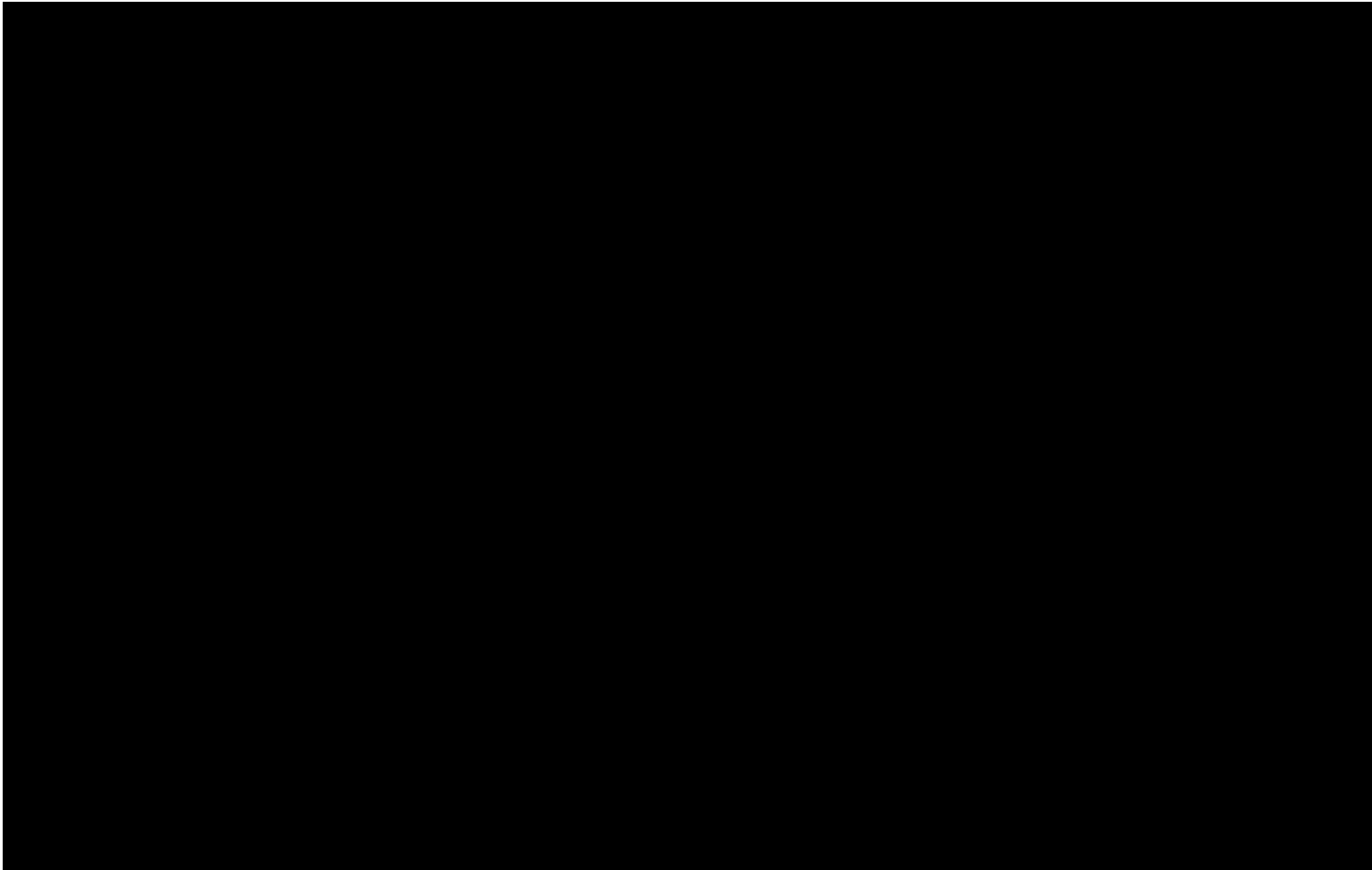


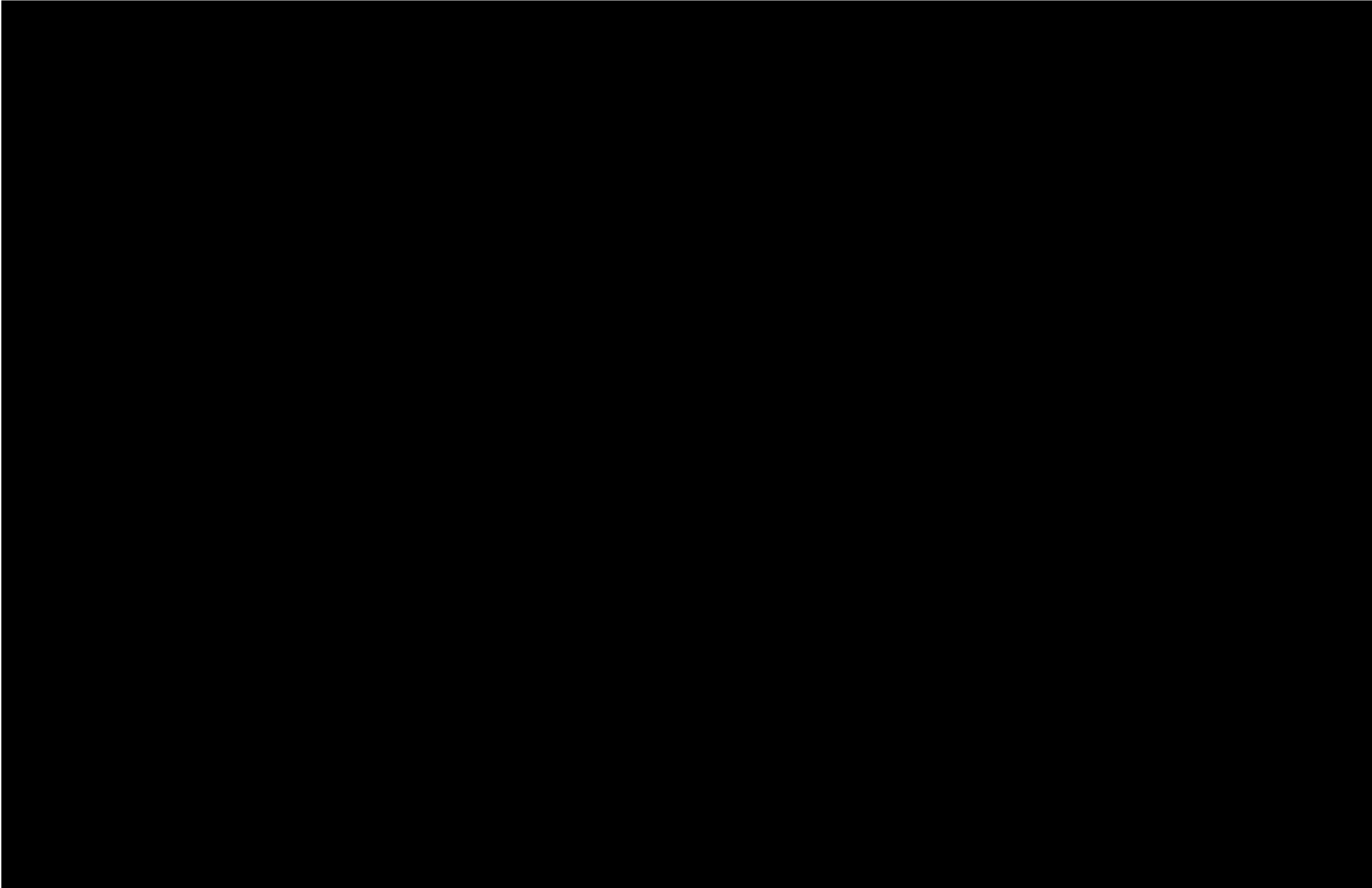


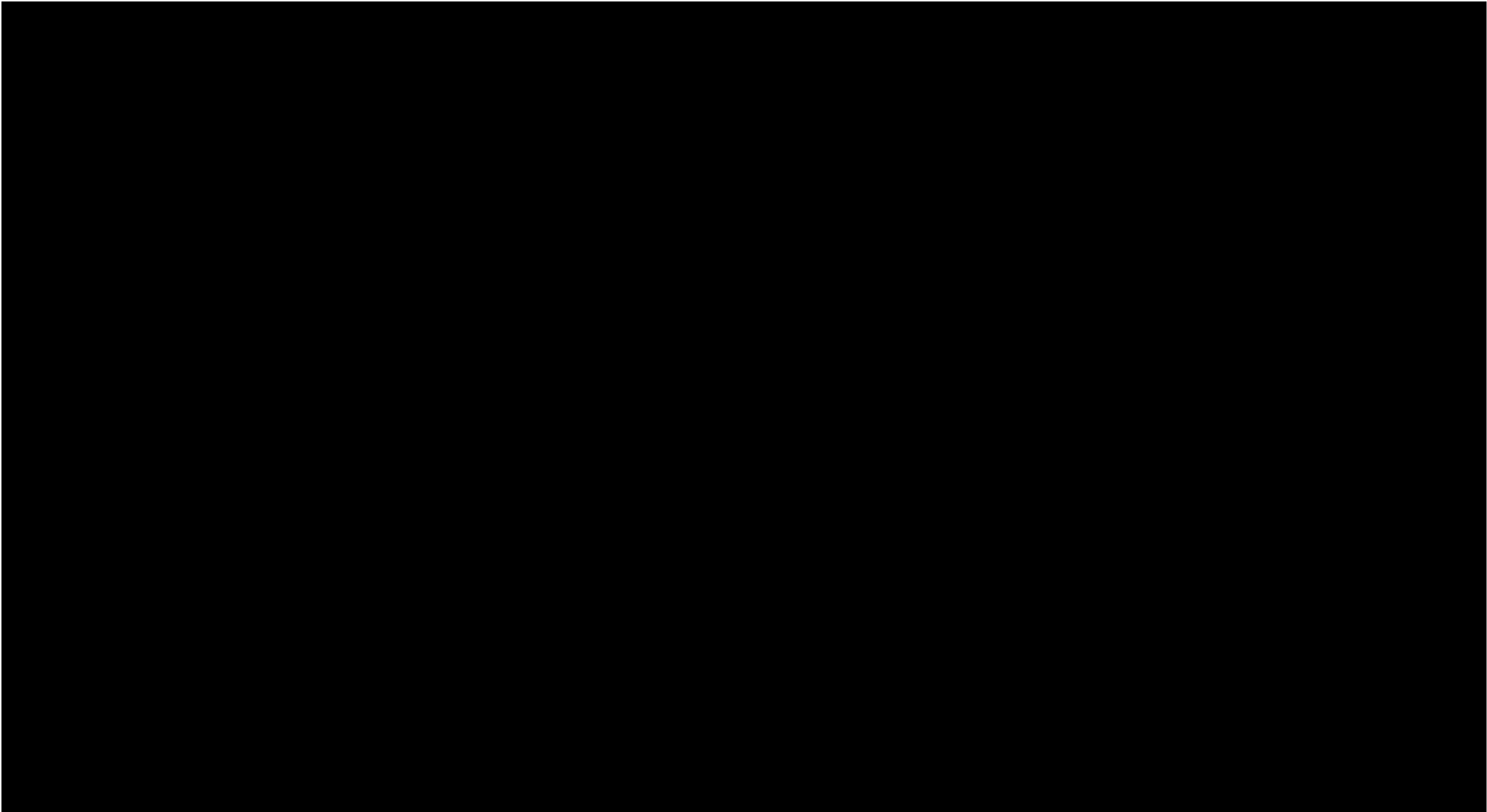


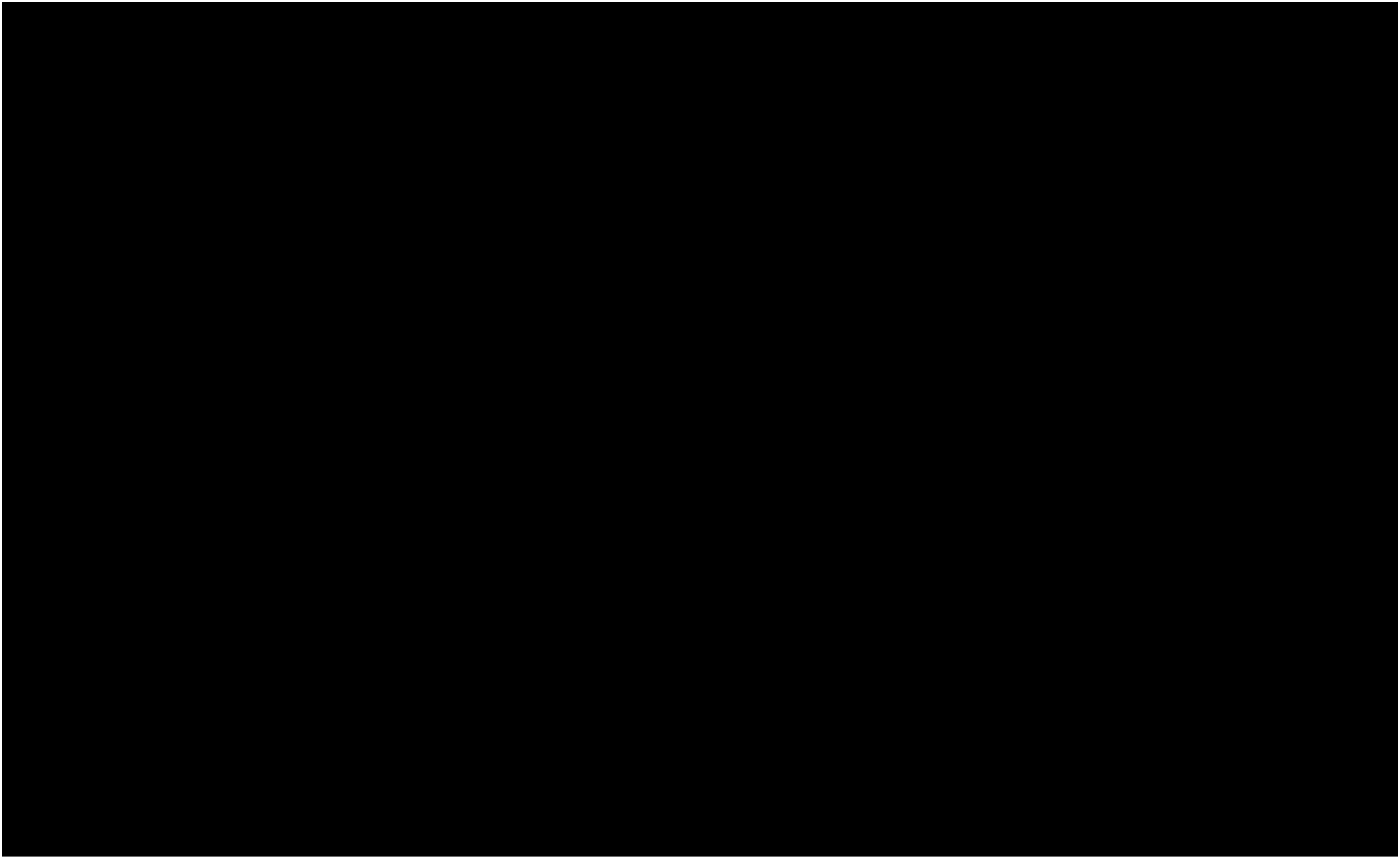


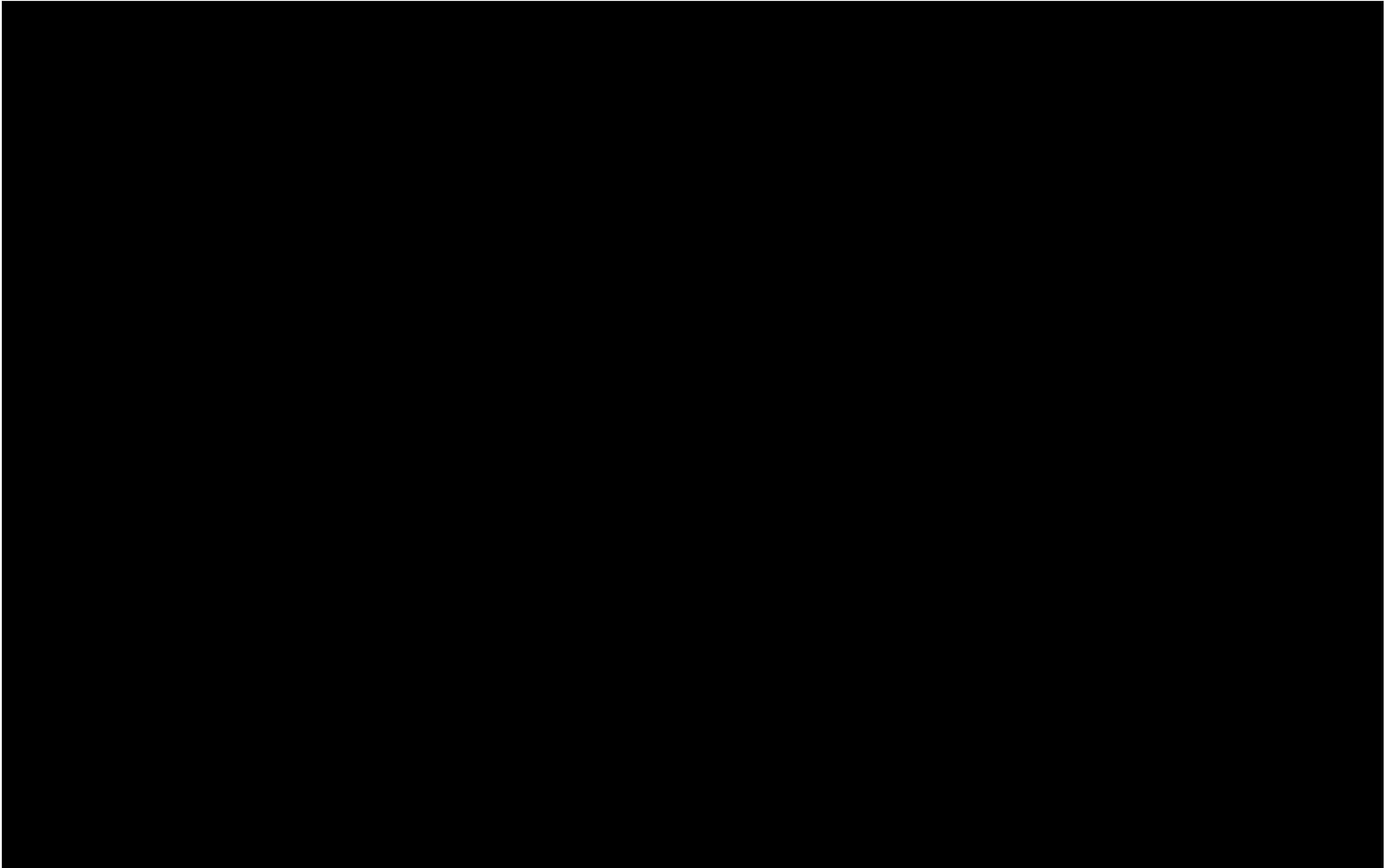


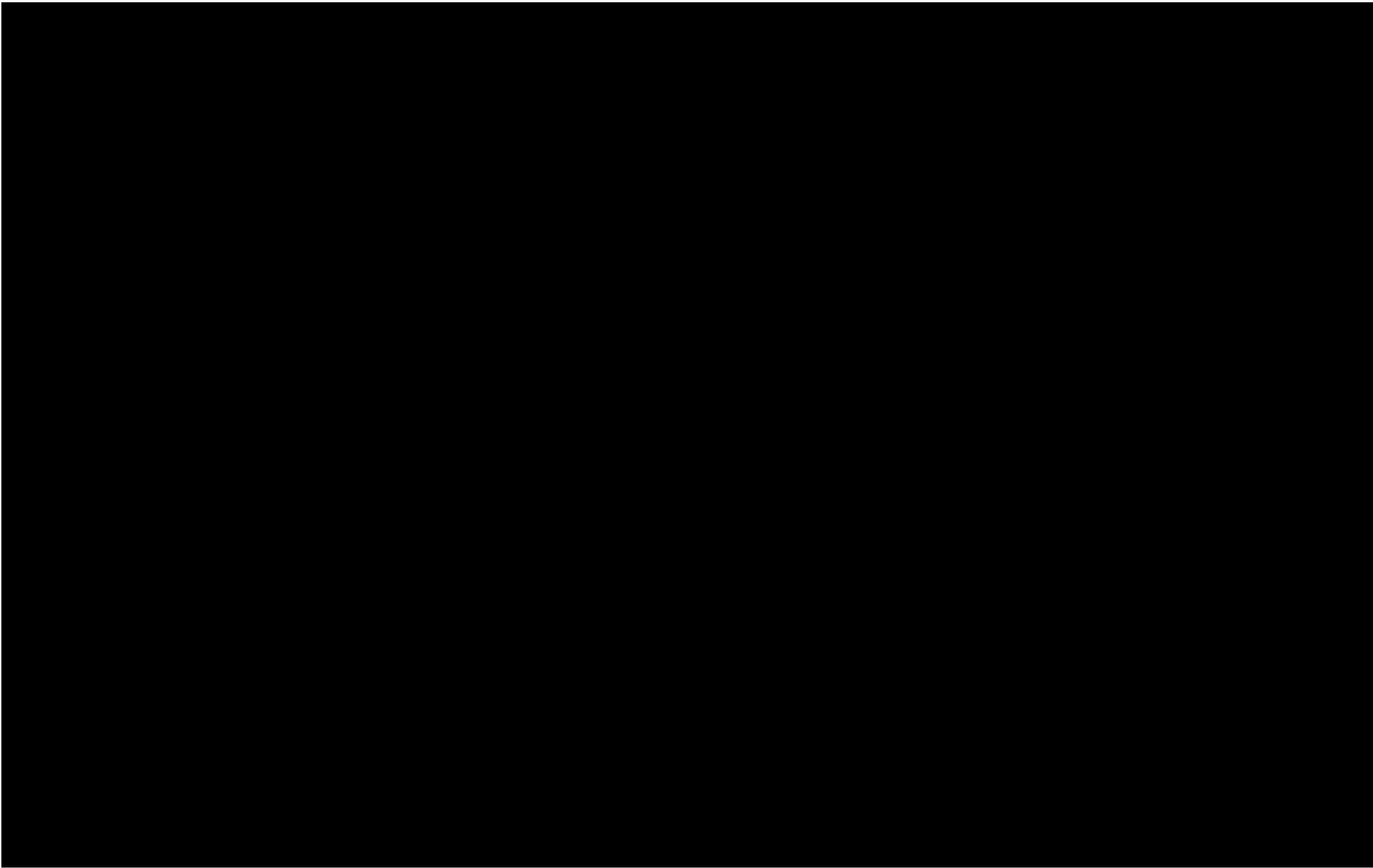


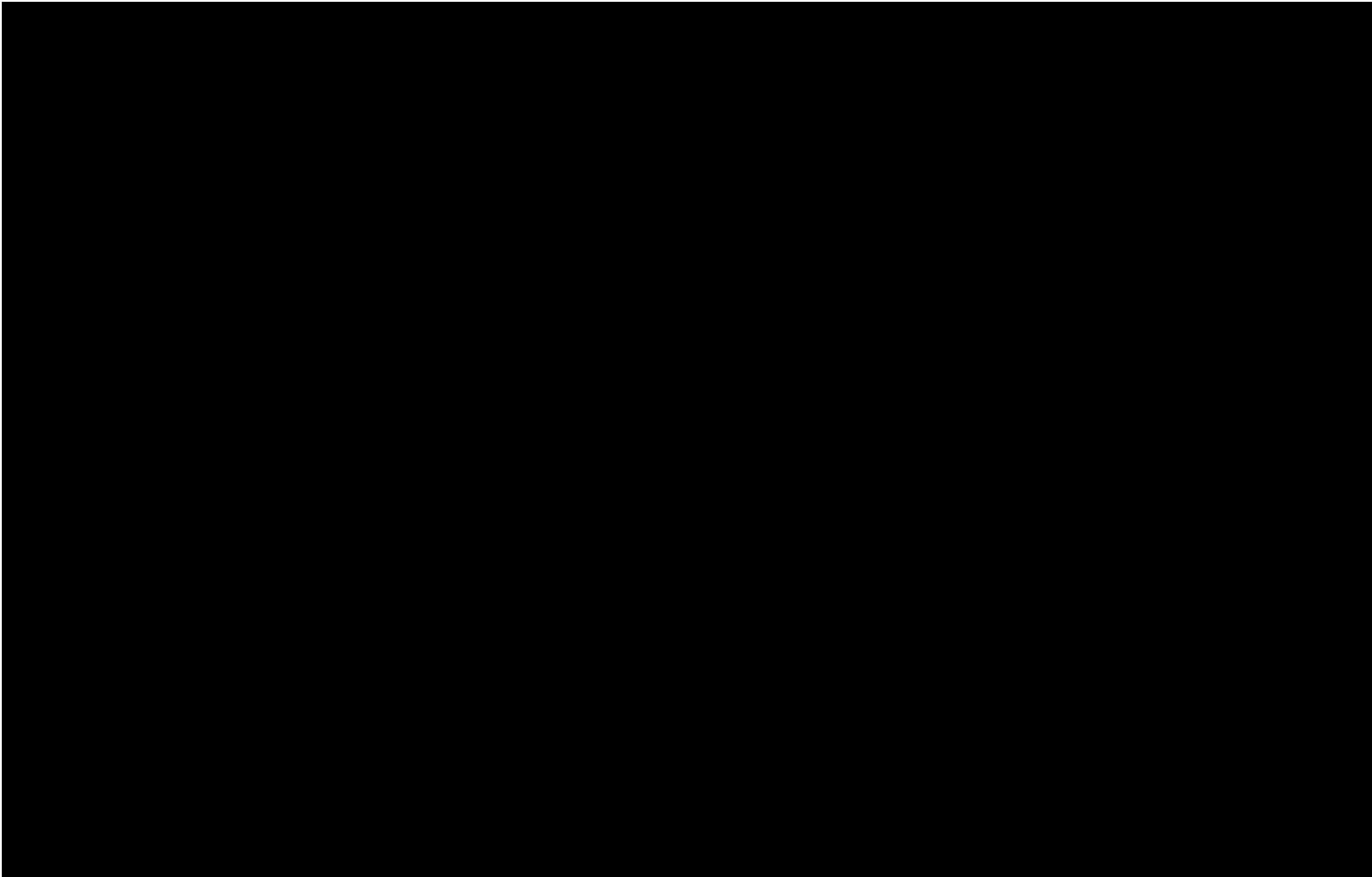


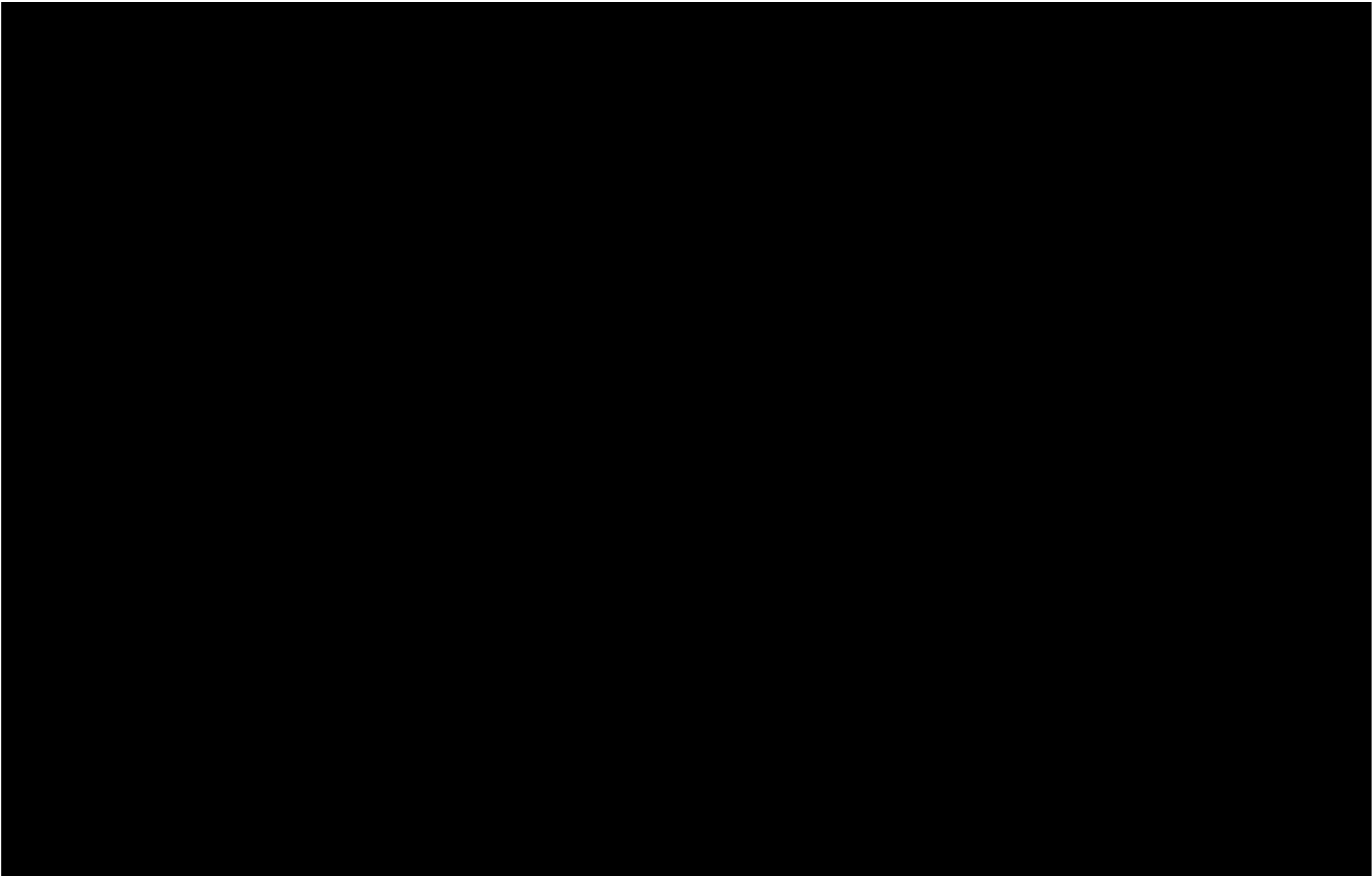


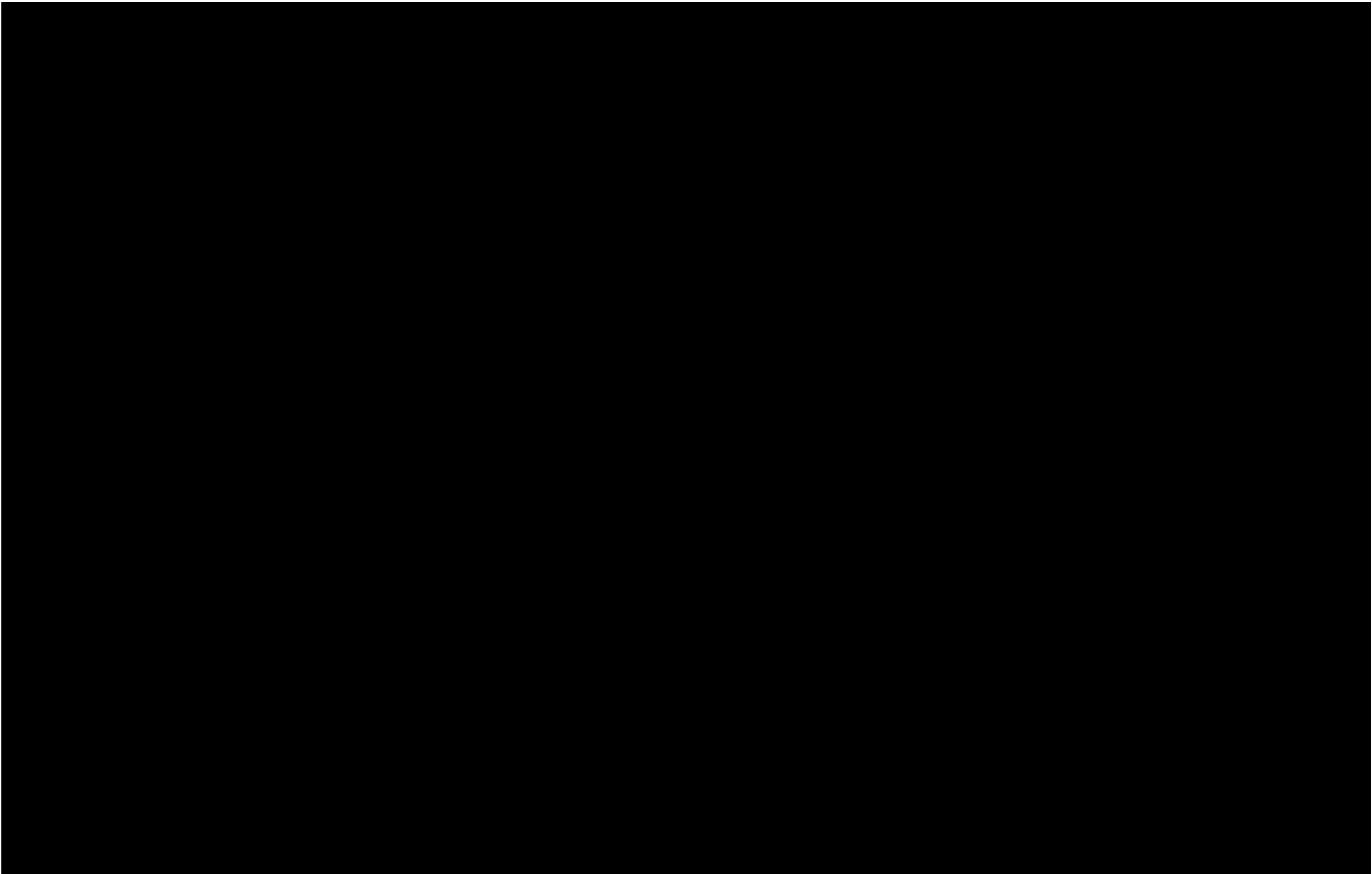


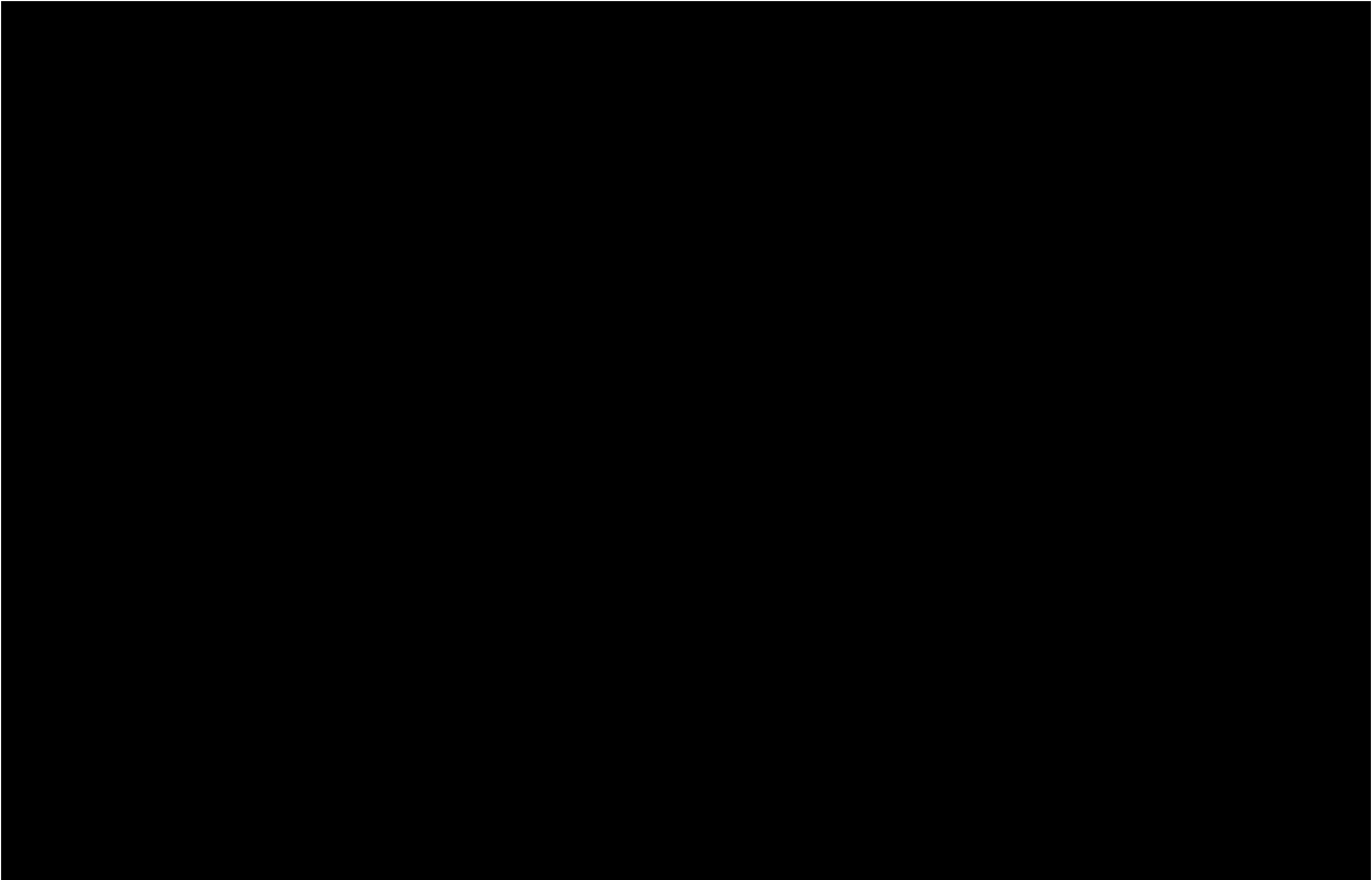


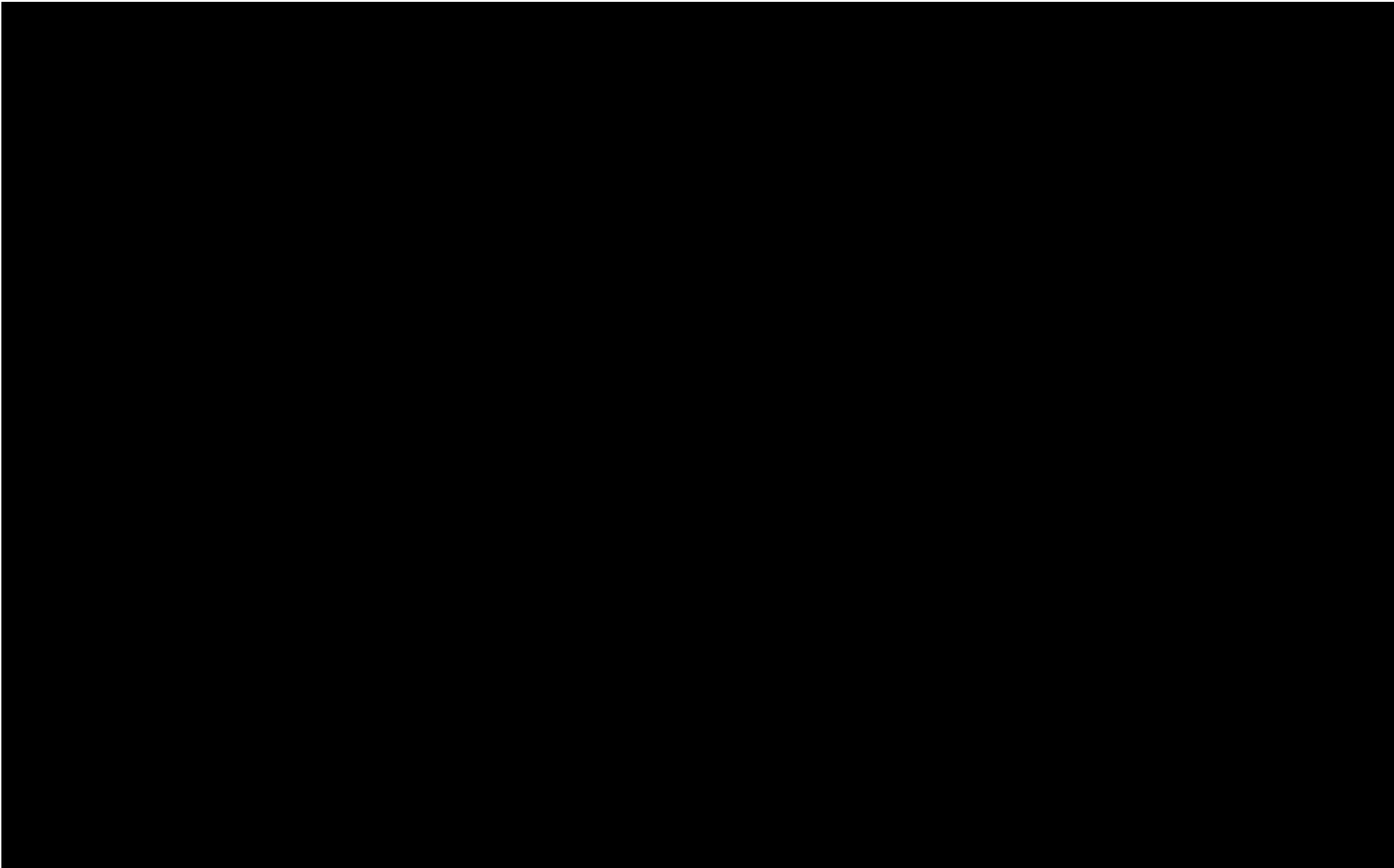


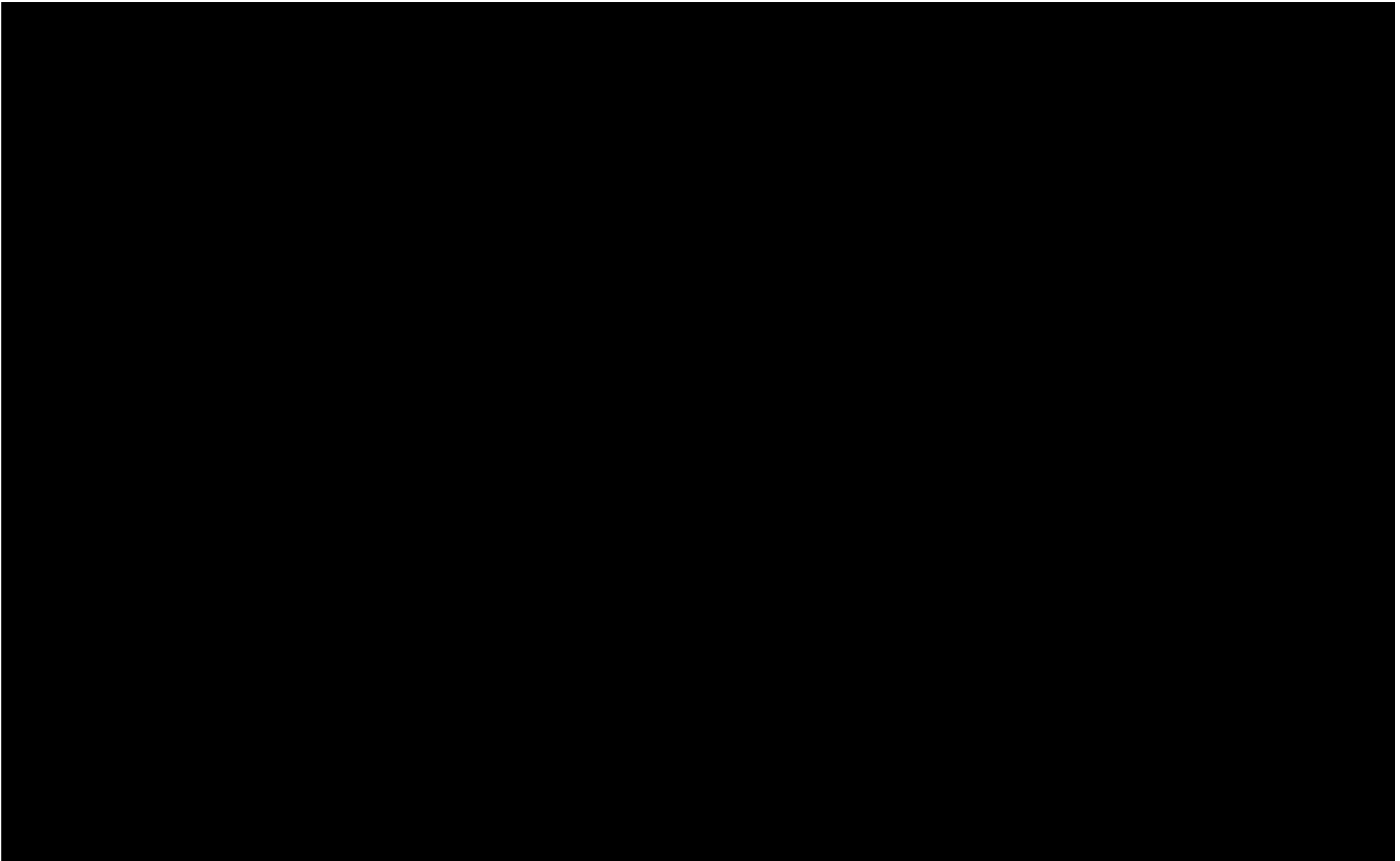


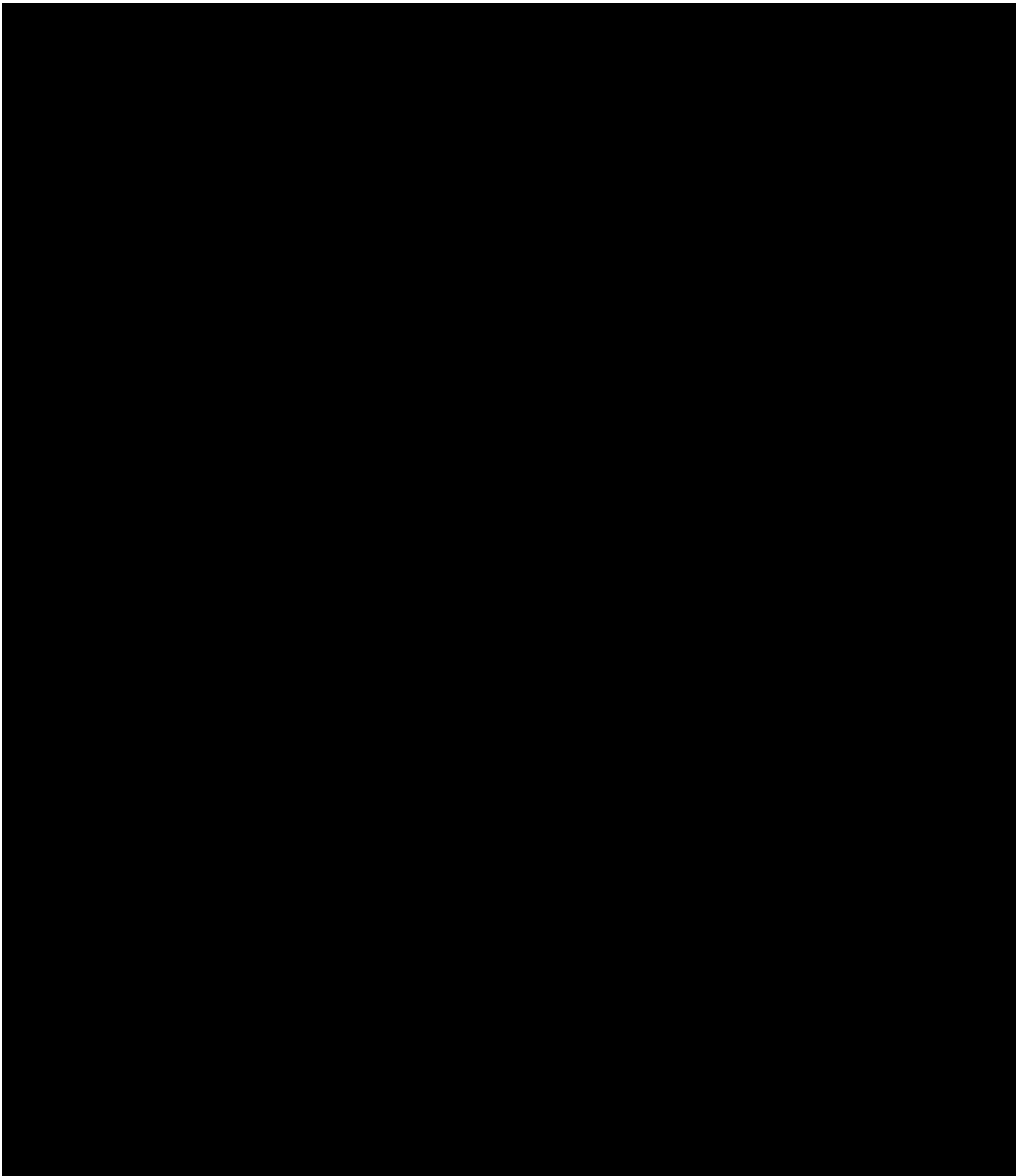


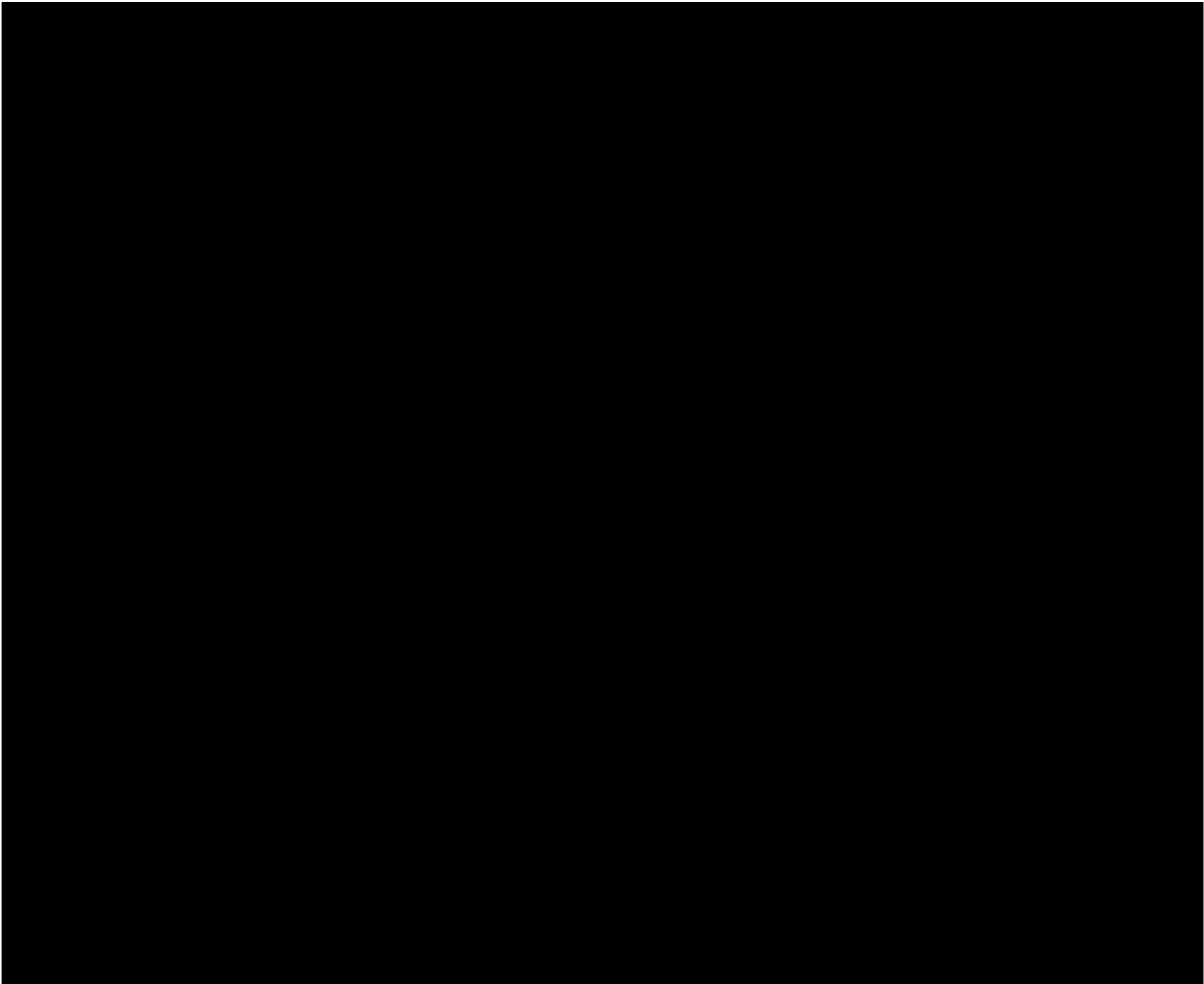












15 Swimming pool options analysis

Continuum
Sports consultant

15 Swimming pool options analysis

The future provision of swimming at Crystal Palace Sports Centre is one of the most important elements of the facility mix and future business plan. Balancing the ability to meet the identified demand for water space, multi-disciplinary aquatics provision and a sustainable approach to the management of the site are all key considerations within this section.

The analysis within this section has formed part of the overall figures presented earlier. This section however sets out in more detail this essential part of the business planning and options appraisal process and the analysis which has fed into the earlier Section 14.

Analysis and Approach.

In order to review the overall aquatics development and financial outcomes associated with the various pool options at CPNSC within this section the Consultant Team have reviewed the following:

- Programming, Outputs and Potential Revenue Impact (reviewing the loss or retention of the 25m pool).
- Capital Review of Options.
- Meeting Demand and Needs.
- Running Costs and Longer Term Viability for CPNSC and the GLA.

15.1 Current Programme Analysis

The current pool programme at Crystal Palace has been developed in a piecemeal approach over the last two decades in order to provide access to a variety of different types of user, however it has not been subject to a recent major overhaul to assess its fitness for purpose.

This analysis looks at the overall programme and types of usage then consider the utilisation of each pool in turn.

In this analysis, pool space requirements are calculated in ‘lane equivalent hours’. For the Training Pool this is a 25m lane and for the Racing Pool this is a 50m lane. The ‘equivalent’ element recognises that some activities are not programmed in a lane, but in a section of a lane or multiple lanes. For example, the minimum space requirement to deliver a quality Stage 4 swimming class with outcomes requiring pupils to swim 10m would be a double lane over half a length for 0.5 hours (0.5 25m equivalent lane hours). Peak is defined dependent on the activity type, but the primary factor is Learn to Swim whose peak is weeknights 16:00-19:30 and Saturday morning. Generally, the middle parts of the peak for all

types of activities will overlap and so this is where most analysis is provided.

Overall Programme

The overall amount of water space at CPNSC is far greater than would be provided at a new build facility with a strategic importance similar to CPNSC’s current role. Therefore, compared to other 50m pools (and many 25m pools) it is able to satisfy the vast majority of current peak demand in what is an ageing facility. The Consultant Team have collected additional evidence of latent demand for club swimming, but with a thorough programme review a high proportion of this could potentially be accommodated within existing vacant lane space.

The plans to undertake a full refurbishment would be expected to attract significant new demand, though mainly in public use activities rather than club bookings.

Public Swimming

There are three very broad user groups who take part in public swimming sessions.

1. Fitness swimmers - these users are likely to want quality lane time, ideally in the 50m pool and will be comfortable with a lower pool temperature. They will predominantly want to swim in the early mornings and evening peak.
2. Recreational swimmers - these users are likely to want a peaceful swim with the ability to go up and down the pool at a slower pace without impedance. They will want a warmer water temperature and a wider space rather than being confined to a swimming lane and may wish to swim alongside each other. In this group is also included users who are rehabilitating from injuries or who are using the pool in non-traditional ways for exercise (e.g. walking/jogging). These people will generally stay in shallow water.
3. Family swimming - these users generally move around the pool randomly and will want a large space with shallow and deep water suitable for different age groups. This group of users is generally confined to early evening and weekend usage. This group also includes parents and babies who ideally require a warmer water temperature and can swim in off peak weekday times.

Fitness Swimmers

CPNSC currently provides well for fitness swimmers, with a standard provision of three or more 50m lanes

throughout most opening hours. However, there is earlier closing at 19:30 on Tuesday and 18:30 on Friday, mainly due to water polo.

This provision is currently anecdotally not being well used, however three lanes is the minimum required to promote having fitness swimming available (to cater for different swimming speeds) therefore with the surge in demand that would be expected in public usage after refurbishment this lane provision is deemed to be appropriate for current and future demand (i.e. the current lane space would be more better utilised with an increase of demand, but not to the extent where additional lanes were required).

The benefits of having a standard minimum fitness swimming offer of three (ideally four) for the vast majority of peak time is something that would be even more important to encourage greater swimming participation once the centre is refurbished. Having this encourages more people to swim more regularly because users can just turn up and swim (without having to plan when you can swim) knowing you will get a quality swimming experience.

Recreational Swimmers

This group of users is poorly provided for at present. The lack of shallow water and laned configuration of the 50m pool makes it unsuitable for these customers, as does the too-shallow depth of the teaching pool.

Although the training pool potentially provides a suitable environment for this type of user (though still slightly too shallow to be ideal), it is rarely open to the public. The only times when it is are from 19:30-21:30 on Thursday (which as a once a week offer is not going to create a swimming habit) and from 14:00-17:00 on weekends which is promoted as a Family Fun session and is therefore likely to be too busy and noisy for recreational swimmers.

Family Swimmers

This group of users has sessions available from 14:00-17:00 on weekends in the training pool. While weekend afternoons are a perfect time for family swimming, the lack of mornings means it is only open for around 38% of the times most families would swim at weekends (09:00-17:00) and this will be a constraint on demand. There is no provision in the early evening on weekdays.

The teaching pool is occasionally open for short periods in the daytimes and early evening, but the times are not

consistent across the week, so it does not provide a ‘turn up and swim’ prospect. Regardless, the depth of the teaching pool is only really suitable for parents and young children but the water and air temperature are not ideal within the main pool hall.

As has been mentioned in previous reports on CPNSC, the provision of newer leisure facilities in the surrounding areas means that many families may be more likely to choose to go to their local pool for their family swim time. This means that to attract people from further afield, CPNSC needs to have something different on offer for this market. With its large amount of pool space it could offer an inflatable obstacle course sessions or similar (as has been successful at the London Aquatics Centre), but at present there is nothing like this on offer mainly because the current pool teaching pool depth does not lend itself well to this and the 50m pool is too cold, especially the ambient air temperature and draft which would make being wet out of the water uncomfortable.

Swimming Club Usage

Swimming Club usage is extensive in the peak periods in the 50m pool, with four and sometimes five lanes allocated to a variety of clubs. This equates to 55.5 lane hours.

There have been complaints by clubs that they cannot book extra pool time due to the number of lanes open to the public, which in their opinion are under-used. Yet there are 18 unused lane hours on weeknights 16:30-21:00 (8 hours of which 17:30-21:00) which could already be allocated to club swimming. As previously stated, a standardisation to three lanes for public swimming would give four extra lane hours between 17:30-21:00. It is likely that the individual clubs are somewhat parochial about their own pool times and sessions run at certain times for historic reasons/the convenience of individuals involved. There could be significant gains for all if the club lane space were reallocated to achieve optimum utilisation. Many of the geographically close clubs could potentially start their sessions earlier (at 16:30).

Any attempt at this kind of reallocation would take a great deal of time and require close cooperation between the GLA, the operator and Swim England. It would also likely require a neutral third party with sufficient knowledge to act in the interests of the GLA and make the ultimate decisions (so as not to damage relationships between the clubs and Swim England/the Operator). The most obvious time to start these negotiations is in advance of

15 Swimming pool options analysis

any refurbishment starting with the principle that the refurbished pool will be a blank canvas of water space.

Events

At present from booking information from GLL, CPNSC has 10-15 full weekend events using the Racing Pool per year along with a number of other events which utilise shorter periods. This number of events is sustainable for the pool in its current format because it has relatively little impact on current activities.

Other Club Usage (excluding Diving)

The main other clubs that use the pools are Water Polo and Underwater Hockey. The nature of these activities means that the entire 50m tank is used resulting in it closing early to other activities on Tuesday/Thursday/Friday/Sunday. The early closure times detract from the standard swimming offer, however with a single 50m tank they are generally an acceptable compromise to allow these activities to take place.

If the diving programme was not so large and did not take up as much time, then it is likely that more of these sessions would use the Diving Pool.

Club swimming bookings could potentially be shuffled to minimise the impact on the Tuesday (19:30 close to public) and Friday night (18:30 close to the public).

Converting the 50m pool into two 25m tanks would mean that Water Polo and Underwater Hockey (and other non-swimming activities that require an entire pool) could run in one tank (though this would halve the amount of space they have available) leaving the other tank available for public use and club swimming (though obviously not long course).

Diving Pool

For the purposes of this report the diving pool programme is not being analysed in detail, as it is primarily utilised in peak times by the Crystal Palace diving programme (with a small amount of use by other clubs) and no public diving.

Provision of a moveable floor would only be worthwhile if this would enable other activities to use it, however based on the current programme the only time it would be available would be on weekday daytimes (where demand for other activities could easily be catered for in the other pools) and weekend afternoons. On the weekend afternoons it may be possible to open the diving pool for public diving sessions (similar to the London Aquatics

Centre). This would not require any fundamental change to the diving pool design.

Other Classes

There appears to be no provision of aquatics fitness classes in the current programme, possibly due to the fact that there is no pool with a suitable depth to run traditional classes like Aquafit which would be suitable for the recreational swimmer market.

However, there are a number of relatively recent innovation in the aquatic fitness (for example Float Fit) which are not currently delivered but could potentially be fitted into the existing programme which would be suitable for the fitness and recreational swimmer market.

Learn to Swim Programme

It should be noted for the purpose of this review, the Learn to Swim programme includes all activities run under the Better Swim School brand.

The Better Swim School currently has around 2,200 members. While this is a large programme on a UK-wide comparison, for London and the amount of pool space available it is considered smaller than would be expected.

The majority of the Better Swim School runs from the Training Pool. Some Adult and Child classes run in the Teaching Pool, and some Adult lessons and Stage 6 upwards utilising the 50m pool (as there is not sufficient depth in the Training Pool).

None of the four pools individually provide a pool area which can run all aspects of learn to swim, or even be ‘perfect’ for individual classes (they are variously too shallow, too deep, too cold, have no variation in depth or have poor access). Most lessons are compromised in some way by the configuration of the pools but (as is the case with most leisure centres) the compromises are accepted, and the most appropriate pool space is used.

School swimming is generally run from the Training Pool with some access to the 50m pool however as this is in off peak daytime it does not cause a conflict with other potential uses.

The Better Swim School has full access to the Training Pool on weekday evenings and weekend mornings. This accounts for a total of 165 25m lane hours (on weekday evenings 16:00-19:30 and weekends 09:00-14:00).

Based on the current number and type of classes run in the Training Pool at these times, the minimum pool space required would be 87 25m lane equivalent hours. It is therefore clear that the pool space is not being used as efficiently as it could be, and it would be feasible to grow the programme significantly and/or allow a standard offer of recreational/family swimming to be available at all times (including school times).

As CPNSC is a single facility and the other leisure provision in the surrounding area is provided by other operators, modelling the demand and supply of swimming lessons is challenging. CPNSC has at least six major leisure centre swimming providers within reasonably close proximity, with a number of private providers as well.

Following a period of strong growth earlier in this decade (partially due to the provision of CoursePro software streamlining the management of the programme) the growth in the past year has plateaued. The quick wins have been won, but the uncertainty surrounding the future of the centre has meant that there has been no incentive for the operator to invest the time required to grow the programme beyond this. Further growth would also require a strategy for the recruitment and retention of swimming teachers, as the location of CPNSC in a relatively affluent area of London makes the current hourly rate offered by the operator significantly less than some of the other private swim schools.

It is expected that with the appropriate investment in time to grow the programme, and accounting for other local provision, the programme could realistically be grown by around 1,050 heads from its current base over a three to four year period.

Around 400 heads of this growth could be achieved by bringing current classes up from the current 72% to 85% occupancy (which is the optimum occupancy to allow smooth movement of swimmers through the programme). The remainder would require about 25 25m lane equivalent hours of pool time in the training pool. This would still allow a standard offer for recreational/family swimming of a double lane throughout all of the swim school periods and the additional cost of lifeguarding this would be minimal as lifeguards are already provided to supervise the swim school.

With its lane space, CPNSC could be particularly effective (and gain most growth) by offering swimming activities for older children (once they have passed Stage 7) which

smaller pools may not be able to cater for. At the moment, however, while exit routes exist into the centre's various aquatic clubs, there is no offer to keep young people swimming who are not interested in competing. One activity which is not currently offered but could be very successful is a Rookie Lifeguard/Lifesaving programme. Approximately 15 hours of these kind of activities could be scheduled in the Racing Pool or Diving Pool to meet the growth expectations (though this could be at weekends so would not need to impact on the evening peak use).

15 Swimming pool options analysis

15.2 Impact of Removing the Training Pool

The existing 25m training pool provides a valuable resource, however as a shallow pool throughout (0.9-1.0m) it cannot fulfil the same potential and multiple uses of a standard 25m tank.

Figure 15.1 – Summary of Current 25m Pool Use

Ideal for	Usable for	Not suitable for
- Stage 1-4 - Adult and Child lessons - Family swimming with young children	- Pre School (having some shallower water 0.6m would be ideal) - Adult Lessons (having some slightly deeper water 1.2m would be ideal) - Adult recreational swimming (again slightly deeper water would be ideal)	- Stage 5 upwards which require access to deep water of 1.8m or more to complete all outcomes (although theoretically classes could be taken to the Racing Pool or Diving Pool to achieve these elements the logistics and access are difficult however at present). - Fitness swimming - Aquatic Fitness Classes - Inflatable sessions - Club usage

The pool tank as built with level access on one side and one end with no access at all from the deep end is not ideal. However, the high freeboard potentially creates the opportunity to partially increase the depth if refurbished with the RenovAction process. This could increase the number of activities that could take place in the pool.

If the Training Pool were closed, then the current Learn to Swim Programme would need to be accommodated within two refurbished 25m tanks (within the 50m pool). Taking the weekday peak learn to swim times the current programme would require approximately 70 25m lane equivalent hours. There are currently 22.5 unused 50m lane hours in this period (weeknights 16:00-19:30) which equates to 45 25m equivalent lane hours. In addition, there are 15.5 50m lane hours already allocated to the swim school in this period (31 25m lane equivalent hours). This gives a total of 76 25m lane equivalent hours that could be allocated to the swim school.

Therefore it would theoretically be possible to operate the existing swim school programme (although this does not allow for any potential growth) in two 25m tanks (assuming that the pools would not be converted to 50m mode before 19:30 in the evenings and that the remaining programme of public access and club usage remained largely the same).

In terms of Club Swimming times the amount of 50m long course time could still be maintained. This also assumes that the pool would be available in long course mode from 19:30 each evening and would give 58 hours of long

course time (compared to 56 hours of bookings at present) - though they would all need move into the 19:30 slot, which may or may not be possible for some. Regardless, there would be no room for growth and if the pool stayed in 25m mode for longer/did not convert each night then the amount of long course time would be significantly reduced.

In operational terms the new pools would be more efficiently utilised throughout all opening hours and there would be an evident reduction in the utility and staffing costs, though this could only be achieved with significant compromises having to be made from existing users/activities.

If this option were taken forward, then the refurbishment and reconfiguration of the 50m pool should ideally take place before the closure of the Training Pool to allow the swim school to continue.

15.3 Impact on Retaining the Training Pool (comparisons to other 50m pools).

There are very few 50m pools in the country which can be directly compared to Crystal Palace’s current role because most of the new builds over the past two decades have been built with efficiency in mind and to fulfil multi purposes as a community facility and also a strategic venue for multiple aquatic disciplines. This means that most of the 8-lane 50m pools (i.e. not to full 10-lane Olympic standard) are split into two or three tanks for the vast proportion of opening times. This severely restricts 50m (long course) training time to early mornings and late evenings. In most cases these pools were not replacing existing 50m facilities therefore any long course training time was a bonus for clubs.

In cases where a standard 50m tank has been/is being replaced with a split 50m multi-purpose pool (e.g. High Wycombe, Coventry) the clubs have lost a significant amount of long course training time, however in these examples there was one dominant club and therefore although all training had historically been long course due to the facility, there was not necessarily a requirement for all training to be long course. Crystal Palace is different because there is no home/dominant club and all the clubs accessing the pool do so specifically for long course training time, therefore any reduction would have a severe impact. It is also different in that the separate diving pool facility is in situ (and to be retained) and therefore diving is not competing for pool time.



The current Teaching Pool would also need to be removed if the Racing Pool were converted into 2 x 25m tanks in order to accommodate the bulkhead. However, if the standard 50m Racing Pool was retained then so too could the Teaching Pool. Refurbished with RenovAction technology this pool could potentially be brought to a depth which would make it suitable for Aquatic Fitness classes which would not need a higher pool temperature than the main tank. Alternatively, given the investment into the 25m pool to make this more attractive and flexible, the teaching pool area could be decked over and used as storage or additional pool side accessible changing.

The working assumption is that 2 x 25m tank would be operated in 50m mode in early mornings and from 19:30 on weekday evenings (which is more than at equivalent facilities where they may only be available on one night a week). As previously stated, although the number of hours of swimming club long course training time could be accommodated with the removal of the Training Pool, they would have to be at times moved later in the evening and the result of this would be that public swimming would not be available after 19:00. This would be of detriment to the popularity of centre memberships in particular, many of whom would expect to be able to swim at those times.

With the pool in 2 x 25m mode earlier in the evening, some club 25m lane access would still be booked but it is not likely to be able to attract a premium lane hire price or attract clubs from further afield, as would be the case if long course training time was available at all times.

Refurbishing the Training Pool and providing it with a suitable depth for swim training would also give another option to provide 25m lane hours later in the evening in addition to long course time. This may be attractive for some clubs as it could allow them to bring more



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swimmers and alternate between short course and long course (e.g. an hour in each).

The Club Network on Saturday mornings is an important part of CPNSC’s strategic role and requires long course time. To retain this in its present form and timeslot would be problematic if the Training Pool were lost because this would mean that there would be no pool space on Saturday morning until around 11:00am which is peak time for learn to swim and family time. Although the Learn to Swim could potentially still be fitted in later in the day there would be far less demand than earlier in the morning. A solution that would be preferable in terms of pool utilisation for both options would be to have two hours of Club Network in the earlier slot on both mornings (rather than four hours on Saturday). Though this might not find favour with clubs as many leagues take place on a Saturday night and so Sunday morning is traditionally a rest morning.

Overall, it is clear that retaining the existing Training Pool would result in a similar flexibility in uses across all pool as a 2 x 25m tank option would permit (though the 2 x 25m tank option may give more flexibility on water depths unless a moveable floor was installed in the refurbished training pool). It would also allow significant growth in the programme compared to 2 x 25m tank scenario being effectively full at peak times with the existing usage.

If retaining the Training Pool were taken forward careful consideration would have to be given as to how this would impact the existing swim school programme. The other pools in the facility could not accommodate the learn to swim programme due to depth (regardless of existing programming), therefore if the Training Pool were closed refurbishment for anything more than a couple of months it is likely that the majority of swimmers would find lessons in other local pools with no guarantee of their return.

Alternatively, the provision of a temporary pool during the refurbishment could keep the existing swim school operational with no loss of custom however this is an expensive option to consider and the phasing and utilisation of the small teaching pool and the main 50m pool should remain the focus.

15.4 Programming Summary

Overall, retention of the Training Pool with the correct frontline and ancillary staffing would allow for significant growth in all areas of the programme. Why this has not been realised at present is due to a combination of factors:

- The ageing nature of the building being less attractive to customers.
- The fit for purpose (or lack of) of some of the pool space.
- Historic programming which has not been completely overhauled to provide the most efficient use of water space.
- Lack of front line and ancillary staffing to support the further growth of the programme due to having no incentive to invest in that due to the uncertainty regarding the centre’s future.

The refurbishment of the facility retaining the Training Pool could address all these areas and realise the full aquatics potential of the centre, increasing all types of public swimming, learn to swim and club access with relatively few compromises and conflicts between uses. However, removal of the Training Pool and conversion of 50m pool into a multi-use pool would, while theoretically still being able to maintain existing the current Learn to Swim and Club Swimming provision, result in significant compromises for each and notably restrict the times fitness swimming was available (or alternatively reduce the amount of club swimming long course time).

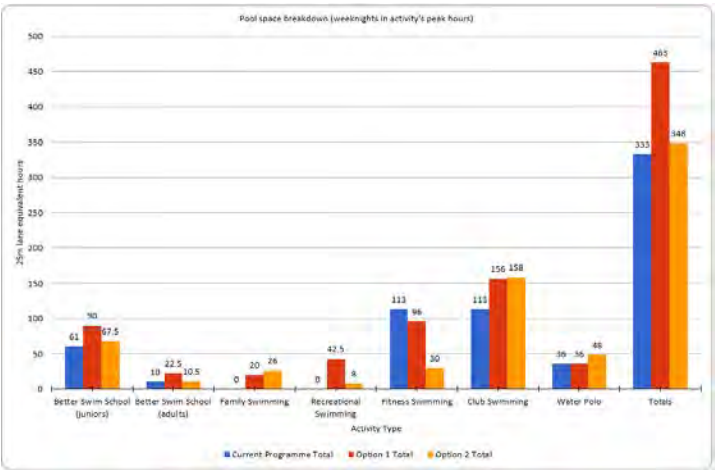
15.5 Potential Programming Impact

An analysis of the overall impact on the programming from the two options of retaining the 25m pool (Option 1 in the graph) or removing the 25m pool (Option 2).

The diagram below summarises the impact in direct comparison to the current programming at CPNSC looking at the various different swimming user types and changes to the programme and access.

- Retaining the 25m Pool can lead to:
- An increase in family swimming and recreational swimming opportunities (a key focus for both the GLA and Sport England on wider recreational facilities).
 - Potential to increase club access (to meet identified demand).
 - Small compromise on fitness swimming (with much of the current users however being covered within a better recreational swimming offer within the 25m pool).

Figure 15.2 – Summary of Programming Impact



Overall, with effective programming and the right operator to drive the programme, it is believed that the additional revenue that could be gained by retaining the Training Pool (primarily from Learn to Swim but also from other wider opportunities activities) would balance out and exceed the savings in running costs that its removal would bring. Further impacts regarding capital cost, demand and longer-term viability are now considered.

15.6 Capital Investment

The Consultant Team have liaised with Swim England and Myrtha Pools, a supplier to Swim England and international provider of new and renovated pools for estimates on the capital works required for the two options of retaining or removing the 25m pool.

Option 1 - Retain 25m Pool

- Refurbished 25m Pool – deck level and increase depth and variation.
- Investment into new pool plant for both main pool hall and 25m pool.
- Roofing, lighting and changing for 25m pool
- 50m pool modernisation
- [Redacted]

Option 2 - 50m Pool refurbished – moveable floor and boom (+ loss of 25m pool + loss of learner pool)

- 50m pool modernisation and moveable floor (based on Myrtha Pools initial quote)
- Boom and slab drop to allow for boom/bulkhead.
- Demolish 25m pool and remodelling of 50m pool end.
- Pool plant upgrade for main building
- [Redacted]

It should be noted that these are estimated capital costs, as with the main capital cost plans and would require more intrusive surveys and review of the full extent of refurbishment work for both the main 50m pool and 25m pool facilities. For any notable works on the 50m pool there would remain uncertainty on any final capital cost and state of the pool tank given its age.

Given the likelihood that costs would increase on any refurbishment project (with the main cost report within the overall study allowing for contingency planning) the capital costs differences are not considered significant over the lifespan of the facility once newly refurbished. The longer-term projected revenue position is however notable and this is considered later within this section.

15 Swimming pool options analysis

15.7 Meeting Identified Demand

The earlier section highlighted the differing swimming and aquatics users within CPNSC and the capacity that changes to both the programme and the investment proposed can address in a very positive manner. Previous reports for the GLA on water space and demand indicate that the retention of the 25m pool is strategically the better option subject to the further analysis that has taken place within this more detailed feasibility study.

The previous sections within this main report which highlighted the consultation and stakeholder input to this feasibility study set out the clear demand for additional water space from clubs and users of CPNSC. The public consultation also provided a clear steer on the demands from the users and members of the public as to the importance of the 25m pool and the important function of the whole pool stock across the various aquatic disciplines.

As highlighted earlier the role CPNSC plays in meeting the needs for long course swimming across both South London and the South East is part of its evident unique attraction for swimming clubs in particular.

After consulting with the CPNSC Aquatics User Group the Consultant Team undertook an additional Swimming Club survey to understand further the specific demand for long course swimming. 45 clubs responded to the survey with 18 of those clubs wanted the pool specifically for long course swimming. A number of the current clubs wanting additional training times and half of these 18 clubs are not currently users of CPNSC wanting access to the pool for both training and competition.

Whilst a number of the current clubs’ needs could be accommodated within a reorganised programme (subject to negotiation with all clubs users), the current pool programme and capacity of the pools (in terms of the 25m pool in particular) could not. The survey highlights the on-going and latent demand for pool space and notably the need for long course swimming at CPNSC.

This demand is also evident from the consultation with Swim England, Sport England, London Sport and London Swimming as well as the CPNSC Aquatics Working Group.

From the perspective of retaining or removing the 25m pool the clear evidence points to a shortage in water space both across London and within the local

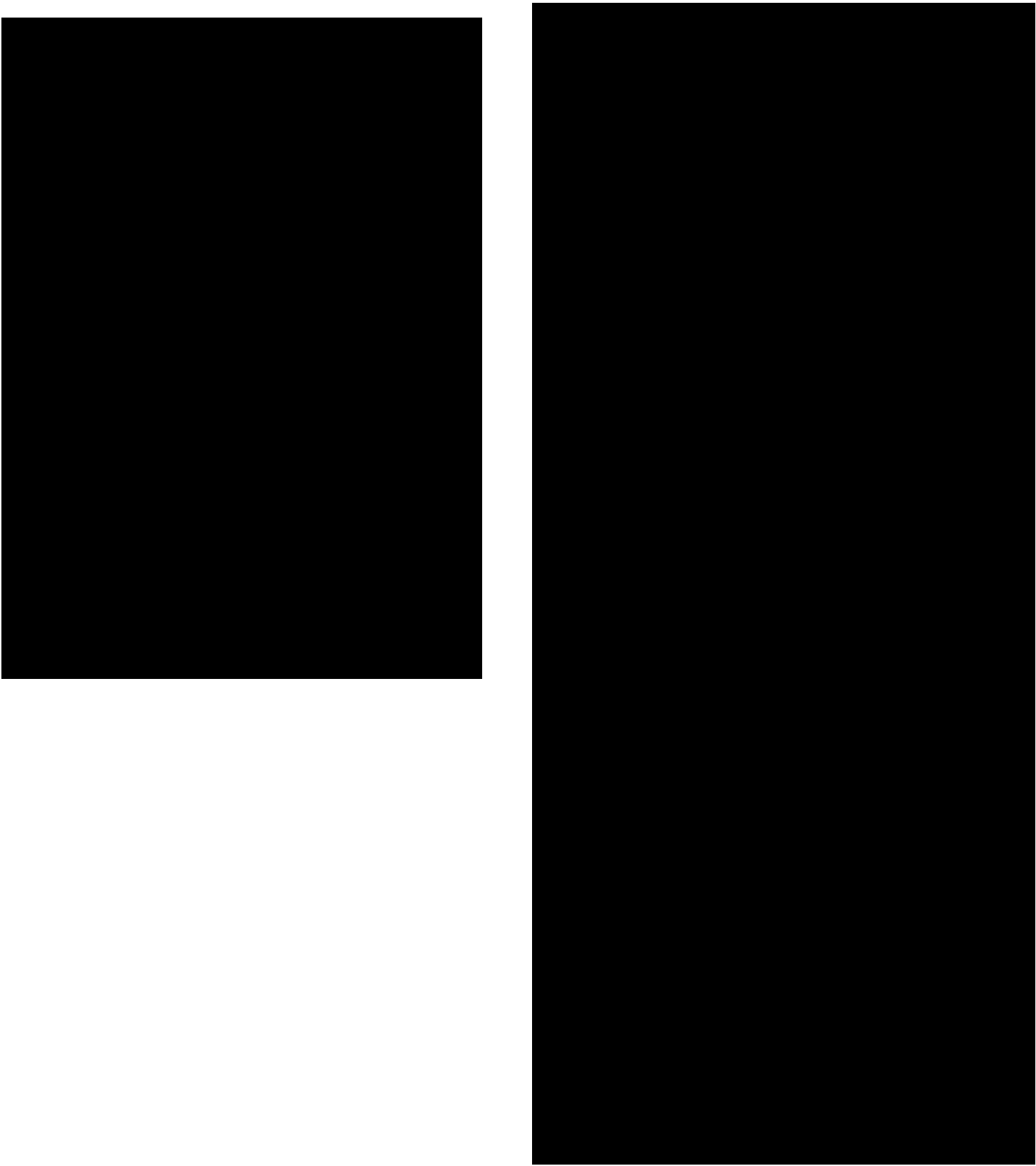
catchment area and the 5 boroughs that surround CPNSC. From Sport England’s Facilities Planning Model data the shortfall in water space in Croydon, Lambeth and Southwark (noting that Lewisham and Bromley have low levels of unmet demand) is equivalent to 770sq metres or 2 x 6 lane 25m pools. In consultation with the 5 Boroughs, whilst there are plans for replacements and modernisations of the swimming pool stock, there are no current plans to provide new facilities and increase water space further highlighting the importance of CPNSC to the local area.

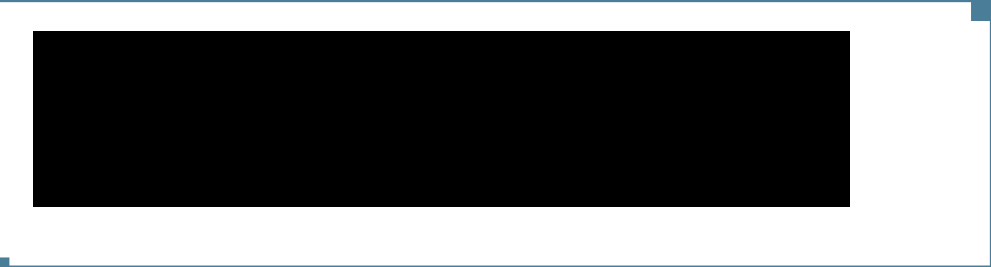
Figure 15.3 – Sport England Facilities Planning Model – Unmet Demand for Swimming Pools in 5 Boroughs.

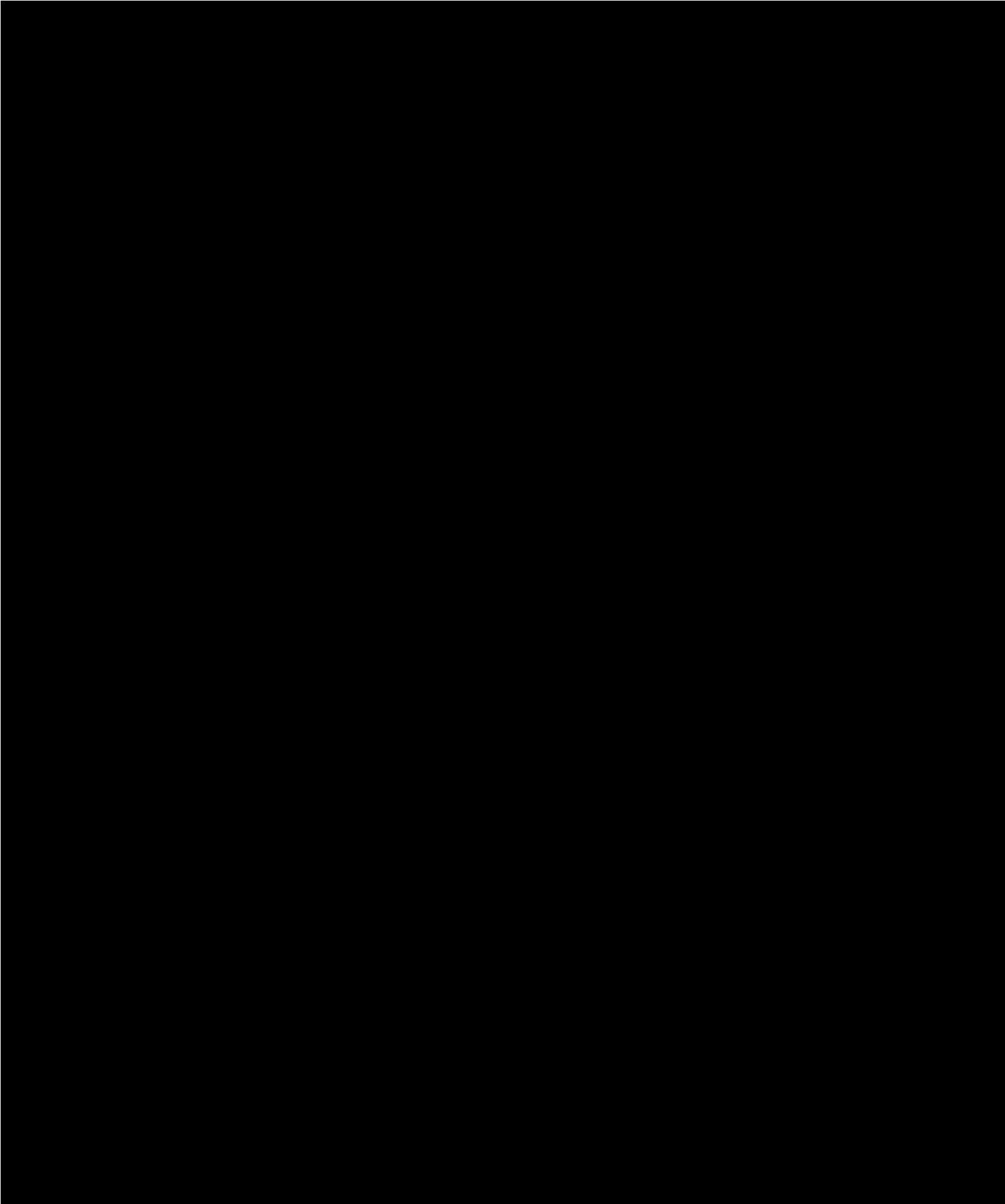
	Water Space per 1,000 Population	Demand – Equivalent in water space*	% of Demand Satisfied	Unmet Demand - Equivalent in Water Space*
Bromley	20	3,514 m ²	95%	174m ²
Croydon	11	4,298 m ²	94.6%	232m ²
Lambeth	6	3,719 m ²	92.4%	282m ²
Lewisham	9	3,436 m ²	94.6%	184m ²
Southwark	12	3,586 m ²	92.9%	256m ²
London	11	98,702 m ²	92.7%	7,229m ²
National	12	591,570 m ²	91%	53,151m ²

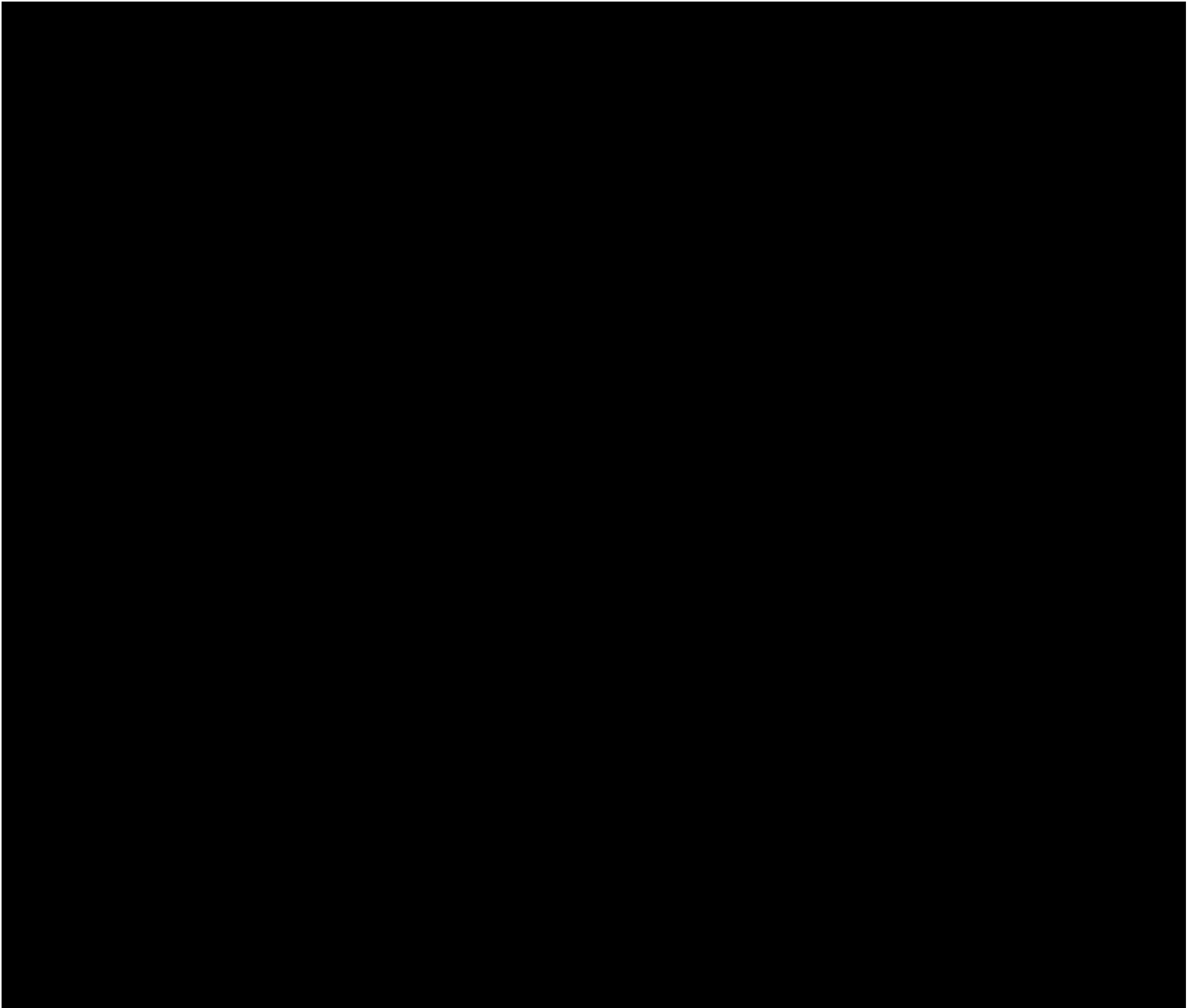
Longer Term Viability and Impact on the Business Plan
A final element of the analysis of the decision to retain or remove the 25m pool is a review of both the capital investment and the projected longer term revenue position taking into account the review of the programme and the potential variations and impact on use.

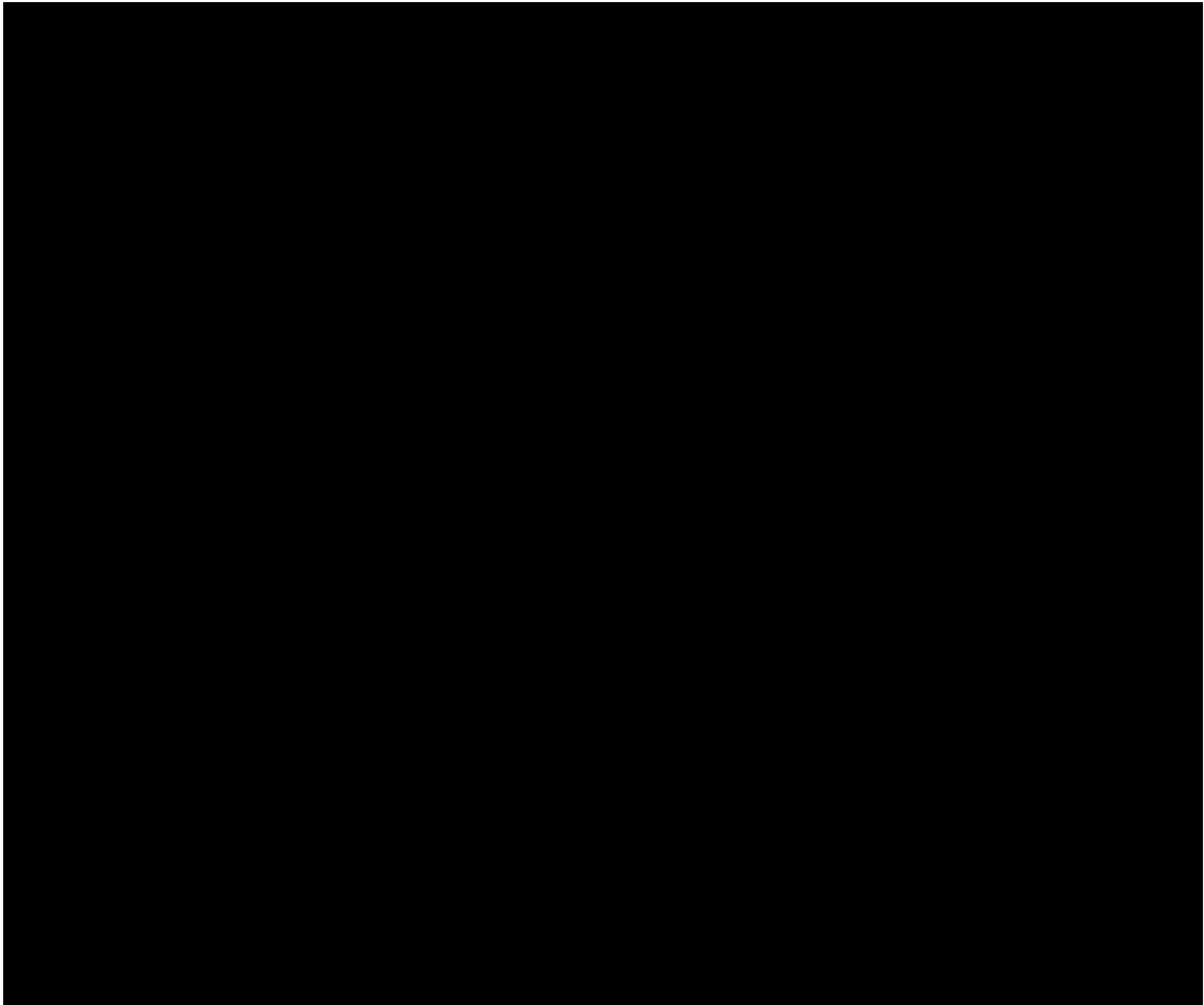
For the purpose of this specific sub-section on the swimming pools the analysis only includes the two options for the pools being discussed, the wider impact across all the options is considered later across the entire sporting estate at CPNSC.

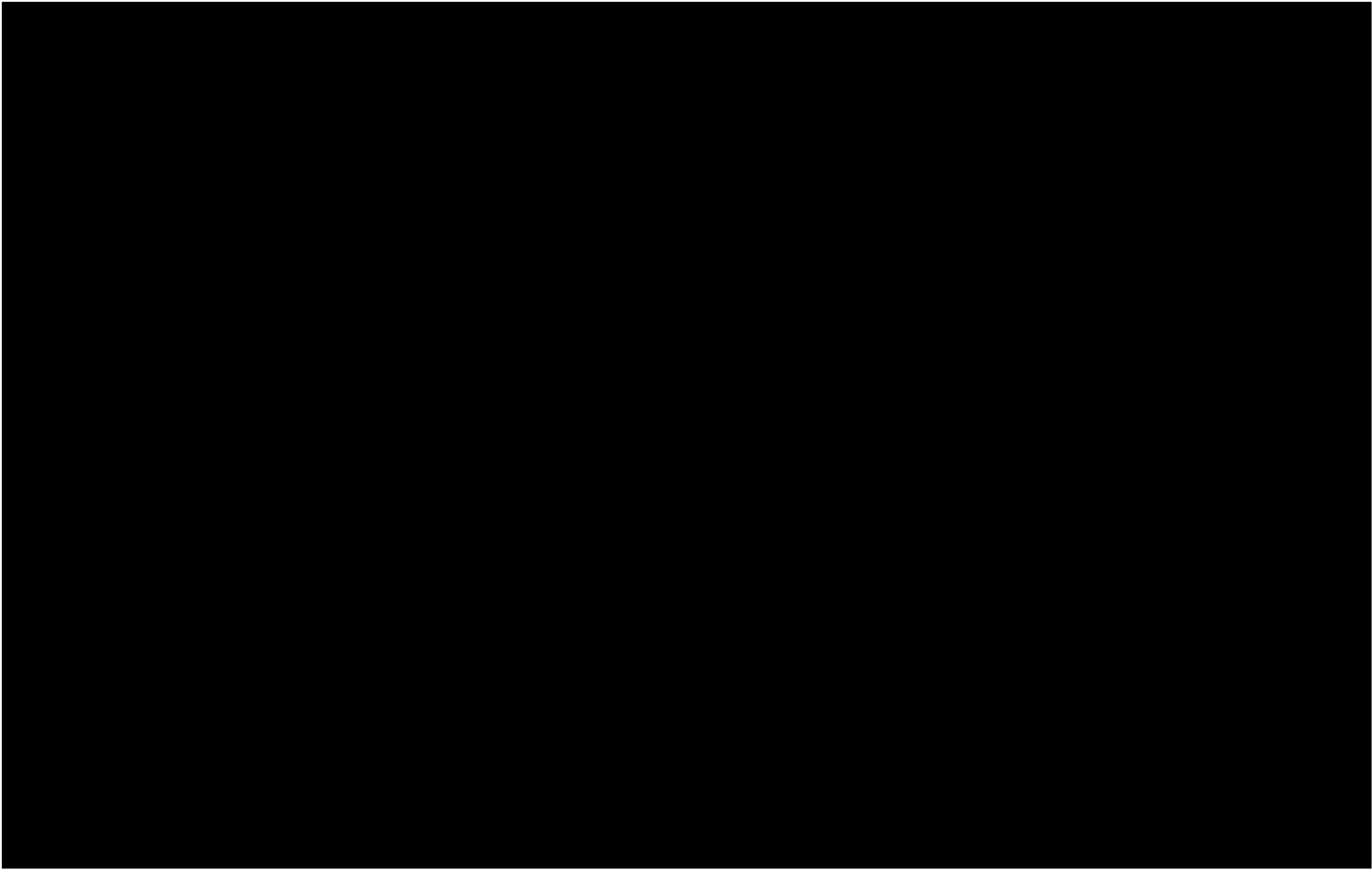


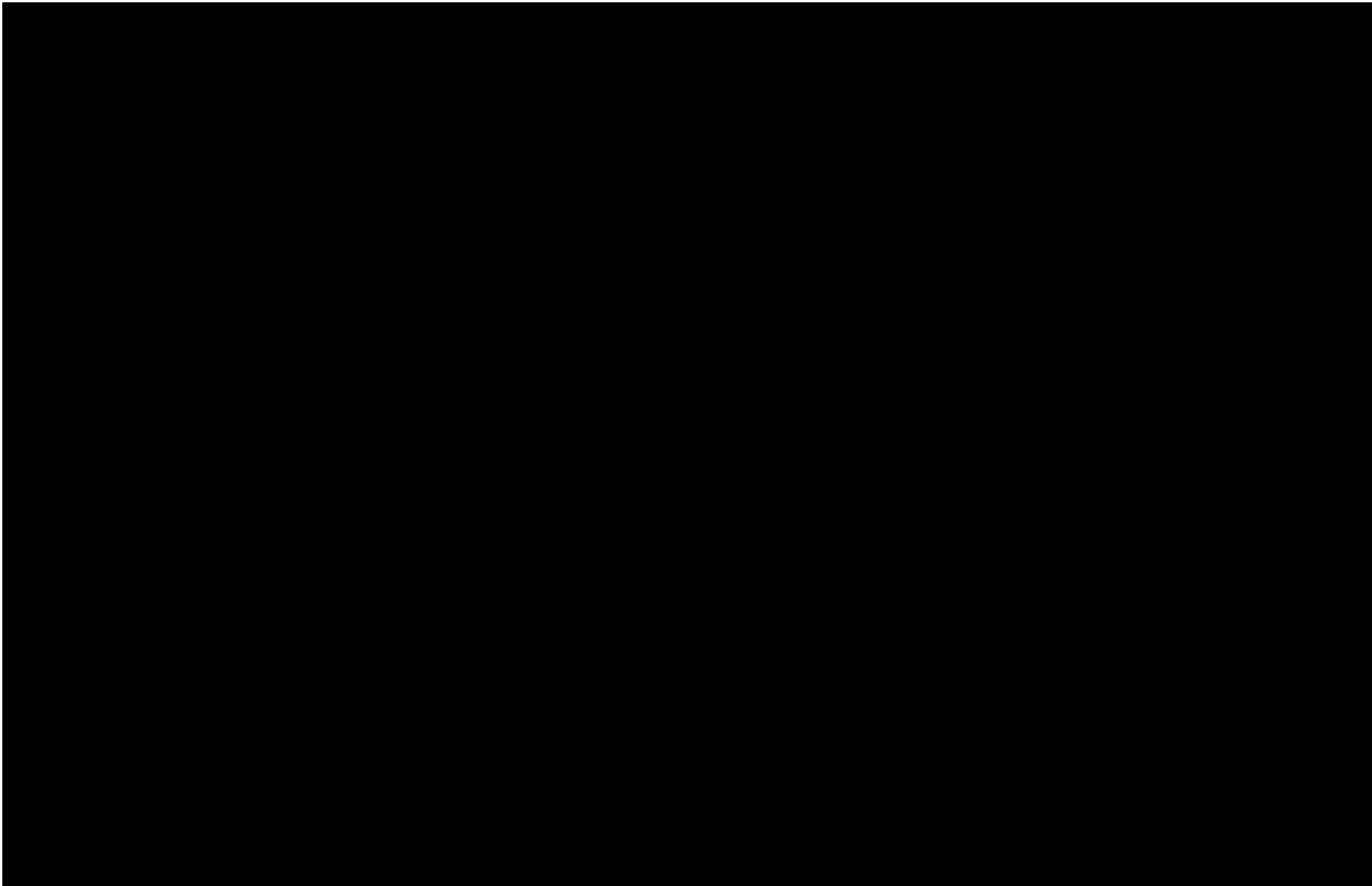


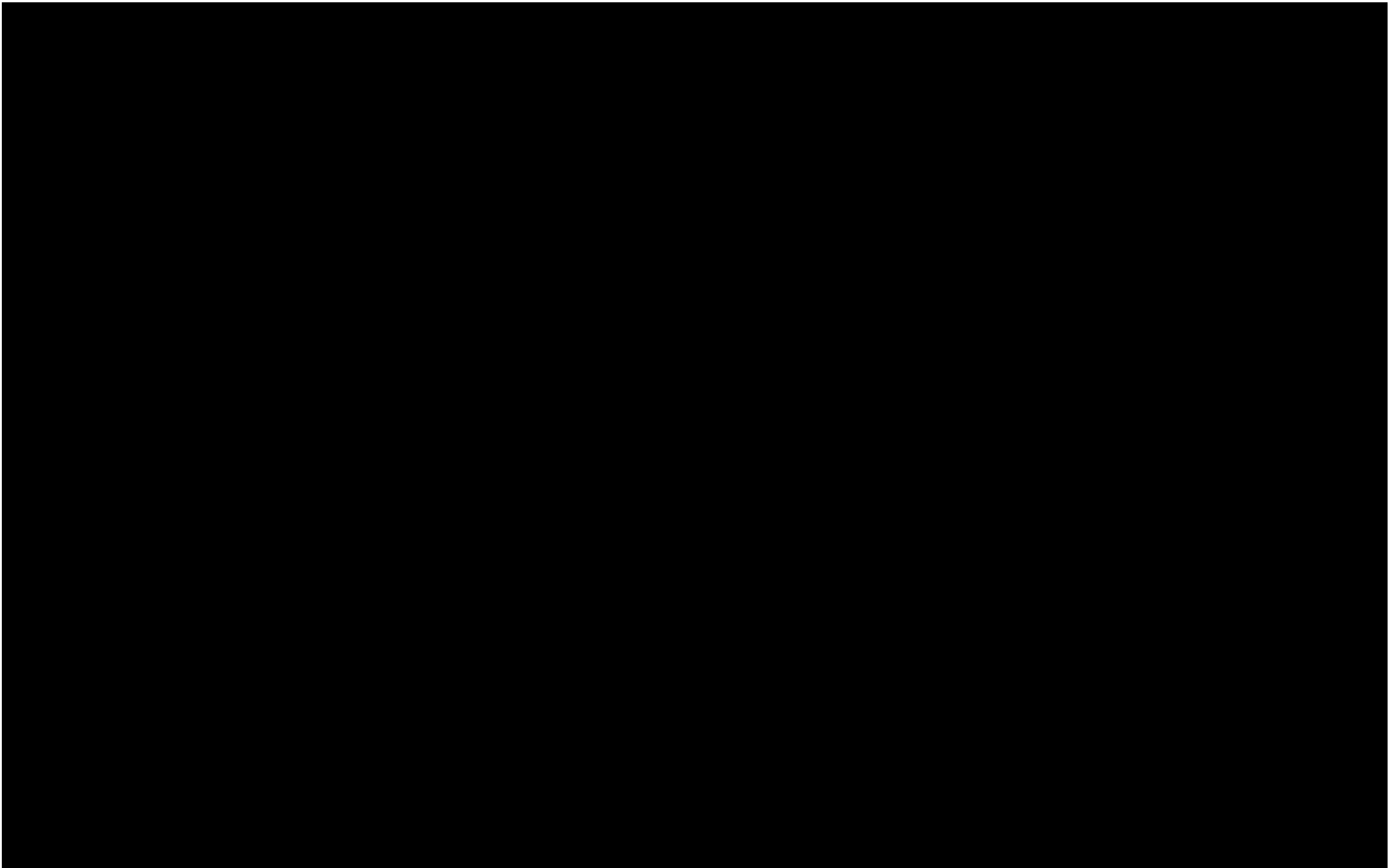


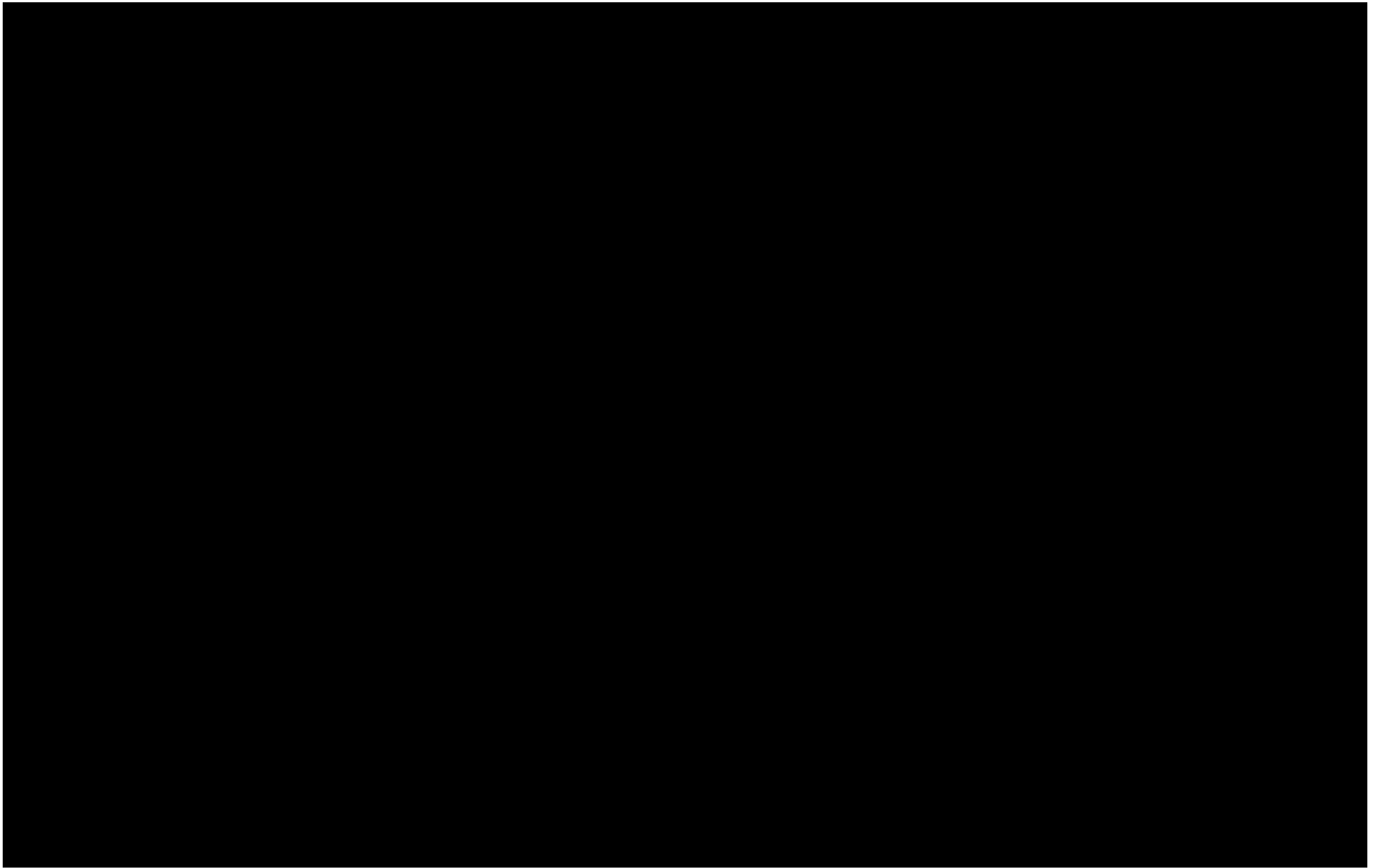


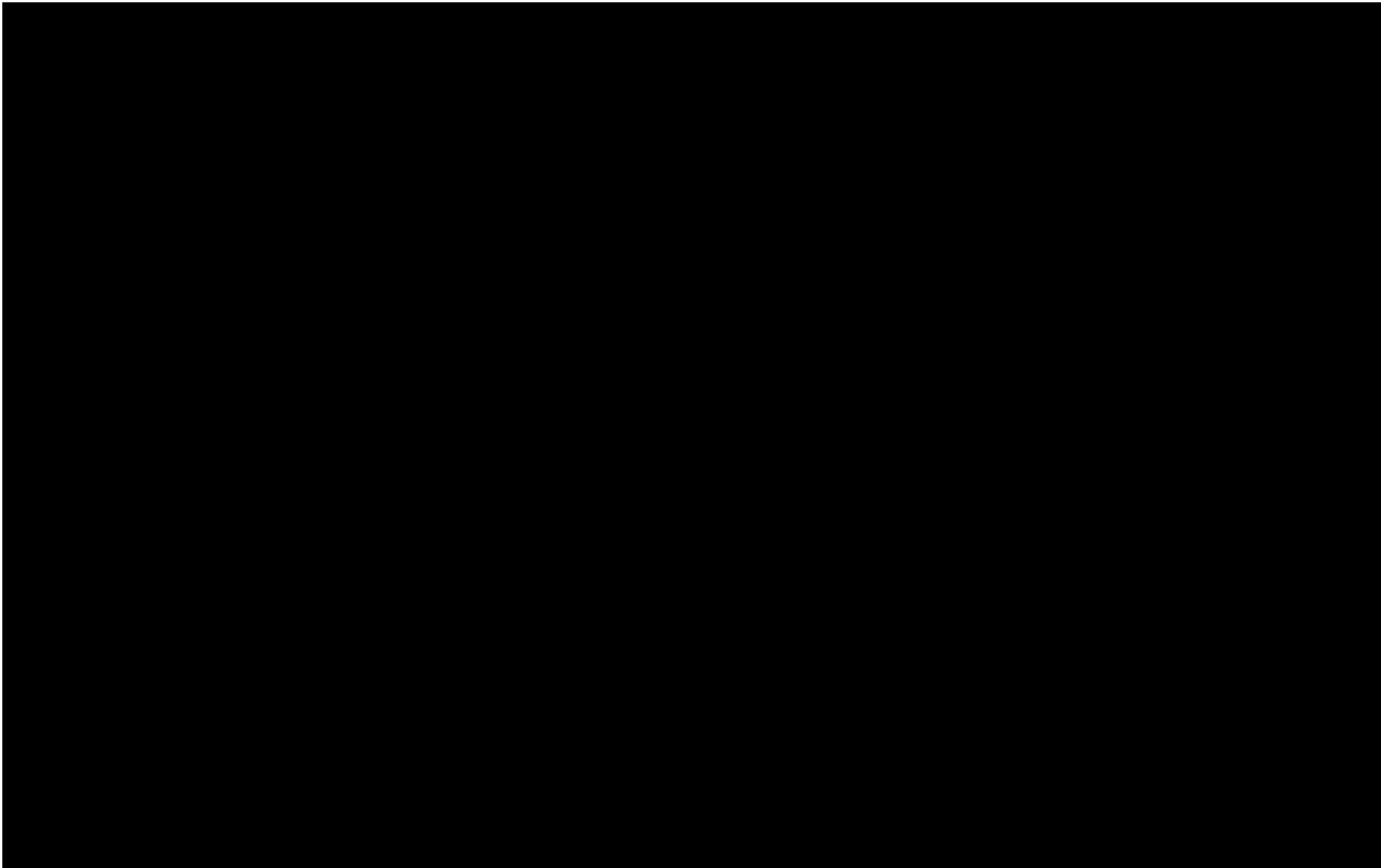


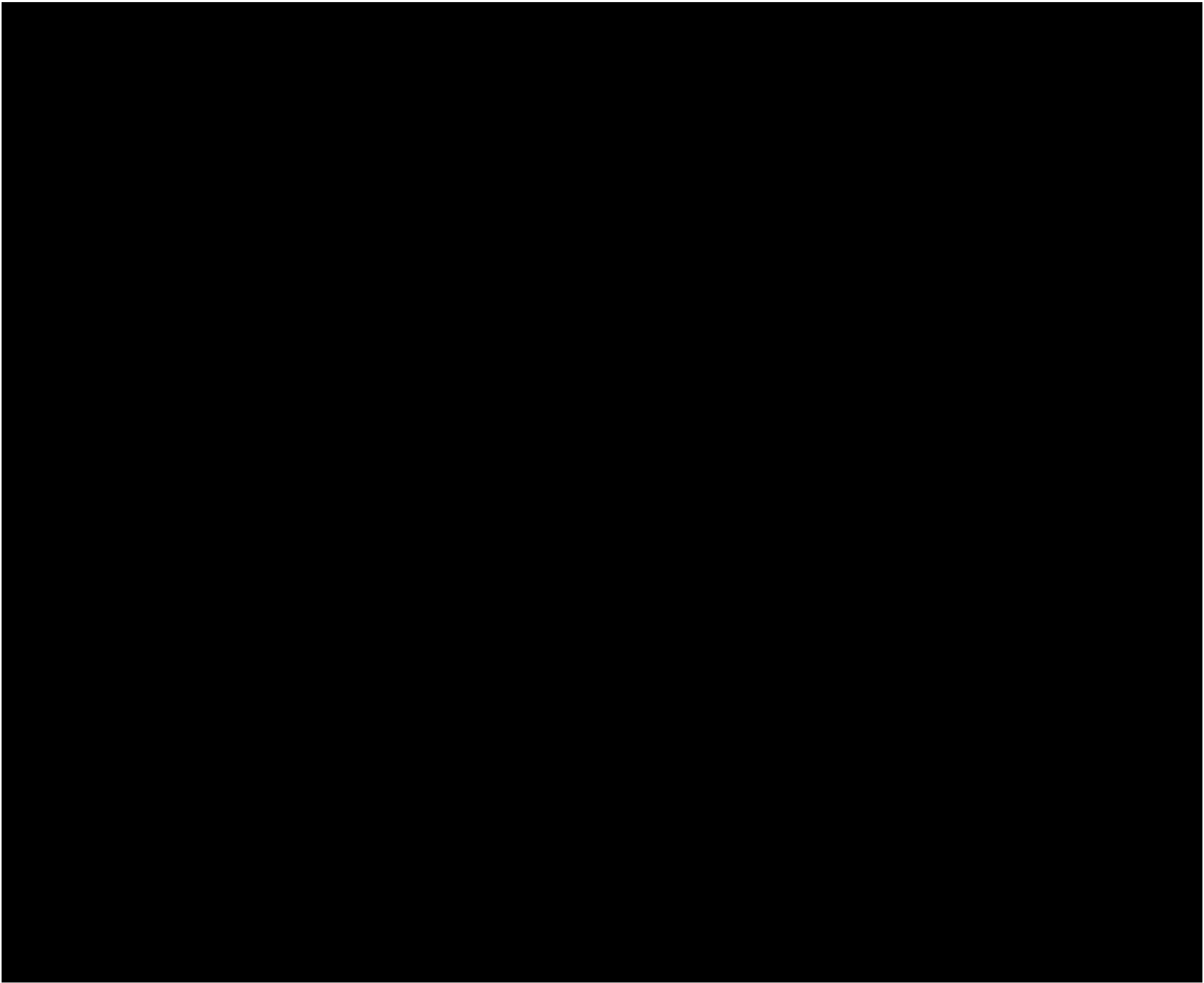


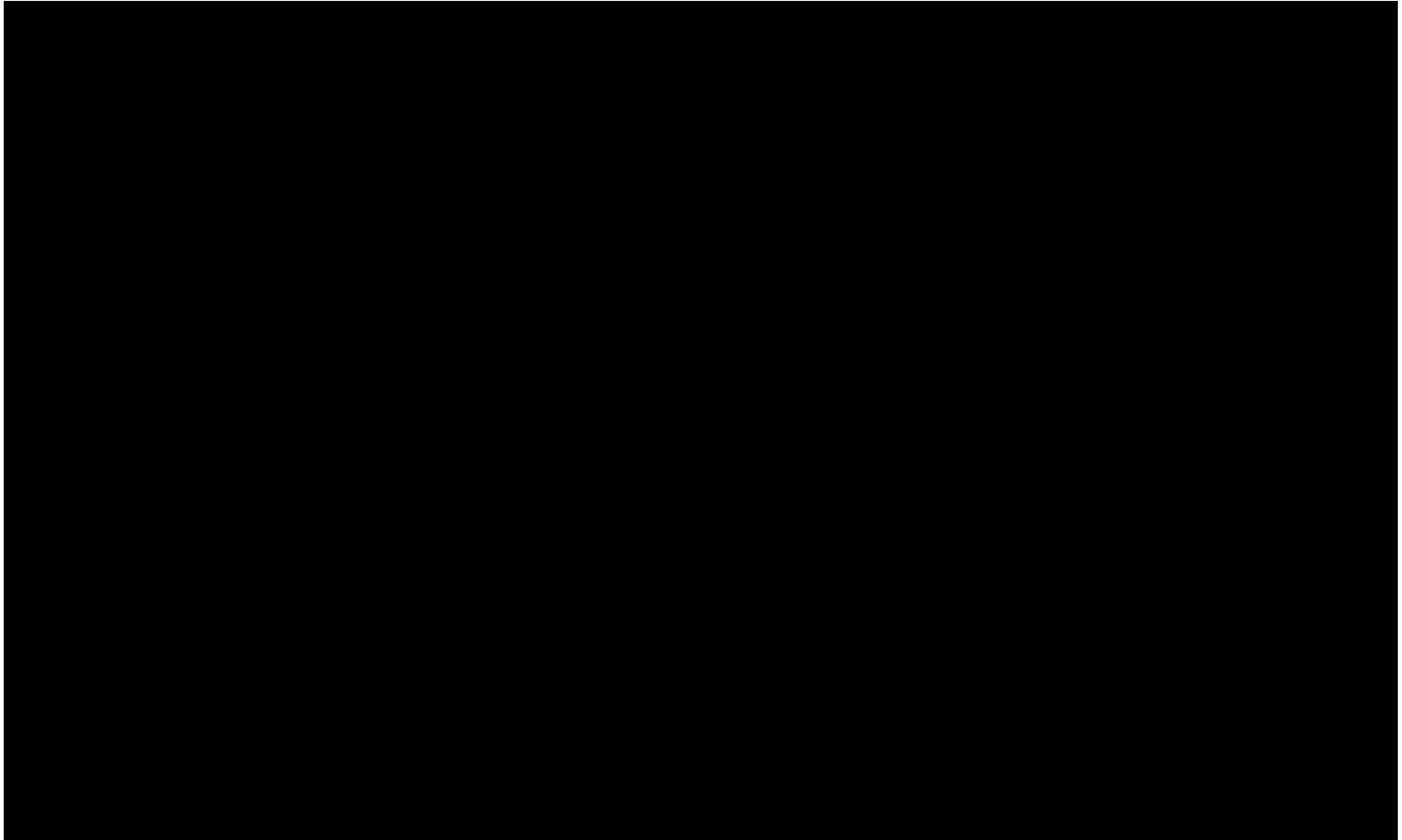




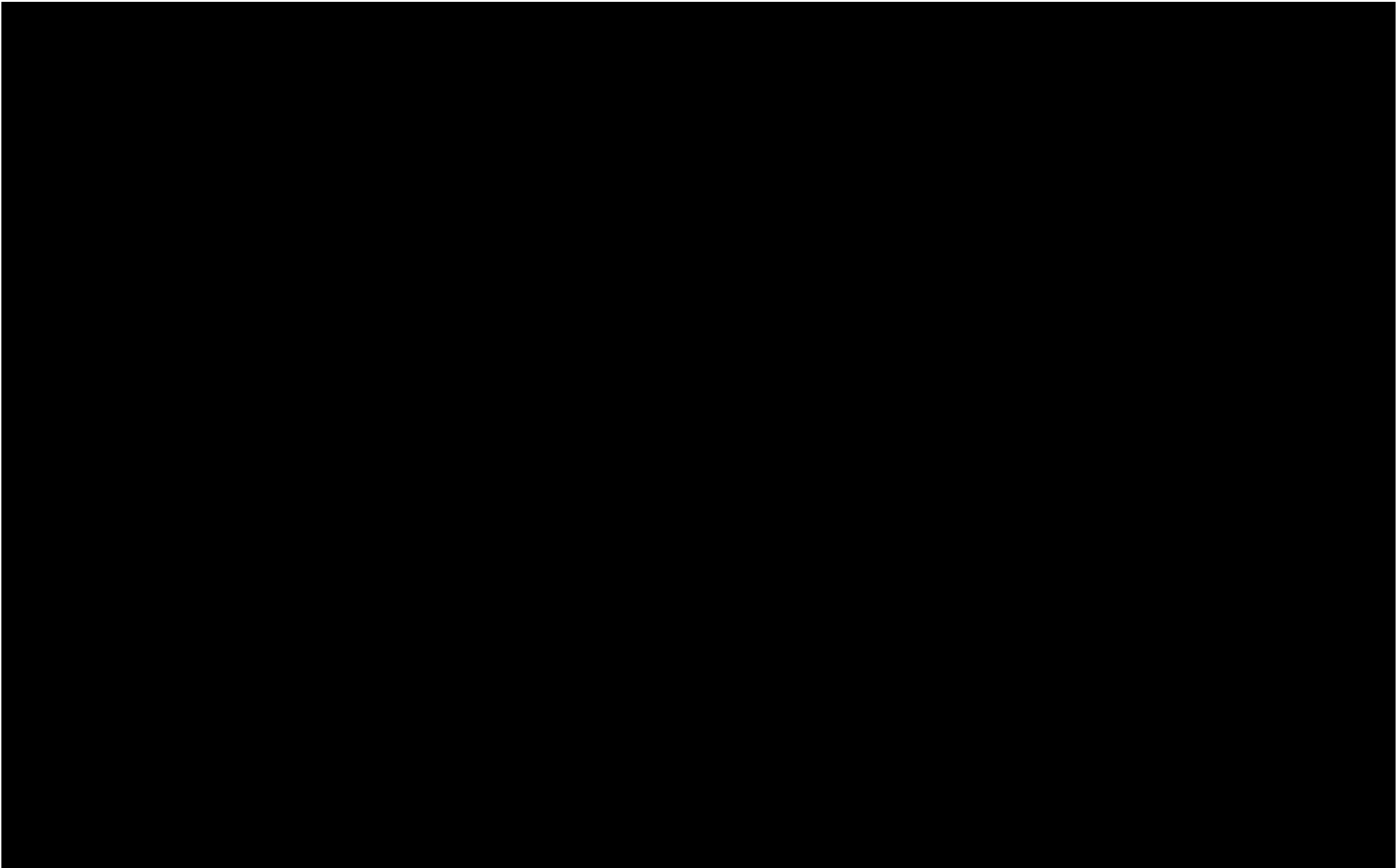


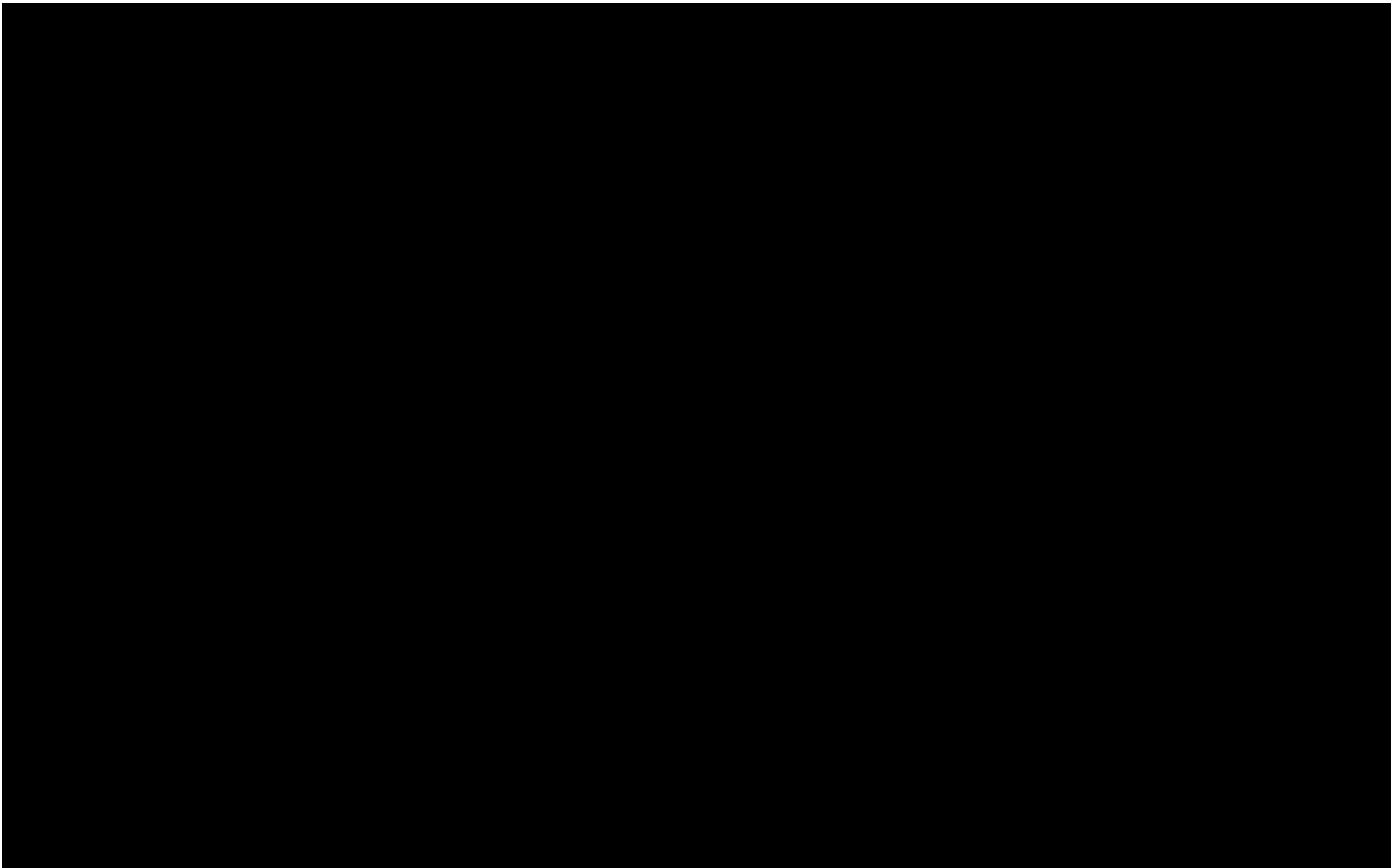












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