

# Leisure Operating Contract (LOC) - Information Memorandum



## Information Memorandum

**Contents:**

- 1. Overview of the project and key objectives**
- 2. Background to Ashford and future sports and physical activity development projects**
- 3. Current management arrangements and scope of services within this procurement**
- 4. Overview of the project team and management structures**

## 1. Overview of the project and key objectives

### 1.1. Ashford's Leisure Services

- 1.2. Ashford Borough Council (the Council) and Ashford Leisure Trust (the Trust), which holds a long lease on the borough's main leisure centre (the Stour Centre) have agreed to bring several of the town's leisure facilities into a common structure and to establish new management arrangements under which the Trust will provide the strategic management and direction of those facilities and contract with an established leisure operator to manage the facilities and services.
- 1.3. The Trust was established by the Council in 2004 with a remit to provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those people living within the borough of Ashford and surrounding areas through the provision of a community and sport centre and other recreational facilities and activities.
- 1.4. The Trust was subsequently granted a long lease of the Stour Centre, Ashford's main leisure centre. The Trust currently has a management agreement for operation of the Julie Rose Stadium and Conningbrook Lakes.
- 1.5. The Trust's charitable objectives are:

*" To provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those persons living within the Borough of Ashford and surrounding areas in need of such facilities through the provision of a community and sports centre and other recreational facilities and activities."*

- 1.6. In pursuit of their objectives, the Trust believes the procurement of an established partner will help achieve and further develop the following themes:
  - **Investment** - Essential significant investment in existing facilities, specifically, but not exclusively, the refurbishment of the un-remodelled 'dry-side' of the Stour Centre.
  - **Resilience** - An enhanced resilient management arrangement, with access to a range of specialist expertise and increased capacity to aid timely reactions to new business opportunities.
  - **Diversification and Growth** - To lead a borough wide approach in the delivery of management of leisure and sporting facilities enabling a co-ordinated and integrated approach to meet the growing needs of the local community.
  - **Efficiency** - Economies of scale and other financial efficiencies (e.g. energy costs) that will generate savings that in turn will be re-invested back into the local services and facilities.
- 1.7. Please find further information about the Trust at: <http://www.ashfordleisuretrust.co.uk>
- 1.8. Please find further information about community and other facilities and sport in Ashford at:  
<https://www.ashford.gov.uk/your-community/sport/>  
<https://www.ashford.gov.uk/your-community/>

## 1.9. The Shared Vision of the Partners

1.10. The vision will help to identify an outcome framework that shapes the service delivery specification and future performance measures.

### Shared Vision:

- We need to respond to Ashford's growth and create a vibrant mix of exciting sporting and recreational facilities and spaces to improve the quality of people's lives and civic pride.
- We must exploit, embed and enhance the opportunities that sport and active recreation provides to help local people develop and maintain active, healthy lifestyles.
- We need diverse and creative approaches that target the inactive so we address the local health and wellbeing priorities that sport and physical activity impact upon.
- We must ensure that more people become and remain active more regularly, providing opportunities to get started, stay involved and compete at all levels.
- We want to develop, test, and share innovations with imaginative and productive partners so we improve communications and programming that raise participation.
- We want exceptional service quality and investment used wisely to enhance our facilities, spaces and programmes.
- We want to invigorate the local economy, provide jobs and strengthen our reputation in supporting Ashford's economic success.
- We need a community-based approach that helps local areas and neighbourhoods embrace the benefits of regular sporting and active recreation and local infrastructure that in turn helps support community spirit and collaboration.

1.11. In addition, the procurement exercise has a number of clear objectives that the partners have agreed.

### Project Objectives:

- Encourage market engagement, ensuring a focus on service quality and investment that supports a better leisure offer and improved income generation.
- Provide a framework for innovation, encouraging partnerships which deliver increases in participation and enable the promotion of social and health outcomes.
- Achieve financially sustainable leisure provision that reduces The Trust's and The Council's liabilities.
- Balance quality, increasing participation, achieving broader outcomes in health and wellbeing, commercial performance and cost.
- Ensure fair contractual positions which can be adopted but avoid lengthy dialogue and that reduce costs and time for The Trust, The Council and contractors in the procurement process.
- To ensure a broad range of accessible and affordable services and activities are available to all sectors of the community, including those in particular need.

## 2. Background to Ashford and future sports and physical activity development projects

- 2.1. Ashford is well connected to the south east, the rest of the UK, and mainland Europe via the M20 and A28, domestic rail services, and the international rail link to Paris and Brussels. Both domestic and international links have improved with the opening of the High Speed 1 (HS1) rail services to London and Europe. Journey times to London are just 38 minutes. These links give Ashford a major competitive advantage, which will be vital to the future growth of its economy.



- 2.2. Ashford borough is the largest local authority (spatially) within Kent and covers an area of approximately 58,062 ha. The 2016 Mid-year population projection estimates had a population of 126,200 residents<sup>1</sup>
- 2.3. The town of Ashford (population of approximately 60,000 people) is the borough's largest settlement and is where most sporting and cultural activity is focused. The rest of the borough is rural in nature and includes the historic market town of Tenterden (population of approximately 7,000 people) and a number of medium to small sized villages.

<sup>1</sup> Business Intelligence Statistical Bulletin – June 2017

- 2.4. The ONS 2014-based sub-national population projections project a population of 127,700 in 2017 rising to 145,300 in 2030. The population is projected to rise by 17,600 by 2030. In addition, the Ashford age profile is changing, by 2030 there are expected to be 35,000 people over the age of 65 and over and around 17% more people aged under 15.
- 2.5. The Council has produced its Local Plan (awaiting inspection) which sets out the level of housing growth that is needed to come forward by 2030. Currently, the evidence base which supports the Local Plan is suggesting that an additional 16,120 houses will be required (2011 – 2030).
- 2.6. Factoring in completions since 2011 this figure is reduced to 12,943 new houses required 2017 – 2030. The majority of this future growth will be focused towards the town of Ashford 75% and 25% in the rural areas.
- 2.7. The principal opportunities for new growth lie on the edge of the existing built up area of Ashford through carefully managed and planned growth.

## 2.8. Local Context

- 2.9. The Indices of Deprivation 2015 shows a change in Ashford’s national rank, moving 22 places between 2010 and 2015. This indicates that Ashford was more deprived in 2015 than in 2010 relative to all other local authorities in England. Ashford had a deprivation ranking in 2015 of 172 out of 326 nationally and in Kent 7 out of 12. In 2010 Ashford was 198 out of 326 nationally and 8 out of 12 in Kent.<sup>2</sup>
- 2.10. Ashford does not have any Lower Super Output Areas ranked within the top 10% most deprived in England. Stanhope and Victoria Wards are the most deprived areas in Ashford.
- 2.11. The 2017 Health profile of Ashford shows that obesity levels in children in year 6 were 19.1% (2015/16 period), slightly lower than the England value of 19.8%. Excess weight in adults (2013-15) was 66.6% compared to 64.8% across England as a whole.
- 2.12. The Profile identified the priorities in Ashford to include improving levels of healthy weight among adults and children through increasing physical activity, addressing health inequalities (heart disease), and addressing smoking prevalence and smoking in pregnancy.
- 2.13. Sport England’s Active Lives survey measures sport and physical activity levels (excluding gardening) of adults. The table below shows Ashford’s participation compared to England and Kent. Levels of activity in Ashford are almost 2% lower than Kent and England whilst levels of inactivity are over 3% higher than Kent and England.

Sport and Physical Activity Levels <sup>1</sup> (Adults aged 16+)	Active – (150+ minutes a week)	Fairly Active (30-149 minutes a week)	Inactive (<30 minutes a week)
Ashford	59.1%	12.0%	28.9%
Kent	60.9%	13.7%	25.4%
England	60.6%	13.8%	25.6%

<sup>2</sup> Business Intelligence Statistical Bulletin – Oct 2015

## 2.14. Current Performance of the Stour Centre and Julie Rose Stadium

2.15. A summary of the Stour Centre and Julie Rose Stadium’s income and expenditure for the latest financial years 2015/16 and 2016/17, is shown in the tables below. **Note: Removed due to commercially sensitive information.**

2.16. The utility costs for gas and electricity for the Stour Centre are approximately £312K estimated only due to meters being shared with the Ashford Borough Council offices.

## 2.17. Market Segmentation

2.18. A review of the Sport England Market Segmentation profile for Ashford is provided overleaf, the table shows the number of each segment within the Borough. The most dominant segments are ‘Tim’ – Settling Down Males (11.7%), ‘Philip – Comfortable Mid-Life Males (10.1%), ‘Alison’ – Stay at Home Mums (7.4%) and ‘Roger and Joy’ - Early retirement couples (7.3 %).

Name	Description	Ashford		South East		England	
		Number (000s)	Rate	Number (000s)	Rate	Number (000s)	Rate
A01	Competitive Male Urbanites (Ben)	4.4	5.1 %	388.5	6.0 %	1,989.1	4.9 %
A02	Sports Team Drinkers (Jamie)	2.6	3.0 %	257.4	3.9 %	2,162.9	5.4 %
A03	Fitness Class Friends (Chloe)	5.1	5.9 %	397.6	6.1 %	1,896.5	4.7 %
A04	Supportive Singles (Leanne)	2.6	3.0 %	204.6	3.1 %	1,711.6	4.3 %
B05	Career Focused Females (Helena)	3.8	4.4 %	337.9	5.2 %	1,829.8	4.5 %
B06	Settling Down Males (Tim)	10.2	11.7 %	745.5	11.4 %	3,554.0	8.8 %
B07	Stay at Home Mums (Alison)	6.4	7.4 %	410.5	6.3 %	1,766.4	4.4 %
B08	Middle England Mums (Jackie)	4.4	5.1 %	298.2	4.6 %	1,965.0	4.9 %
B09	Pub League Team Mates (Kev)	3.6	4.1 %	231.5	3.5 %	2,386.6	5.9 %
B10	Stretched Single Mums (Paula)	3.0	3.5 %	178.0	2.7 %	1,507.3	3.7 %
C11	Comfortable Mid-Life Males (Philip)	8.8	10.1 %	631.8	9.7 %	3,480.0	8.6 %
C12	Empty Nest Career Ladies (Elaine)	5.5	6.3 %	445.7	6.8 %	2,443.9	6.1 %
C13	Early Retirement Couples (Roger & Joy)	6.3	7.3 %	478.8	7.3 %	2,723.7	6.8 %
C14	Older Working Women (Brenda)	2.7	3.1 %	181.7	2.8 %	1,976.8	4.9 %
C15	Local ‘Old Boys’ (Terry)	2.3	2.6 %	157.6	2.4 %	1,484.5	3.7 %
C16	Later Life Ladies (Norma)	1.2	1.4 %	85.7	1.3 %	855.0	2.1 %
D17	Comfortable Retired Couples (Ralph & Phyllis)	5.6	6.5 %	420.8	6.5 %	1,700.2	4.2 %
D18	Twilight Year Gents (Frank)	2.8	3.2 %	227.9	3.5 %	1,612.9	4.0 %
D19	Retirement Home Singles (Elsie & Arnold)	5.5	6.3 %	443.3	6.8 %	3,206.3	8.0 %

Source: Sport England and Experian Ltd. Measure: Sport Market segmentation - rate (%) and number (000s). Time period(s): 2010

Market Segment	Segment Name	Description	Top Participation Sports Nationally
<b>Tim</b>	Settling Down Males	Sporty male professionals (aged 26-45), buying a house and settling down with partner.	Tim is an active type that takes part in sport on a regular basis. Tim’s top sports are cycling (21%), keep fit/ gym (20%), swimming (15%), football (13%) and golf (7%)
<b>Philip</b>	Comfortable Mid-life Males	Mid-life professional, sporty males with older children and more time	Philip’s sporting activity levels are above the national average. Philip’s top sports are cycling



		for themselves (aged 46-55)	(16%), keep fit/ gym (15%), swimming (12%), football (9%), and golf (8%)
<b>Alison</b>	Stay at Home Mums	Mums with a comfortable, but busy lifestyle. (aged 36-45)	Alison is a fairly active segment with above average levels of participation in sport. Alison's top sports are: keep fit/ gym (27%), swimming (25%), cycling (12%), athletics including running (11%), and equestrian (3%)
<b>Roger and Joy</b>	Early retirement couples, free time couples nearing the end of their careers.	The main motivations for Roger & Joy playing sport are enjoyment and keeping fit where their scores are above the national average. (aged 56-65)	Keep fit/gym, swimming, cycling, golf and angling.

## 2.19. Cost of Physical Inactivity in Ashford

2.20. The cost of physical inactivity in Ashford is calculated at £1.54m per 100,000 population. Whilst this is lower than the South East and England average, the Council and Trust are keen that this new partnership focuses on this area and sees this as an area of opportunity to make a real difference over the contract term.

Health costs of physical inactivity			
Disease category	Ashford	South East	England
<b>Cancer lower GI</b>	£139,126	£9,709,321	£67,816,189
<b>Cancer breast</b>	£154,959	£9,106,531	£60,357,887
<b>Diabetes</b>	£388,375	£27,701,104	£190,660,420
<b>Coronary heart disease</b>	£868,228	£65,517,904	£491,095,943
<b>Cerebrovascular disease</b>	£221,873	£21,137,006	£134,359,285
<b>Total Cost</b>	£1,772,562	£131,171,867	£944,289,723
<b>Cost per 100,000 population</b>	<b>£1,546,289</b>	<b>£1,580,313</b>	<b>£1,817,285</b>

2.21. **Ashford Borough Council's Corporate Plan 2015-2020** - key priorities are:

### **PRIORITY 1: ENTERPRISING ASHFORD – ECONOMIC INVESTMENT AND GROWTH**

Our Aspiration: To promote growth and achieve greater economic prosperity for Ashford Borough. We will work to secure inward investment to create a wide range of jobs carried out by highly skilled workforce.

### **PRIORITY 2: LIVING ASHFORD – QUALITY HOUSING & HOMES FOR ALL**

Our Aspiration: To secure quality homes across the Borough, catering for a range of ages, tenure and need, in well planned and attractive new places.

### **PRIORITY 3: ACTIVE & CREATIVE ASHFORD – HEALTHY CHOICES THROUGH PHYSICAL, CULTURAL AND LEISURE ENGAGEMENT**



Our Aspiration: To provide or enable a range of quality leisure and cultural activities where people can make healthy and affordable lifestyle choices and enjoy assets that create attractive, desirable and active communities.

In terms of what the Council will do to achieve this, priority is given to:

Delivery of the best mix of sports, cultural, recreational experiences supporting a range of health and wellbeing benefits for residents of all ages and abilities

Invest in new provision and refurbishment of existing facilities to provide a high-quality sports, culture and leisure offer [Substantial investment in Stour Centre].

Improve the quality of the management of leisure and cultural facilities so that they are among the best in the UK.

Extend the cultural, sport and recreational offers at key sites: Conningbrook, Julie Rose.

#### **PRIORITY 4: ATTRACTIVE ASHFORD – ENVIRONMENT, COUNTRYSIDE, TOURISM & HERITAGE**

Our Aspiration: To achieve an environment that creates higher standards of public space, design, alongside improved standards of presentation of key green spaces. To safeguard and conserve our local heritage and areas of outstanding landscape quality to ensure the very best attractive environment with thriving and vibrant town centres.

### **2.22. The Big 8 projects**

2.23. Two years ago, The Council identified a number of big projects to focus on... the 'Big 8' as they are called and summarised below. Two of these 'big 8' directly impact the delivery of sports and leisure in the borough; Jasmin Vardimon and Chilmington Green. The other projects demonstrate The Council's significant investment into regeneration and infra-structure projects across the borough. Further information can be found at:

<https://www.ashford.gov.uk/planning-and-building-control/major-new-developments/strategic-projects/>



#### 2.24. Jasmin Vardimon

2.25. Jasmin Vardimon Company was founded in London in 1997 and rapidly rose to become a significant element within the British dance theatre scene. The company is dedicated to the choreography of Artistic Director, Jasmin Vardimon – Associate Artist of Sadler’s Wells since 2006.

2.26. The company tours nationally and internationally performing at high profile theatres throughout the UK, across Europe, Asia, the Middle East and the USA.

2.27. In 2012, the company moved into its new creative home - The Jasmin Vardimon Production Space within the Stour Centre.

2.28. A cultural centre dedicated to the company's creative research and future productions, educational residencies and multi-disciplinary artistic study, the JV Production Space aims to encourage the growth of a cultural legacy in Ashford, increasing its capacity to import and export high quality performers of a world class calibre.

2.29. As part of the Big 8, it is intended to provide a purpose built centre of creative excellence for the Jasmin Vardimon Company, which will include rehearsal and presentation spaces, dedicated training spaces, wellbeing suite and creative incubator spaces for smaller

companies.

2.30. The proposed site is on the Henwood Industrial Estate. This will mean the Thomas Hall (2 badminton court size hall) currently occupied by JVC becoming available for development by the successful bidder. It is anticipated that this will be March 2020 for the Thomas Hall and March 2019 for the office space currently occupied by the JVC on Level 3 of the Stour Centre.

For further information see: <http://jasminvardimon.com>

### **2.31. Chilmington Green**

2.32. Chilmington Green will be a new community of up to 5,750 quality homes, a district centre and community infrastructure. This will create over 1,000 jobs in the next 20 years, coming forward in four main phases with around 300 homes delivered per year.

2.33. The development will provide around £125m towards local amenities including:

- A secondary school
- Four primary schools
- Shops
- Healthcare
- Sports and leisure facilities

2.34. These will be created as the phases of development come forward, the summary of sports and leisure facilities is set out below.

#### **Summary of planned provision**

Sports provision of up to 20ha of playing pitches:

- 2 adult football, 1 junior 11v11, 1 junior 9v9, 1 mini soccer 7v7, 1 mini soccer 5v5
- A rubber crumb 3G pitch for football training and competition.
- Up to 2 rugby pitches
- 1 AGP for hockey
- 0.5 cricket square

Additionally Discovery Park is the preferred location for additional requirements across the borough including:

- All additional football pitches
- 3 tennis courts which can also be used as netball courts

2.35. For further information see:

<https://www.ashford.gov.uk/planning-and-building-control/major-new-developments/chilmington-green/>

### **2.36. Other development options**

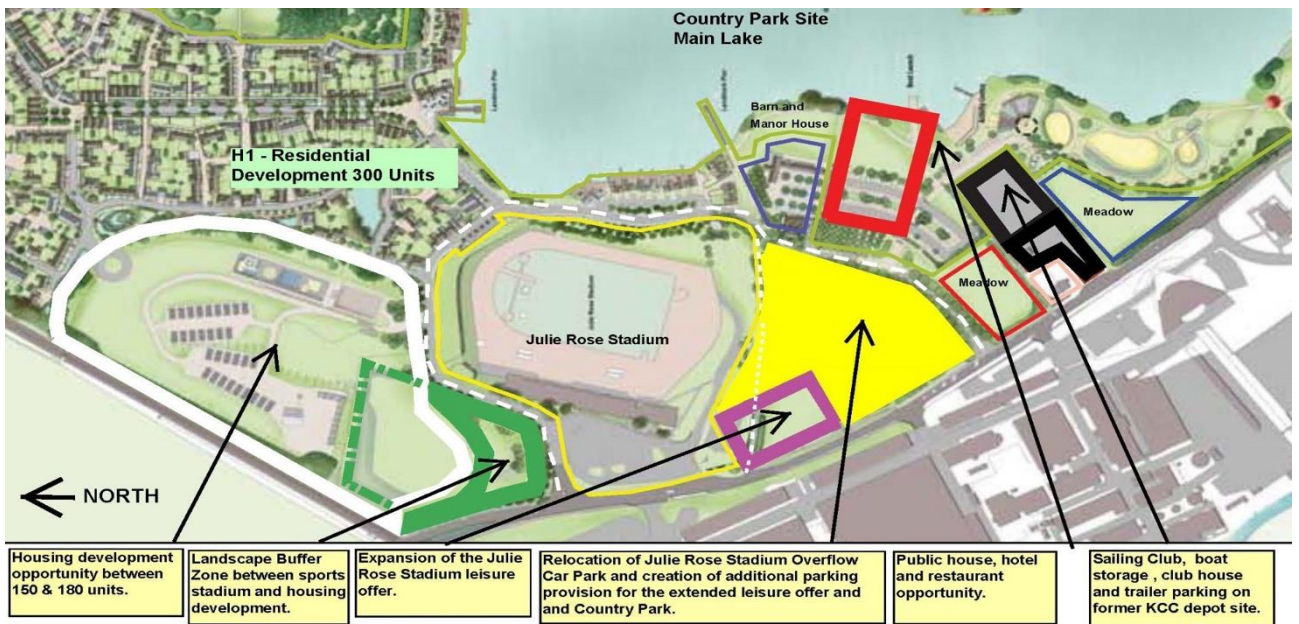
2.37. The Council is working on a number of other development options due to the future population growth, these will be developed with The Trust and the operator as they come on stream.

### **2.38. Conningbrook Lakes Country Park including Julie Rose Stadium**

## Aerial Image of Policy U22 Conningbrook Strategic Park Site



2.39. A masterplan is currently being developed for the site, the emerging development opportunities are set out in the site plan below.



### 2.40. Tennis Centre Development at the site

2.41. Julie Rose/Conningbrook Lakes Country Park is a developing “hub” and with support from the Lawn Tennis Association and Sport England, a feasibility study was commissioned to test the latent demand in the borough for a tennis facility.

2.42. A number of options were costed for a community based facility, with build costs ranging from £1.3m to £4.9m exclusive of fit out and site preparation works.

2.43. The most cost-effective solution is a framed fabric hall, with extended gym in the Julie Rose



Stadium that will cost in the region of £2.5m.

- 2.44. The Council and the LTA are currently reviewing the feasibility and identifying potential capital funding solutions, (including a 25% grant from LTA).
- 2.45. The Council is keen to work with bidders to test the viability of this centre as part of the procurement process, although the centre may only be developed if viable and funding can be accessed.

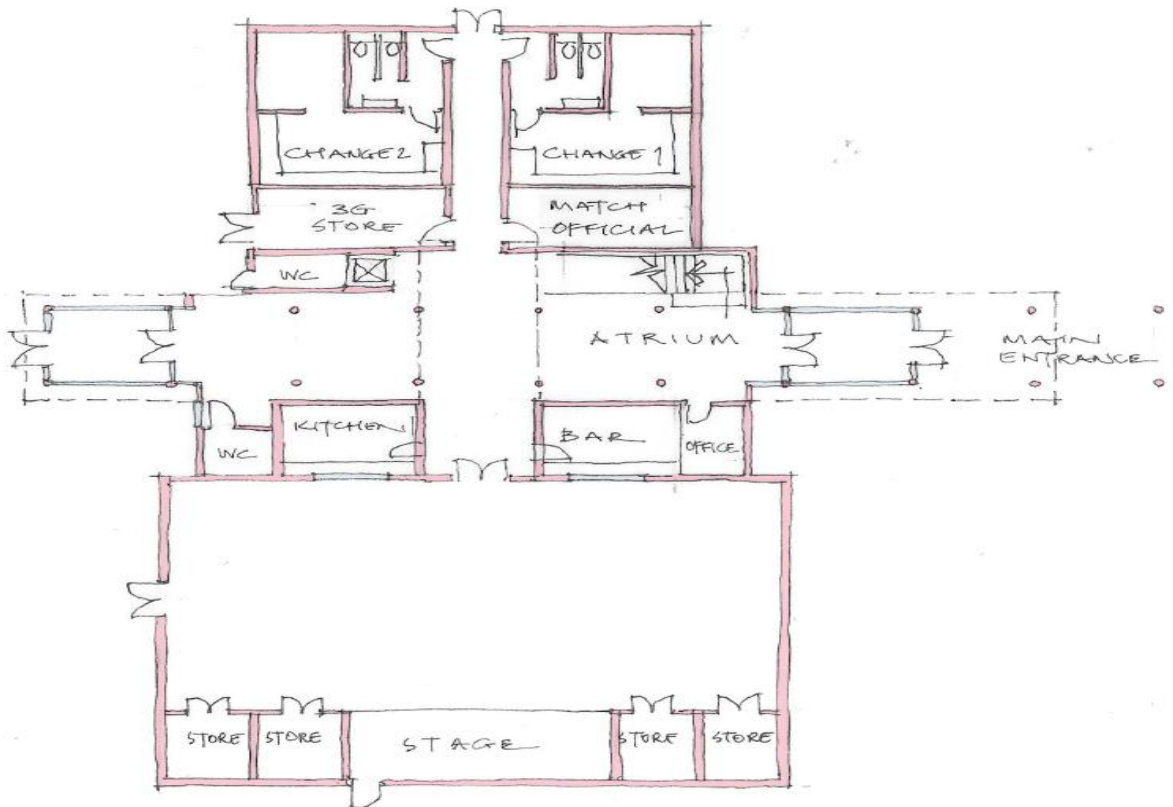


#### **2.46. Finberry Community Centre and 3G Artificial Turf Pitch**

- 2.47. The project seeks to provide community and sporting facilities for the growing Finberry Park development and neighbouring wards.
- 2.48. The Community Centre will include 1no Badminton Court size hall, meeting rooms, changing facilities, kitchen and bar.
- 2.49. Externally, a full size 3G ATP is proposed, served by changing rooms within the community centre.
- 2.50. The S106 agreement allows for a build cost of up to £1.9m, a sports courts sum of up to £285k totalling £2.2m. The developer, Crest, is currently working up a cost plan based on a brief from Planning and Culture officers.
- 2.51. Discussions are ongoing with the Football Foundation. Support of around £350k (with recent completed full size 3Gs costing around £650k) is requested.

#### **2.52. Indicative Timescales**

- Developer reviewing cost plan; confirm specification March 18
- Planning applied for April 18
- Cabinet & Approvals July 18
- Contractor on Site March 19
- Handover January 2020



### 2.53. Opportunities with the facilities currently managed by the Trust

2.54. The Trust has identified a number of potential opportunities within the Stour Centre, Julie Rose Stadium and Conningbrook Lakes that bidders may consider as part of their submissions, these are set out below. Please note these are not mandatory, The Trust and The Council are seeking innovation within the facilities to deliver the financial and participation outcomes set out in the Shared Vision and Project Outcomes.

#### Stour Centre

- Introduction of enhanced children's activities - e.g. soft play
- Provision of activities to attract increased use by teens e.g. clip and climb, adventure play i.e. non-traditional leisure activities to aid interaction and participation.
- Refurbishment of gym facilities, including new equipment, to include innovative services to encourage use by all sectors of the community including specialist junior equipment.
- Refreshment of wet-side facilities to include changing experience and interactive features and flumes.
- Additional studio space to further extend the group fitness programme
- Introduction of Wellbeing zone to accommodate services focusing on the holistic health needs of the community including mental health.
- Improved facility entrance management system and control ensuring security as well as easy effective access.



#### Julie Rose Stadium

- Continued provision of high class athletics facilities to maintain status both regionally and nationally attracting varied use from local schools to representative matches.
- Review and enhancement of indoor running 'shute' design and subsequent use.
- Catering facilities to be reviewed / remodelled to aid an improved effective service and healthy menu offer.



- Enhanced fitness suite, to be competitive within the local market and meet the needs of the current and future residents of local housing developments. To also include consideration of elite athlete development.

### Conningbrook Lakes

- Introduction of non-water based activities to attract usage by different sectors of the community e.g. adventure play area, green gym.
- Catering offer to be established to encourage repeat visits and support use of the lake and compliment the service within the stadium.



### 2.55. Capital Funding

2.56. As part of this procurement process, the Council and Trust are looking for investment within the portfolio of facilities as set out in 3.2 below to best meet the shared outcomes of the partners. Funding for such will be discussed as part of the procurement project.

2.57. The Council may be in a position to fund capital works into their assets (s.t. business plan value for money / affordability), but the partners are looking for an operator who can project manage and deliver the design and build elements of the works, taking this project management, build, programme, cost and subsequent revenue risk of the projects.

### 3. Current management arrangements and scope of services within this procurement

3.1. The Council's facilities have previously been outsourced and are managed by ALT, (Stour Centre and Julie Rose Stadium), Tenterden Leisure Centre Trust and More Community Leisure Trust. The table below sets out these leisure facilities and how they are currently managed.

Site	Current Management Arrangements
Stour Centre	Ashford Leisure Trust
Julie Rose Stadium and Conningbrook Lakes Country Park	Ashford Leisure Trust
Spearpoint Recreation Ground and Pavilion	More Community Leisure Trust (Serco Leisure)
Pitchside/Courtside	More Community Leisure Trust (Serco Leisure)
Tenterden Leisure Centre	Managed by Tenterden Leisure Centre Trust Ltd (Serco Leisure)

#### 3.2. Scope of the procurement

#### 3.3. The following facilities/services are in scope:

- **Stour Centre**
- **Julie Rose Stadium and Conningbrook Lakes and Country Park** (Variant Option: Tennis centre at Julie Rose – depending on feasibility and funding from LTA)
- **Spearpoint Recreation Ground and Pavilion**
- **Community Development** activity delivery as currently delivered by ALT
  
- Variant Option - Finberry Community Centre (from completion date – currently planned January 2020 – exact scope, funding and timescales to be confirmed).

#### The Stour Centre

This is a large wet and dry leisure centre and is the main leisure facility in the town of Ashford. It was originally built in 1975 (dry side) with an extension in 1977 (wet side). In 2004 the remodelling on the 1977 extension commenced with completion in 2007.

This side of the centre now includes:

- Main reception, café
- 25m, 6 lane, swimming pool, teaching pool, wet changing village
- Leisure water, 2 flumes

- Fitness suite (88 pieces of equipment)
- Sauna, steam and Jacuzzi

In 2016 there was further enhancement with the introduction of a spin studio for 21 bikes. The remaining un-remodelled side accommodates:

- 8 court main hall, 2 squash courts, Dry changing - male and female
- Group Fitness studio 1 – capacity of 25, Group Fitness studio 2 – capacity of 12
- Dance studio – currently accommodating the Jasmin Vardimon Dance Company
- Crèche – within converted squash courts
- Staff room
- Old reception area – currently home to ‘Uprising’ (youth and community centre)
- Old bar area – currently Jasmin Vardimon office space.

### **The Julie Rose Stadium**

The Julie Rose Stadium opened in 1997 and is one of the leading athletics stadiums in the South of England and boasts an exceptional reputation in the world of athletics. Events range from local schools’ sports days to area championships and school internationals.

Ashford Leisure Trust has managed the Stadium on behalf of Ashford Borough Council since September 2007 with it being previously managed by Stour Leisure.

Facilities include:

- 8 lane international standard 400m athletics track with full field facilities - double ended pole-vault, 2 x javelin runway, 1 x discuss cage, 1 x hammer/discus cage, 4 long jump pits (of which two can be used for triple jump) and 2 x shot put circle.
- Full size grass football pitch
- 4 lane 60m indoor straight with run off (approximately 80m in total)
- Indoor long jump pit, Indoor throws cage
- Fitness suite – 26 pieces of equipment
- Large meeting room – capacity of 140, Small meeting room – capacity of 8
- Male and female changing
- Outside event toilets.

### **Conningbrook Lakes Country Park**

This is a relatively new country park, opened in May 2015. Ashford Borough Council has now secured a 500-year lease (in 2017) with Brett. The Country Park formed part of a Brett Planning Application approved on 15th January 2014. This includes a housing development adjacent to the site and Julie Rose Stadium and new infrastructure for the Park through S106. This masterplan is currently being reviewed as further developments are being looked at.

There are management agreements in place for the site with three ‘operating partners’, namely ALT, Kent Wildlife Trust and Mid Kent Fisheries. Each of which has specialist expertise and skills with respect to the operation of water sports, recreation and leisure, environment and biodiversity and fishing, respectively.

Ashford Leisure Trust currently manages the bookings on the water and forms part of the steering group with the other partners.

The Main Lake is used by a range of clubs including Conningbrook Sailing Club (Royal Cinque Ports Yacht club), Pirates Canoe Club, Tri-Spirit events and Ashford Tri Club, Scouts activity and school programmes.

Further improvements are planned using S106 contributions to be received from the housing development (300 dwellings) to be built over the coming years. Water quality works (to reduce blue and green algae and control weed) are continuing to ensure the Main Lake is open for club use as much as possible.

### **Spearpoint Pavilion and Recreation Ground**

Spearpoint Recreation Ground is a large public open space in the town's urban area owned by Ashford Borough Council. A new pavilion was provided at the start of the 2016/17 season. In addition to multiple football pitches the site includes recently refurbished tennis courts currently free for casual public use.

Facilities consist of:

- 5no. full size grass football pitches
- 1no. junior size football pitch overlayed for mini-soccer
- Pavilion with 6no. team changing rooms, 2no. officials changing rooms, 50m sq. function/small group activity room with kitchen
- 2no. public tennis courts
- Spearpoint Function/Small Group Activity Room and Kitchen

3.4. The other developments described in section 2 are not included within the scope of this procurement as they are not fully defined with funding secured. They are likely to be progressed during the contract period.

#### 4. Overview of the project team and management structures

- 4.1. The Council and The Trust have set up a Partnership Board and Working Group to manage this procurement process and have the support of Max Associates (Leisure Consultants) and Trowers & Hamlins (Legal Advisors) within the board and group.
- 4.2. The Working Group will undertake the day to day management of the project and includes The Trust’s trustees, council officers from leisure and culture, property and finance, with support from procurement and comms.
- 4.3. The Partnership Board is made up of the following members:

Name	Organisation	Role
Cllr White	ABC	Chair
<i>To be agreed</i>	ALT	Trustee
David Hill	ALT	Trustee
Charlie Vavasour	ALT	Trustee
Tracey Kerly	ABC	Chief Executive
Ben Lockwood	ABC	Director of Finance and Economy
John Fairhall	ABC	Property Locum Solicitor (Property & Projects)
Lisa Forsyth	Max Associates	Project Manager

**4.4. Contract Structure**

4.5. The envisaged contract structure between the parties is set out below, however this may be amended during the procurement process.

