

Arun District Council **Leisure and Cultural Strategy** 2013 - 2028



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1 INTRODUCTION

This is a strategy and plan for Leisure and Cultural provision in Arun District which Colliers International has prepared on behalf of Arun District Council.

The research that took place during the study is contained in a separate report and a set of appendices ¹, which includes a list of the people who were met during the course of the research. The results of the consultation about the draft version of this strategy are also available in a separate report.

Colliers International was commissioned to undertake this work in August 2011. They consulted with many people¹ and completed the research in autumn of 2011 prior to producing a first draft of this strategy in December 2011.

The work included three surveys of residents. They asked about the type of leisure and cultural activities that people did, which they would do more if local facilities were better, their use of facilities in and around the District, their assessment of facilities which they had used, and their opinion about what should be improved.

The first survey used the Wavelength panel of residents that the Council uses to consult about issues in the District. It is representative of the socio-demographic profile of the District. It had 627 responses.

The second made the same questionnaire available to the public. 360 responses were obtained. The results were similar to the first survey.

The third made a similar questionnaire available to students at Littlehampton Academy, Angmering School and The Regis School. It had 136 responses.

The first version of this report was presented to the Cabinet of the Council in January 2012. It was published on Arun District Council's website.

The Council then commissioned Colliers, in partnership with S&P Architects, who have significant experience of designing leisure centres, to look in more detail at the main projects.

That process resulted in a second draft which was made available to the community for their views in September 2012. A survey was sent to the Wavelength panel and the same survey was made available on Arun District Council's website. There were 387 and 1,484 responses to them respectively. A shorter version of the survey was made available to school children, with 838 responses. 272 letters were received from organisations and individuals.

This strategy now provides a clear map for the Council.

¹ Contained in Colliers International Draft Strategy for Culture and Leisure Provision in Arun District – Consultation Draft August 2012.

All the main projects, however, require detailed design work at a next stage and there will be further opportunity for stakeholders that are particularly affected by them to be involved in detailed discussions.

2 OBJECTIVES

The purpose of the study is to look at options for what Arun District Council (ADC) might do to improve facilities for leisure and culture across the District, to advise what it should do and how it might be delivered.

The study focuses on out-of-home activity in three categories: Active Leisure, Culture and Entertainment.

The aim of the Council is to deploy resources in an optimal manner to **Enhance the Economy** of the District and improve the **Physical and Mental Well Being** of residents. Figure 1 shows specific goals of the proposed strategy under each of those two objectives.

Figure 1: The Objectives of the Leisure and Cultural Strategy

• Economic Development	• Well Being
<p>1 Create direct business and employment opportunities through use of Council assets, especially in creative industries, tourism and food and beverage.</p> <p>2 Increase the desirability of Arun as a place to operate a business and the value of development that takes place in the District.</p> <p>3 Increase the attractiveness of Arun as a place to visit and, therefore, increase spending by visitors in local businesses and the employment opportunities it creates.</p> <p>4 Use of the District's strongest assets to create economic growth, the benefit of which will ripple to other parts of the District.</p>	<p>5 Encourage Arun residents to have regular physical activity, to benefit their health and well-being and for their enjoyment.</p> <p>6 Encourage, in particular, young adults to take up sport that they might enjoy for the rest of their lives, in line with government policy.</p> <p>7 Improve the quality and accessibility of leisure and cultural facilities so that residents have the potential for greater pleasure and benefit from their leisure time.</p> <p>8 Enable lower income residents to access high quality leisure and cultural facilities.</p>

3 STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

The table below summarises our assessment of the leisure and cultural situation in Arun by itemising its strengths, weaknesses, opportunities and threats.

STRENGTHS	WEAKNESSES
<p>OVERALL</p> <ul style="list-style-type: none"> • Arundel is one of the most attractive heritage towns in the country. It has major attractions in the form of the Castle and the Wildfowl and Wetlands Trust. It has a concentration of interesting shops, art studios and restaurants. It has a pleasant outdoor swimming pool, a vibrant arts scene, and good recreational facilities at Mill Road. It is very pleasant for browsing. A major national study quoted in this study found that Arundel is perceived to be one of the most attractive destinations to visit of all small heritage towns in Britain and has a particularly good image with highest spending people. • Littlehampton is on the up. The opening of Waitrose in the town centre, the success of the East River development and the positive publicity generated by the East Beach Café, have improved the quality of the town and its image. • Butlins has been making big investments in its Bognor Regis Resort and intends to continue to do so. It is one of the most significant holiday tourism investments in the country. It is the only seaside town to have investment on that scale. • All parts of Arun have easy access to the South Downs National Park. Arundel is a key gateway location to the Park. The surveys of residents in this study found that walking on the Downs is the highest rated of all activities asked about. • There are numerous attractive and vibrant villages in and around the District. • There are at least 24 village and community halls in Arun (not including Bognor Regis and Littlehampton) which provide important recreational facilities for leisure and the wellbeing of the community in areas where there is little public transport. 	<p>OVERALL</p> <ul style="list-style-type: none"> • Although Arundel's historic townscape is attractive, the quality of the public realm between the buildings is poor, below the standard that should be expected of a World-standard heritage town. Vehicles dominate, there is too much tarmac and there are some ugly gap sites. This reduces the visual appeal of the town below what it could be, and makes it less pleasant to spend leisure time there than could be. It prevents restaurants and cafés from providing pavement tables, limiting the potential of one of the most popular of all leisure activities in modern times. The consultation has shown that residents of the District are strongly in favour of improving this. • The image of Bognor Regis, given that it is a major resort town, is poor. This reflects the reality of the experience. Notably, from a leisure perspective, the seafront is tired and in need of revitalisation. • There is still much work to be done in improving both the quality of what people experience in Littlehampton and its image. • Both Littlehampton and Bognor Regis town centres are weak in terms of the quality and range of retail and leisure offer. • Littlehampton, Bognor Regis (outside Butlins) and Arundel lack hotels, which makes it difficult for them to generate high economic benefits from tourism.
<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • There are popular public swimming pools in each of the two main towns, with two in Bognor Regis. They provide a notably high standard of swimming lessons. There is a pleasant open air pool in Arundel – the surveys for this study showed that those who use it rate it highly. • The location of the Arun Leisure Centre at Felpham is good and the site is both attractive and allows expansion/improvement. 	<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • There has been little investment in the Leisure Centres in recent years and, as a result, they are dated and do not match current standards. Reception areas and changing rooms are particularly weak. Plant is dated and inefficient. The swimming pools, especially in Littlehampton (which has 6 lanes as opposed to Felpham's 8) are often excessively busy. The facilities for teaching people to swim are deficient, especially at

• STRENGTHS	• WEAKNESSES
<ul style="list-style-type: none"> • The location of the Littlehampton Swimming Centre is attractive, being by the sea. • The Arena at the Regis School in Bognor Regis offers a particularly good sports hall, gymnasium and outdoor pitches. • The river and beach promenades in both Littlehampton and Bognor Regis are pleasant for walking and, to an extent, cycling. The Littlehampton and Bognor Regis seafronts have recently been made more accessible for cycling. Bognor Regis seafront has a popular gym trail. • Mill Road in Arundel has a range of leisure facilities – football pitches, play area and putting - in an attractive environment. • The South Downs provide excellent and attractive opportunities for walking and cycling. The surveys show that residents rate this highly. • There are good parkland and links golf courses. • There is a big concentration of stables that provide opportunities for horse riding. • The District has good provision of bowling greens and tennis courts. • Arun has an extensive network of Public Rights of Way (PROW) that is used regularly by many residents of the District and provides access to the countryside and the South Downs for visitors. • Arundel Lido is a unique facility with particularly beautiful vistas of the castle and countryside. 	<p>Littlehampton. That is an issue because swimming lessons are a big source of income, and it is particularly important that children in coastal communities learn to swim. Both of the main swimming pools in Bognor Regis are attached to schools and daytime access is restricted, especially at Felpham. It would not be a particular concern at Felpham if the school did not have to use the same changing rooms as the public. The ratings given by users to the leisure centres in the surveys reflect these realities that the experience on offer is not as good as it should be. They demonstrate that Arun residents use the leisure centres in the District because of their convenience rather than their quality. The response to the consultation shows that residents realise this and support investment to improve the facilities in both Bognor Regis and Littlehampton.</p> <ul style="list-style-type: none"> • Assessment for this study by Sport England, using their Facilities Planning Model, shows that there is 25% less swimming pool space than is necessary to match at minimum the demand for swimming. Overall provision of swimming pool space is about a third lower per head of population than regional and national averages. There is, in other words, less amount of pool water than optimal. The consultation response shows that improving the main swimming pool facilities is the highest priority of the different uses the leisure centres provide for. • The Astro Turf at the Arun Leisure Centre is in poor condition. • The leisure centres cost ratepayers about £500,000 a year in subsidy. This is more than councils with more modern and efficient centres spend (some earn a surplus) because they are inefficient to run and do not provide optimal facilities for generating income. • The Littlehampton Swimming and Sports Centre is a considerable distance from the town centre and on the opposite side of the town from where the main new housing developments will be built. • The District is car-orientated and does not provide good infrastructure for off-road cycling. The District is the only gap in the national seafront route along the South East coast.
<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • Arundel is a cultural and heritage destination of high standard. It has a vibrant cultural scene, with hubs at the Priory Playhouse Theatre and the Victoria Institute, which is owned and run by the community. The survey for this study shows that the Priory Playhouse gets a high rating from users, matching the Festival Theatre. The Arundel Festival is of national standard. • Chichester, which is easily accessible from most of the 	<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • With the exception of the quality of Arundel as a historic town, there is little of true excellence in the cultural offer. Facilities for both the visual arts and performing arts are poor. • It is difficult for Arun Arts to attract acts of national profile to the Alexandra Theatre, and to operate sustainably, because it only has 350 seats. This is exacerbated by the fact that there is little opportunity for

• STRENGTHS	• WEAKNESSES
<p>District, has, in the Festival Theatre, one of the top producing theatres in the country and also, in Pallant House, a top class visual arts facility. The survey shows that many residents of the District use and appreciate those facilities.</p> <ul style="list-style-type: none"> • The Windmill in Littlehampton and the Alexandra Theatre in Bognor Regis provide useful facilities for local amateur performing arts groups. Both communities have long established and active performing arts groups that regularly stage productions. They provide an important source of enjoyment to residents, both as participants and audience, and opportunities for young people to experience stage performance. The responses to the consultation show that many people like the Windmill Theatre because it is intimate, has the advantage of tiered seating, and the seating is comfortable. • The Arun Arts Trust, which runs the Alexandra Theatre, has managed to keep the theatre afloat financially for a number of years now, although with heavy reliance on volunteers and without being able to invest as much in maintenance and renewal as would be optimal. • The Regis School in Bognor Regis has a state of the art hall that is suited to use by amateur companies. The new Littlehampton Academy also has a well-equipped studio that is good for community arts groups to use both for practice and performance. 	<p>the Trust to generate revenue from food and beverage.</p> <ul style="list-style-type: none"> • The Regis Centre, in which the Alexandra Theatre is located, is unattractive and detracts from the seafront. The inside, particularly reception, the café, toilets and smaller rooms are of poor quality and are unattractive. • Bognor Regis and Littlehampton both lack flat floor venue for live performance and for other types of event like banquets and exhibitions. • The Windmill Theatre costs £80-100,000 per annum to subsidise, about £3.50 per visit. The quality of the environment around it is poor. • The Victoria Institute, a community centre in Arundel, is also in poor condition and requires major investment if it is to meet modern standards for arts activity. • Overall, therefore, facilities in the District for performing arts are poor. This is a disadvantage because the surveys show that going to the theatre and to live music and comedy events are particularly popular activities. • There is little space in the coastal towns, apart from, to a limited extent, in the museums and the new Cloudhopper Gallery in Bognor Regis, for display of art and there is little studio space for artists and designers.
<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • Cineworld in Chichester provides a good quality multi-plex cinema offer. The survey research shows that a large percentage of the population of the District uses it and that it is especially popular with younger people. • The Picturedrome, in Bognor Regis, operates in a professional and effective manner, with digital projectors, providing a two screen cinema offer that has more character, and offers lower prices, than standard multiplexes. 19% of all those surveyed in the Wavelength Panel said that they visited it regularly and a further 19% said they visited it occasionally. The surveys show that people who use it rate it highly. • There is a cluster of good quality restaurants and food pubs in Arundel and a similar cluster is emerging in Littlehampton with venues like the Fish Factory, Harbour Lights, Arun View Pub and East Beach Café. • The East Beach Café and the Longest Bench have had a positive effect in improving the image of Littlehampton. • The newly refurbished Hotham Park has created a high quality and popular recreational facility in Bognor Regis. 	<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • The Picturedrome has only two screens, which means that it can't offer the variety that a multiplex can. The building is not in top condition and is in need of further investment. The survey of young people suggests that it is less popular with them than the community at large. • The Windmill is currently a weak venue for cinema. It needs a digital projector if cinema is to be shown there in future and only has a single screen. • With the exception of two restaurants in Arundel, the District is devoid of branches of non-fast food restaurant chains (the likes of Zizzi, Prezzo, Nando's etc.), which are increasingly popular with the public. The surveys demonstrate the popularity of eating out and that there is strong desire for a better restaurant offer. • The towns in the District lack places where people can eat and drink al fresco. Doing so is particularly popular and is becoming increasingly so.

• OPPORTUNITIES	• THREATS
<p>OVERALL</p> <ul style="list-style-type: none"> Planned investment in the sea defences on the East Bank in Littlehampton, with accompanying investment by Arun District Council to enhance the public realm, would be another important stage in the transformation of the Littlehampton waterfront. Improving the Windmill Theatre site, plus a continuing programme of investment in the seafront gardens, could enable Littlehampton to position itself as something like “England’s Waterfront Town”, a proposition that could help to generate inward investment and stimulate high spend tourism. The strategy envisages a programme to integrate the whole green space, riverfront and seafront experience into a high quality waterfront park. Continuing investments by Butlins, including the possibility of a new Watersports Centre, make it possible to position the town as a high quality “modern resort town”, especially if the seafront can be revitalised. Substantial investment by the University of Chichester helps in this. The Strategy envisages a range of projects that, in totality, would transform the seafront. They represent delivery of the vision outlined in the Seafront Masterplan developed in 2009 in consultation with the community. Possible projects envisaged include expanding the size of and refurbishing the Alexandra Theatre; a leisure complex adjoining the theatre that provides an opportunity for restaurants and bars that can make the most of the south facing sea views; a sand play area and children’s splash pool on the promenade; a new clubhouse and café in a landmark pavilion style building that replaces the poor quality and non DDA compliant existing building at Waterloo Square; revamping the catering concessions and promenade furniture; enhancing West Park, including a new café and improved play area, to make it more attractive to locals and visitors alike. Options for funding these projects will be explored. Investment in the streetscape in Arundel and also in a fit for purpose community arts centre could make it one of the finest small towns in the South and a principal arts and tourist destination. That could attract expenditure that would have both direct and indirect impact on the economy of the whole District. There is particular potential synergy between Arundel and Littlehampton in terms of the type of visitor that they might appeal to. Further investment in improving Littlehampton in a way that appeals to the type of people that Arundel appeals to could make it a credible partner to Arundel as a destination. 	<p>OVERALL</p> <ul style="list-style-type: none"> Both Littlehampton and Bognor Regis town centres are in danger of falling into a downward spiral should the town centre retail economy worsen further and unless they can be enhanced. Failure to improve the image and experience of Bognor Regis, especially on the seafront, might limit the development potential of Butlins. Bognor Regis will remain unable to take full advantage of the visitor spend that Butlins brings because it does not have the town centre and seafront offer that encourages visitors to spend in local businesses. Lack of hotels, especially in Bognor Regis and Littlehampton, will continue to limit the ability of the District to develop its tourism economy.
<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> Reconfiguration and improvement of the Arun Leisure Centre at Felpham would create a high quality leisure centre, and could add capacity to meet the needs of the new housing in the area. It would also add to the development value of the new housing in the area. There are potentially good sites for a new leisure centre in Littlehampton. A full financial and viability assessment will be required to compare the existing and any suitable potential new sites. 	<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> Failure to find a means of investing in the leisure centres will result in them becoming increasingly outmoded. Rising energy costs and taxes could increase their running costs to unsustainable levels, especially if old equipment is not replaced by more efficient equivalents. Unless it can find a solution to the leisure centres, the Council will have to continue to support a high annual subsidy at a time that it needs to find

• OPPORTUNITIES	• THREATS
<ul style="list-style-type: none"> • The site of the Littlehampton Swimming and Sports Centre is attractive for residential development because it overlooks both the sea and seafront gardens. Making all or part of it available for development could secure capital funding for significant investment in an improved swimming and sports facility for the town and possibly also for envisaged improvements to the seafront promenade and gardens. The consultation has shown considerable local opposition to the idea of developing on the seafront, but building a new leisure centre elsewhere could allow part of the site of the existing centre to revert to parkland, restoring parkland from Mewsbrook Park to the River. Development away from the seafront, where the Sports Dome is currently, could help fund a new leisure centre or significant refurbishment of the existing centre and the creation of this extended seafront park. • There is also potential to improve court and studio based facilities in Littlehampton by facilitating investment in the Dance Industry Studios and Littlehampton Badminton and Squash Club at Sparks Court. This could create an attractive and vibrant leisure hub in the centre of town. • Planned investment in the East Bank in Littlehampton, and planned enhancement of the seafront park, has potential to improve the use of the river and sea front for walking, jogging and cycling. • The new Watersports centre that Butlins is considering would create a destination for Bognor Regis seafront, help change the image of the town and fill a major gap in the current leisure offer. Butlins' investment in other leisure facilities will provide additional facilities that local people can enjoy. • Small enhancements to West Park – improvements to the play area, a new café that overlooks both the sea and the play area, an all-weather path around the outside of the grassed area, and a proper authorised entrance to the park at the north side – would add to its attractiveness as a leisure facility and also make it a very pleasant “bookend” to the seafront, • Improvements to Waterloo Square could similarly make it a more attractive centrepiece to the town. Notably, in this respect, the non DDA compliant club house and café at the north end could be replaced with a more attractive building that could provide modern facilities for bowlers, residents and visitors alike. It is an opportunity to design a building of striking design to be a landmark for Bognor Regis in the way that the East Beach café has for Littlehampton. • Gradual extension of off road cycling routes, connecting them to the seafront and to the South Downs, and making it possible to cycle on the Bognor Regis seafront, could make Arun District exceptional for local and long distance cycling. There is also potential to make these routes, in appropriate locations, suitable for horse riders and walkers/runners. • The new pontoon in Arundel offers the opportunity for enhanced use of the river. 	<p>major cuts in its expenditure.</p> <ul style="list-style-type: none"> • The survey results show that people do not travel far to use leisure centres. Closure of existing facilities could result in a substantial decline in physical activity in the District. • Failure to provide additional swimming pool space in Littlehampton will result in increasing pressure on the existing pool and dissatisfaction from customers. • Simply upgrading the existing leisure centre in Littlehampton will not deal with the basic problems of the building nearing the end of its life and the size of the pool being inadequate. Major rebuilding on the site would require closure of the centre for a long time. • Failure to plan and prioritise investment in off road cycling would perpetuate the current situation that an area that is particularly suited to cycling by a large proportion of its residents is, in reality, poor for doing so. • Arundel Lido does not receive any subsidy and is dependent on volunteers. It is, therefore, very vulnerable to changing circumstances.

<ul style="list-style-type: none"> • OPPORTUNITIES 	<ul style="list-style-type: none"> • THREATS
<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • The Littlehampton Academy has a well-equipped studio that provides a good facility for amateur groups for rehearsal and performance. It also has a well-equipped hall that will be useful for some types of performance. They are anxious to encourage greater community use of it. • The former waiting room and office space in Bognor Regis Station is suited to be used for studio and display space for artists and craft makers and also possibly for a café offer that complements the Picturedrome and a Butlins Museum. The Reynolds storage facility on the other corner of the intersection may also be suited to use as studios if the owners are willing to participate in its redevelopment for that purpose. The combination of the three facilities could create a strong arts and creative industries cluster in that section of town. It may be possible to obtain funding from Arts Council England and/or the Heritage Lottery Fund towards this. • The Ropewalk area on the west bank of Littlehampton Harbour also seems to be suited to the development of a creative industries quarter, as well as marine uses to enhance the harbour for a wider variety of leisure uses and support services. Being linked by footbridge and ferry to the East Bank and to the town centre, it could add significantly to the town's tourism offer. 	<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • Failure to find a more sustainable operating mode for the Alexandra Theatre might result in the Arun Arts Trust running into financial trouble again. • Failure to find a solution to the Alexandra Theatre would leave a continuing blot on the Bognor Regis seafront. • Closure of the Windmill Theatre would leave local performing arts groups without a suitable performance space and the town without a cinema. The consultation showed a large amount of concern about this prospect.
<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • St Modwen plans to propose a scheme for the Regis Centre Car Park that includes a group of restaurants overlooking the sea, a multi-screen cinema and a hotel. This could address a major deficiency in Bognor's current provision, both in terms of restaurants and in terms of a multi-screen cinema. The research for this study shows that there is considerable demand for both, and that young people would particularly like the cinema. St Modwen say they have lined up tenants and the scheme could be implemented relatively quickly. This private sector activity demonstrates the market opportunity in Bognor Regis, despite tough financial times. • There are several opportunities to provide space for cafés, restaurants and bars with outdoor tables. They include: Regis Centre, Hotham Park, Waterloo Square and West Park in Bognor Regis; the Windmill site, Norfolk Gardens, Pier Road, West Bank and St Martin's Car Park in Littlehampton; and space created from streetscape improvements in Arundel. 	<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • The Picturedrome might fail without investment and/or there is a substantial increase in competition. • Without alternative provision to the Windmill, Littlehampton could be without cinema.

4 WHAT THE LOCAL COMMUNITY WOULD LIKE

The research to inform this study gives a clear understanding of the use of facilities by local people and their preferences for improvement. The charts show results from the survey of ADC's Wavelength Panel (627 responses). The results from 360 people answering the same questionnaire of their own volition were much the same. Facilities owned by Arun District Council are highlighted in red.

Figure 2: Percentage of respondents saying they visit the facility regularly

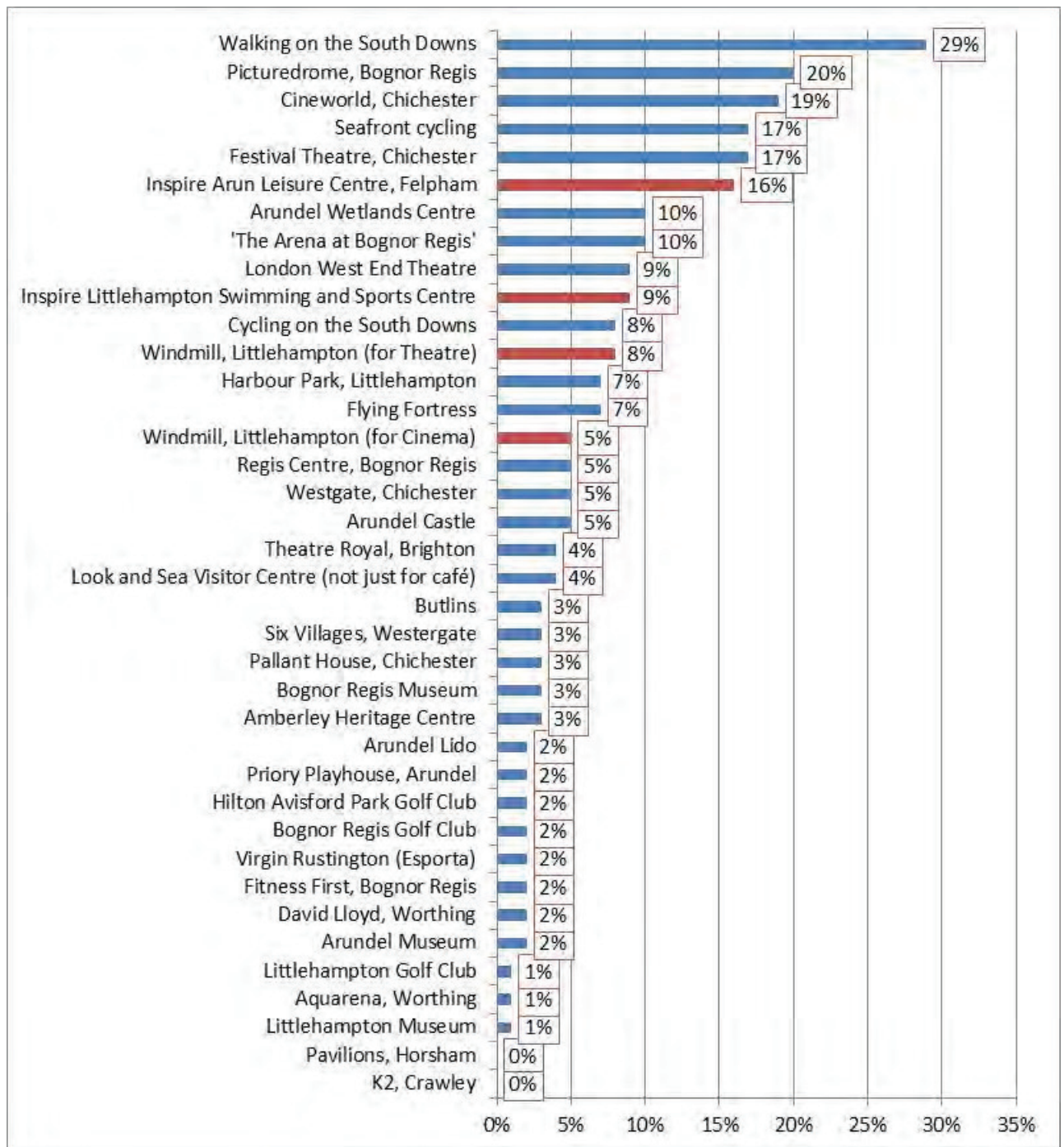
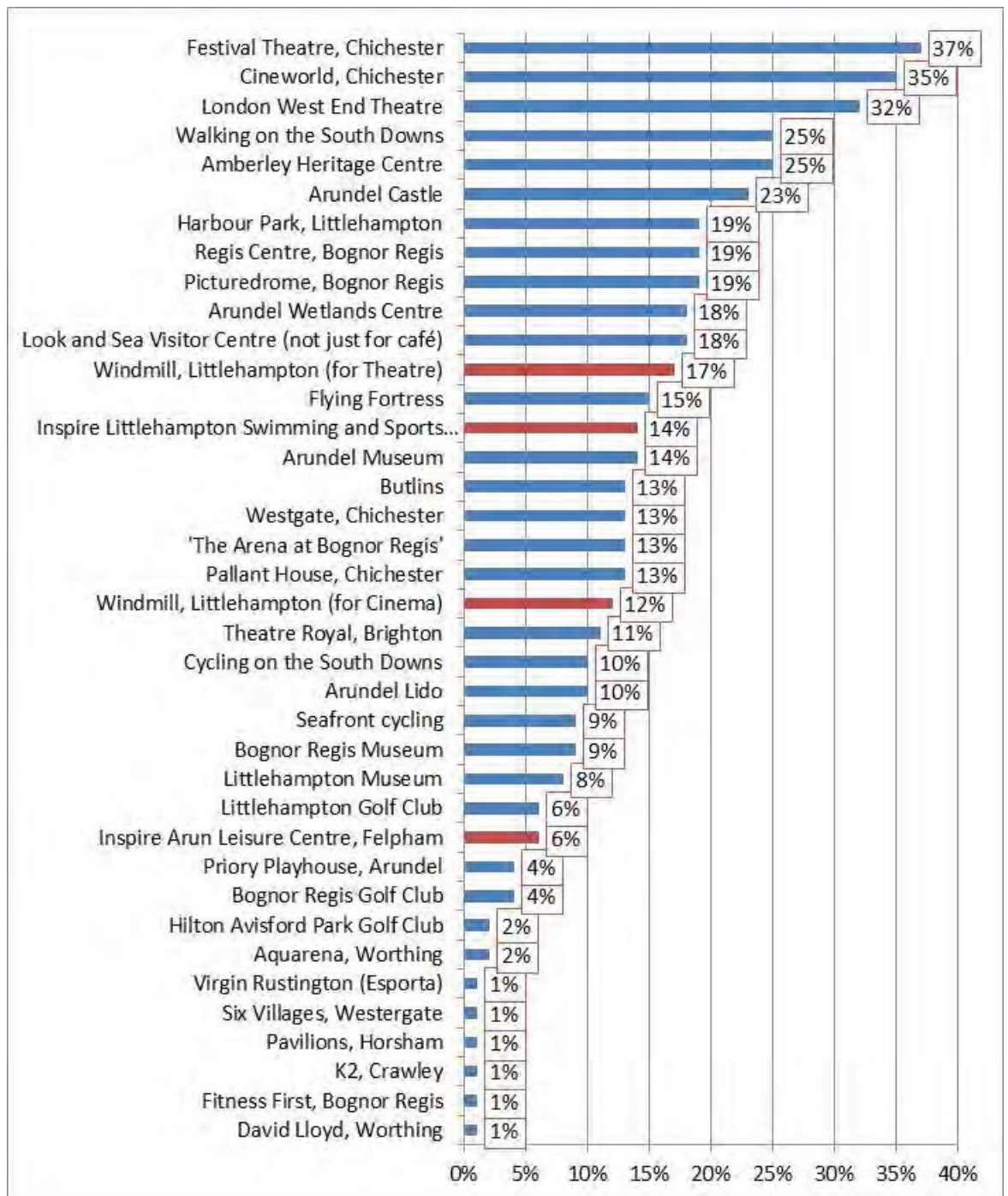


Figure 3: Percentage of respondents saying they use the facility occasionally



**Figure 4: Average rating of the facility out of 10 (0=Very Poor, 10= Outstanding)
by those who had used it at least once in the past two years**

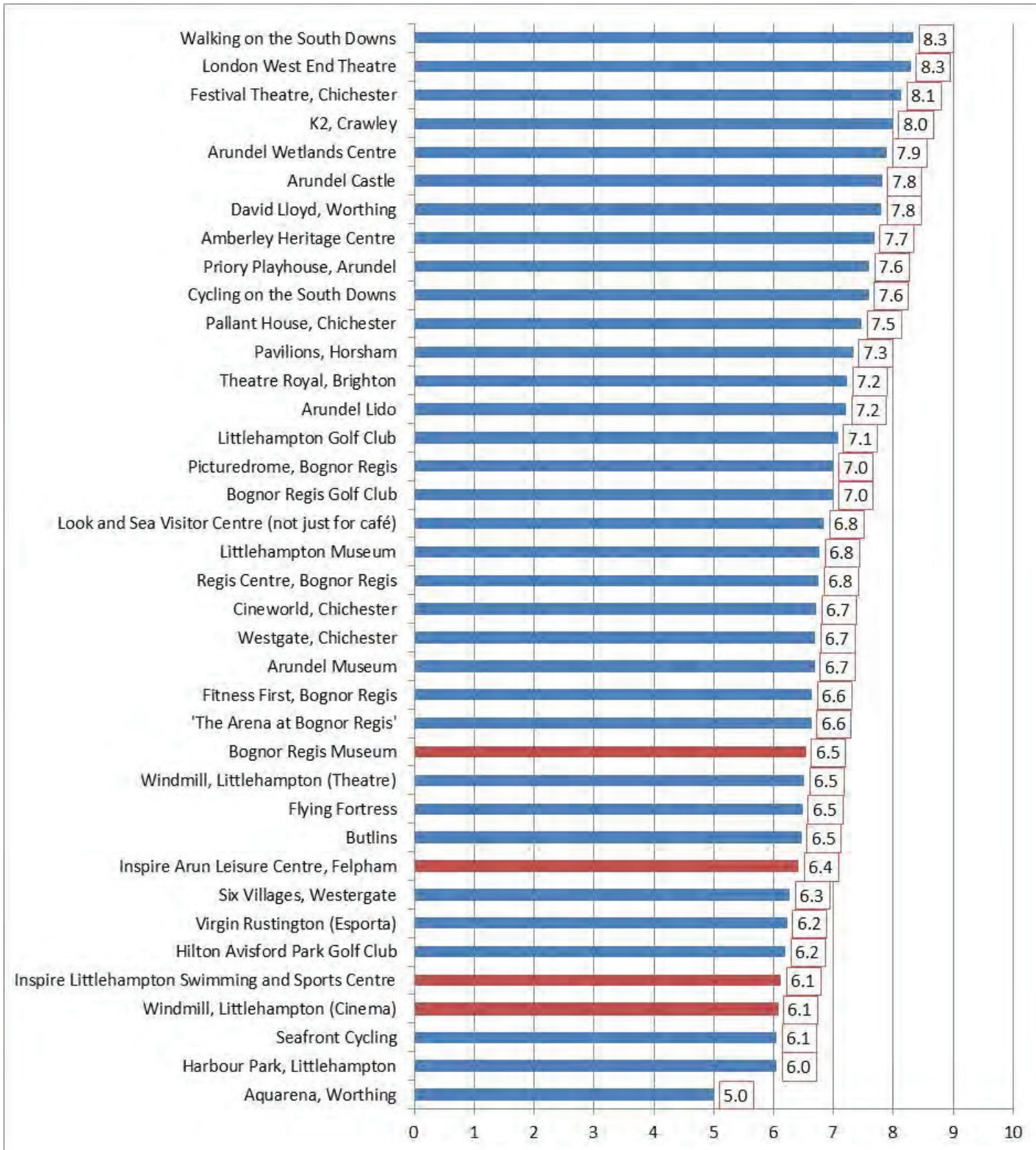
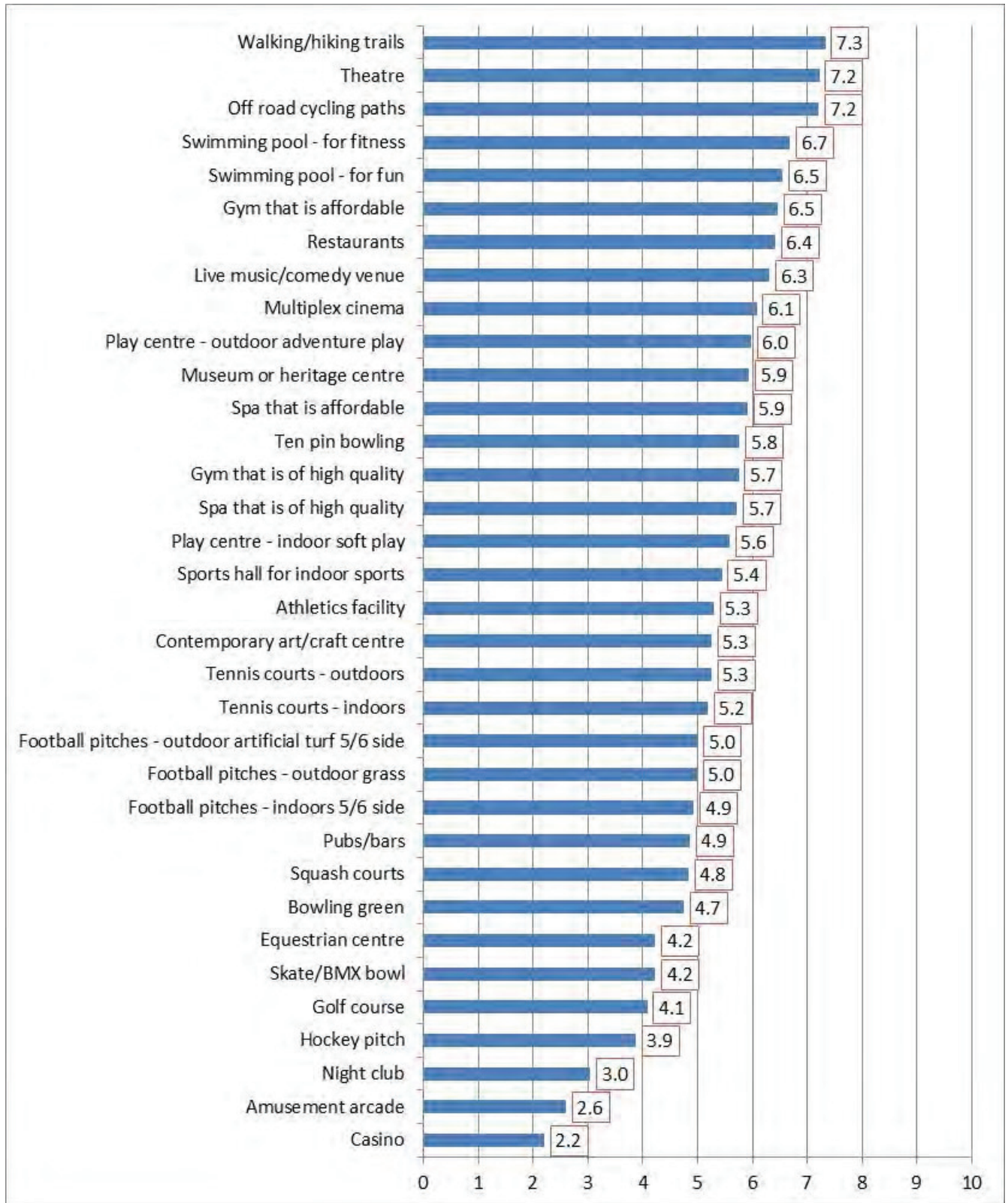


Figure 5: Average rating (out of 10) for improvements that respondents would like to facilities for leisure and culture



This, plus other research for this study, indicates that the Council should, in terms of improving the quality of life of local people and the strength of the economy, give particular priority to providing:

- Infrastructure for off-road cycling, especially on the seafront.
- Much better swimming and related facilities (especially gym and exercise classes) in both Littlehampton and Bognor Regis.
- Attractive places to eat and drink, especially outdoors.
- Places where creative industries can thrive.
- Better cinema.
- Improved public realm in Arundel.
- Improved theatre and live music venue.

5 ARUN DISTRICT COUNCIL'S ROLE

An overarching question of the strategy is whether it is necessary and/or desirable for Arun District Council (ADC) to be actively involved in the provision of leisure facilities, especially in terms of funding them.

The research for this study has suggested fairly conclusively that it is.

The swimming pool based leisure centres are the biggest financial liability to the Council in this respect. The research has shown that swimming is very popular with a wide range of people, but that people will not travel far to use a swimming pool.

The private sector is not able to make this provision without subsidy in some form, normally a combination of investment in the facilities and some operating subsidy.

It should be possible for ADC to substantially reduce, perhaps even eliminate its subsidy, by investing in its facilities in partnership with an operator (private sector, trust or hybrid of the two), but it is unlikely that the private sector would make the necessary investment of its own accord.

If, therefore, ADC simply decided to withdraw from provision, it would probably not have swimming pools that are accessible to the majority of the population. That would undermine the competitiveness of the area for investment in addition to substantially reducing the well-being of local people.

There is some similarity for theatre and other performing arts. A large and growing proportion of the population enjoys and benefits from performing arts. Current provision in the District, as with leisure centres, is poor. The private sector will not address this without assistance in raising the capital.

The overall approach that this report suggests is that the Council should use resources that it can obtain from different sources to secure investment in key facilities on the basis that they will then be operated by others with little or no on-going revenue support.

6 STRATEGY & PLAN

The proposed strategy is summarised in Table 1.

It is divided into 5 strategic priorities and 11 projects.

Each project is envisaged as being funded and delivered independently, with an individual or organisation leading it. Some of the projects divide into parts themselves and will need to be delivered in phases. The right hand column of the table shows how it is envisaged that the funding would be achieved.

Figure 6 summarises the indicative costs and sources of funds over a period of approximately 7 years (2013-20) including a new leisure centre. Figure 7 shows the indicative costs for a substantial refurbishment of the existing centre.

Table 1: Strategic Priorities

	PROJECT	RATIONALE	DELIVERY
Strategy 1: To provide modern, fit for purpose leisure centres in Bognor Regis and Littlehampton <ul style="list-style-type: none"> The research has shown that swimming is a leisure activity that a large part of the population likes to partake in and that improvement of the main swimming facilities is a high priority for residents of the District. Calculations by Sport England suggest that the District is underprovided for in terms of swimming pool space. That deficiency will increase as the population increases. The research also shows that people will not travel far to swim, so a single facility for the District would not be a good option. There is also not an obvious site for one. The demand for swimming is unlikely to be met by the private sector alone without support from the public sector in the form of capital investment and, perhaps, some on-going financial support. The research has shown that there is also high demand for affordable gym and spa facilities and for exercise classes. It should be possible for the Council to substantially reduce, or to eliminate, its subsidy to swimming based leisure centres if the facilities are improved so that they are more attractive, better at generating revenue and more efficient to run. Both the Arun Leisure Centre and the Littlehampton Swimming & Sports Centre are in poor condition compared to those in other Districts. The research shows that the local community recognise this and support initiatives to address it. 			
1a	Refurbishment of the Arun Leisure Centre in Felpham <ul style="list-style-type: none"> Reconfiguration and refurbishment of the Arun Leisure Centre, particularly new reception/café area, new changing rooms, bigger and better gym, new spa area and improved children's play and crèche facilities. Immediate investment in the outdoor artificial pitch for football. 	<ul style="list-style-type: none"> The existing centre is the optimal place for a leisure centre serving the west part of the District, especially in the context of the additional housing being built in the area. Investing in reconfiguration of the Arun Leisure Centre provides an opportunity to reduce current problems from use by both the school and the public. The consultation has shown strong support for this project. 	<ul style="list-style-type: none"> The improvements to the Arun Leisure Centre are estimated to cost about £3.6 million. They would be funded partly by a leisure operator, partly perhaps by the Council based on an invest to save proposal assuming significant savings on the current level of management fee for the centre, and partly through contribution from Community Infrastructure Levy and/or Section 106 contributions from local developments. Leisure centre operators will be invited to put forward proposals for funding and delivery of major improvements in return for a long-term operating contract from 2016. Consultation with user groups in developing plans.
1b	Provide New or Improved Leisure Centre for Littlehampton <ul style="list-style-type: none"> STAGE 1: ADC will work with its appointed leisure centre operator to give the Littlehampton Swimming and Sports Centre a makeover of up to £350,000 with the intention, especially, of offering a better experience for customers and improving its financial performance for the next 8 years. This is required in the short term. 	<ul style="list-style-type: none"> The current Littlehampton Swimming and Sports Centre is a different situation to the one at Felpham. Although the consultation shows that many people like its seafront location, it is not an ideal location for day to day access by most of the residents of the eastern and northern sections of the District, which it serves. The sports dome building is nearing the end 	STAGE 2: <ul style="list-style-type: none"> The cost of a new leisure centre is estimated by S&P Architects to be about £14.3 million (2012 prices). Building it on a new site would enable part of the current site, at the rear, to be developed for residential purposes. It is an attractive site for such development and the development would not have much adverse impact on other property. The consultation response has shown strong opposition to

	PROJECT	RATIONALE	DELIVERY
	<ul style="list-style-type: none"> • STAGE 2: As a direct result of the feedback from residents and the petition received ADC will complete a full financial and viability assessment in order to compare the existing and any suitable potential new sites, undertake public consultation and then seek to build a new larger leisure centre in Littlehampton OR undertake to refurbish the existing centre. • It is envisaged a brand new centre could include an 8 lane 25x17m competition pool, a 20 x 10m learner pool, a 100 station gym, dance studio and a 5 badminton court sports hall plus ancillary features. • In the event that a new, larger leisure centre is built offering more facilities and a higher standard of leisure provision the current leisure centre should not close until the new facility is opened. • A major refurbishment of the existing site may result in the leisure centre closing for a period of time. 	<p>of its life and the swimming pool is not big enough. The consultation shows strong support for upgrading the existing centre, and the strategy is to do that in the short term to substantially improve the offer. This will not solve the underlying problems, however.</p> <ul style="list-style-type: none"> • A new leisure centre near the A259 and the new link road into the town would be more accessible, notably for the family orientated residential areas to the north of the town. It would be better for the new housing developments, and it would be easier for the 1,800 students of Littlehampton Academy to use it. • Building a new centre elsewhere in Littlehampton would not require the closure of the existing centre while it is built. • The results of the consultation are almost totally in favour of refurbishing the existing centre. The consultation response, however, does not appreciate the challenge in producing a fit for purpose centre in the long term. The assumption that relatively minor renovation will suffice is not correct. • The main reasons given against development of a new centre are that use by Littlehampton Academy would prejudice use by the public and that development of the seafront to pay for it would unacceptably harm the character of the seafront. • If the Council pursues a relocation option to Academy land the centre will be separate from the school and the school would use it in the normal way that schools use leisure centres without unreasonable restrictions on use by the public. • That the opportunity to remove the existing building would be used to enhance the 	<p>the idea of development on the seafront.</p> <ul style="list-style-type: none"> • Colliers estimate that sale of the back of the site to a residential developer could contribute c.£3 million. The balance would be sought from Sport England as a grant and also from the same funding as for improvements to Arun Leisure Centre outlined above, including from an operator given a long lease. The chances of being successful in obtaining a grant will be higher if it is located alongside the school. • A major refurbishment of the existing centre is estimated to cost about £5.5 million, but not including a sports hall and retaining the existing swimming pool (in other words, it is not a like with like comparison with a new leisure centre in another location in Littlehampton).

	PROJECT	RATIONALE	DELIVERY
		<p>existing seafront park, connecting Norfolk Gardens more effectively with Mewsbrook Park.</p> <ul style="list-style-type: none"> The consultation responses also shows concern that the funding would not be achieved and the centre would not be built. The aim of the strategy is to give the community assurance that the new centre would only be built once funding has been secured and that the existing centre would not close until the new one opens. 	
<ul style="list-style-type: none"> Strategy 2: To transform Bognor Regis's seafront The whole of the seafront is looking tired and in need of refreshment. Its quality is out of sync with the large investment that Butlins is making. Improvement has been the subject of a masterplan prepared in 2009 (the Bognor Regis Seafront Strategy). This element of the strategy is largely about delivering it. 			
2a Revamp the Alexandra Theatre – subject to St Modwen proposals <ul style="list-style-type: none"> The project would involve increasing seating capacity to 430-450, new foyer and atrium to completely alter the external appearance of the building as well as improvements to the theatre's technical facilities. 		<ul style="list-style-type: none"> Live performance is a growing market. The research shows that improvement in the capability to stage theatre and other live performance is a high priority for residents of Arun. The Alexandra Theatre has been doing relatively well under the management of Arun Arts Trust. It is too small, however, for national standard performers/ performances. It would also benefit from a flat floor space to complement the tiered auditorium, which would give it the flexibility to deliver a greater range of activity. Replacing the Alexandra Theatre with a new theatre would probably cost at least £20 million. It is unlikely that funds on that scale will be available in the next decade or more. Enhancing the existing facility seems to be the only pragmatic solution. 	<ul style="list-style-type: none"> The indicative cost is £6.5 million, with no fly tower. It is envisaged that there will be a significant funding contribution from St Modwen from their developments. This investment would be made on condition of an operating agreement that assured ADC of high quality management of the facility to ensure the long term success and sustainability of the facility.

	PROJECT	RATIONALE	DELIVERY
2b	<p>Enable restaurants and bars overlooking the sea – subject to St Modwen proposals</p>	<ul style="list-style-type: none"> Research for this study, and other research, shows that out of home eating and drinking are exceptionally popular leisure activities. The desire to eat and drink outdoors has been growing fast in all northern European countries. Large facilities enabling people to do so are a feature of the most popular destinations. This is true of both town centres and seafronts. Arun's towns currently conspicuously lack outdoor eating and drinking facilities. The consultation response shows strong support for places to eat and drink overlooking the sea. The research shows that going to the cinema is popular and is growing in popularity. People of all ages like to go to the movies. Cinemas are, because of this popularity, often built as "anchors" for developments that have restaurants. The surveys show that people in Arun would like better cinema and that young people, in particular, would like a multi-screen cinema. A cinema plus restaurants overlooking the sea, would be an attractive destination that people would come from a distance to enjoy. 	<ul style="list-style-type: none"> This would be funded as part of the St Modwen proposal. St Modwen says they have lined up tenants and that it can be delivered relatively quickly. Their scheme was presented to the community in a consultation exercise in winter 2012.
2c	<p>Deliver major enhancement of seafront and green space adjoining the seafront</p> <p>This would be a range of projects that could include:</p> <ul style="list-style-type: none"> A splash play park and sand play area on the promenade. Replacing the unattractive non DDA compliant club house and café at Waterloo Square with a building, of high specification, which includes better facilities for the bowling clubs using the greens and café with views over the gardens and towards the sea, whilst seeking to preserve the present location of the weather station. The aim 	<ul style="list-style-type: none"> Successful seafront regeneration programmes – of which Brighton is a good example – involve providing a range of small attractions stretched along the seafront and generally upgrading the quality of the experience. The aspiration to do this in Bognor Regis is a key feature of the Bognor Regis Seafront Strategy. The consultation response shows a high level of support for these ideas. 	<ul style="list-style-type: none"> ADC will look at options for obtaining additional funding which may include concessions to deliver these projects and not to pursue the option of disposal of Swansea Gardens. Detailed discussions would take place with user groups.

	PROJECT	RATIONALE	DELIVERY
	<p>is to create an "iconic" image from the conjunction of the bowling greens and the striking form of the new building.</p> <ul style="list-style-type: none"> Enhancement of West Park by upgrading the play park, replacing the unattractive café and toilets building with a new café that has views towards sea and the play area, creating an all-weather path around the circumference of the grass, and creating a new authorised entrance to the park from Aldwick Fields. Upgrading the seafront catering concessions, improving the promenade furniture and signage, adding art and other features. 		
2d	<p>Facilitate delivery of a watersports centre by Butlins</p> <ul style="list-style-type: none"> A development on the Butlins sea front car park that provides sailing, kayaking, wind surfing and other water based activity. 	<ul style="list-style-type: none"> This will provide activity that is attractive to locals and visitors alike. Participation in these activities is growing nationally and the survey for this study shows that a significant proportion of residents would like to do them. 	<ul style="list-style-type: none"> It is envisaged that this will be paid for and delivered by Butlins.
<p>Strategy 3: To enhance Littlehampton's seafront and riverside</p> <ul style="list-style-type: none"> The river and seafront is Littlehampton's primary asset for leisure, and its primary unique selling point as a place to live and work. The combination of riverside and beachfront is unusual and gives Littlehampton the opportunity to promote itself as something like England's Waterfront Town. The combination of the East Bank (including the works to be done) and the seafront promenade and gardens gives Littlehampton an attractive feature that is rare for a seaside town. Littlehampton could make more of its waterfront assets by developing, managing and promoting the waterfront as a destination and by investing more in the gardens and promenade, which are tired. The seafront area is particularly well suited to enhancement of infrastructure for cycling and running. The consultation on the draft strategy has shown a high level of concern that the seafront should not be over developed and that green space on the seafront should not be lost, but also support for it being improved. The Windmill Theatre is providing a reasonable venue for local amateur dramatic groups to stage productions, and until recently was also providing the only cinema in town. The consultation shows that both are appreciated by substantial numbers of people, but at the cost to the ratepayer of about £3.50 per visit. 			
3a	<p>Facilitate delivery of a hotel, cinema and restaurant</p> <ul style="list-style-type: none"> ADC will seek to enable a development that looks to provide a mix of uses either on St Martin's Car Park, at the Windmill site or at another site in Littlehampton. 	<ul style="list-style-type: none"> A major hotel company has expressed interest in opening in the town. The advent of digital projection makes cinema more viable than it was in relatively small catchments like Littlehampton. Cinemas are normally developed alongside restaurants. Littlehampton does not 	<ul style="list-style-type: none"> This would be delivered by a developer. ADC will produce development briefs and then test the market.

	PROJECT	RATIONALE	DELIVERY
3b	<p>Work up a seaside park enhancement plan to deliver a range of initiatives</p> <ul style="list-style-type: none"> This is envisaged as a range of initiatives to gradually upgrade the seafront promenade and green spaces, including the creation of cycle/briding circuit, new park facilities such as outdoor gym(s) and splash play, and enhancement of Norfolk Gardens. 	<p>currently have branded restaurants.</p> <ul style="list-style-type: none"> The consultation has shown that residents regard the seafront space as a great asset that should be “enhanced” but not over developed. The strategy is to do that. There is a notable opportunity to make the area particularly good for cycling and make a feature of that. 	<ul style="list-style-type: none"> It is envisaged that these improvements will largely be delivered through funding from developer contributions through Section 106 and/or Community Infrastructure Levy, including from the envisaged Hotel/Cinema/Restaurants development.
3c	<p>Provide a fit for purpose space for performing arts groups to stage productions</p>	<ul style="list-style-type: none"> The Windmill Theatre currently provides a suitable venue for local performing arts companies. It is an appropriate size and has stage facilities and tiered seating. It is costly to run, however. Loss of this facility without adequate replacement would damage the cultural vitality of the town. 	<ul style="list-style-type: none"> The Windmill remains a temporary venue for amateur dramatics groups to hire until 2016. The Council will work with the Leisure Contractor and user groups to find a solution to provide a space for performing arts groups to stage productions that is fit for purpose and requires less subsidy by Arun District Council.
3d	<p>ADC will meet with the Leisure Contractor and members of the community in order to seek to facilitate the setting up of a cinema club or film society and assist the parties in exploring options to access appropriate projection equipment and/or speak to commercial operators</p>		
<p>Strategy 4: To make the most of Arundel’s quality</p> <ul style="list-style-type: none"> Arundel is one of the finest small heritage towns in the country. It is a leisure and cultural resource that a large proportion of the residents of Arun enjoy using and is a powerful attraction to potential visitors. The quality of the realm between the buildings is not as good as would be appropriate for a town of its quality. That reduces its effectiveness as a leisure and economic asset to the District. The consultation response has shown a notably high level of support across the whole District for improving the quality of the streetscape. The consultation has also shown a notably high level of support for working to make Arundel special at Christmas. 			
4a	<p>Improve Arundel’s streetscape</p> <p>Potential improvements would be considered by the community in developing a Neighbourhood Development Plan. It is envisaged that there would be:</p> <ul style="list-style-type: none"> Streetscape improvements to High Street, particularly with a view to creating public space around the market cross. 	<ul style="list-style-type: none"> Research reported in the study shows that Arundel has strong appeal to visitors, notably those of the high spending “Cosmopolitan” group that accounts for about a third of all spend on day trips and short breaks. It is the District’s main heritage and cultural asset and is a source of pleasure for many residents of the District. 	<ul style="list-style-type: none"> A priority for use of S106 and Community Infrastructure Levy, especially from developments in the Downland area. Heritage Lottery Fund. Some contribution from businesses that will directly benefit from the investment (e.g. restaurants that are able to extend their trading onto the pavement).

	PROJECT	RATIONALE	DELIVERY
	<ul style="list-style-type: none"> Streetscape improvement to Tarrant Street and initiatives to give it character and promote it as a destination street. Possible courtyard style development on central car park. 	<ul style="list-style-type: none"> The town has already nurtured a strong creative industries and independent retail and food and beverage offer. There are opportunities for physical investment in the town centre. The quality of the streetscape is poor, however, and is dominated by asphalt and vehicles. This has a direct downside of restricting opportunities for commercial activity, especially outdoor eating. 	
4b	<p>Work with Arundel Town Council and stakeholders to promote and enhance festivals, a community hub and the Lido and to promote Christmas events</p>	<ul style="list-style-type: none"> The Lido is a fine facility, one that offers a different type of offer to the indoor leisure centres. It was envisaged by the Arundel and Downland Community Trust (ACT) that there would be a stage 2 development which would provide changing rooms, gym and other facilities. The Victoria Institute is an important hub for creative arts in the town but is in poor condition. Making it fit for purpose would be difficult because of the nature of the building. A possible solution seems to be to combine the two projects, providing fit for purpose facilities for all activities at the Lido. There are also opportunities to use the physical advantages of the town for national quality events that drive economic activity. 	<ul style="list-style-type: none"> One option might be funding from sale of the Victoria Institute Building, although, for avoidance of doubt, the building is not for sale and ADC has no leverage or desire to be involved with it. It is up to stakeholders in Arundel to consider if there might be a solution involving a reorganisation of community assets. This might be supplemented by grants from sources like Arts Council England and possibly some loan funding based on income that would be generated by the gymnasium and restaurant.
Strategy 5: To make the District exceptionally good for cycling and other activities that are best off road, like horse riding, running and walking.			
5	<p>To work with WSCC and other stakeholders to improve cycling opportunities across the District</p> <ul style="list-style-type: none"> Work to make Bognor Regis and Littlehampton waterfronts exceptionally good for cycling, with a seafront circuit in Littlehampton. Connect these seafront cycling facilities to main population areas and developments via off road networks and cycle priority streets. 	<ul style="list-style-type: none"> Cycling is growing fast as a leisure activity. The research shows that many local people like cycling and a lot more would do it if there were better off road cycling facilities. It is well suited to older people. The consultation showed this element of the strategy to be the most popular of all. Persuading more people to cycle to work and school etc. would reduce traffic and 	<ul style="list-style-type: none"> Give responsibility to a lead officer. Develop a plan, working especially with West Sussex County Council, for how the network will be developed over time and identifying priorities in its development. Make delivery a main funding priority for contributions via S106 and Community Infrastructure Levy (CIL).

	PROJECT	RATIONALE	DELIVERY
	<ul style="list-style-type: none"> • Connect Rustington to Littlehampton Town Centres via a “cycle highway” in order to generate additional visitation to both centres. • Connect the coastal communities to the South Downs via off road routes that become part of national trails. • Include quality cycle access and secure storage facilities in new developments. 	<p>carbon emissions.</p> <ul style="list-style-type: none"> • Seaside towns like Bognor Regis and Littlehampton provide excellent opportunities for flat cycling that can be attractive to a lot of people. While, therefore, it should be an ambition to improve cycling in all areas, particular priority should be given to the population hubs near the sea. • Cycling in the seafront areas is connected, and can be better connected, to the excellent cycling opportunities on the South Downs. • Visitors motivated by cycling spend money and generate economic impact. 	

Figure 6: Summary of Indicative Cost and Funding, including a new Leisure Centre for Littlehampton

		S106						
		Costs requiring funding	Developer Contribution/ Infrastructure Levy	Sale of Asset for Development	Arts/Sport/ Heritage Funds from National Lottery	Funding Secured By Leisure Operator	Invest to Save financed by Revenue Savings	Other (Grants, Private Sector Contributions)
1a	Substantially Refurbished Arun Leisure Centre	£3,600,000	£750,000			£1,750,000	£600,000	£500,000
1b	Moderately Refurbished Littlehampton Leisure Centre	£350,000				£150,000	£150,000	£50,000
1c	New Leisure Centre (Note 1)	£14,300,000		£3,000,000	£6,000,000	£2,000,000	£1,000,000	£2,300,000
2a	Refurbished Alexandra Theatre	£6,500,000	£3,000,000		£2,500,000			£1,000,000
2b	Seafront Restaurants & Cinema	£0						
2c	Bognor Regis Seafront Enhancement							
	- Café at West Park (Note 2)	£195,000						
	- Enhanced Play Area at West Park	£100,000						
	- Path and new entrance, West Park	£35,000						
	- Café/Facilities at Waterloo Square (Note 3)	£320,000						
	- Beach and Splash Play	£350,000						
	- Other Enhancements to promenade & gardens	£1,595,000						
	Total:	£2,595,000						£2,595,000
3a	Littlehampton Waterfront Park (Note 4)	£500,000	£200,000	£300,000				
4a	Arundel Townscape Improvements	£1,500,000	£500,000		£750,000			£250,000
4b	Lido/Community Hall (Note 5)	£700,000			£350,000			£350,000
5	Off Road Cycling	£800,000	£400,000					£400,000
TOTAL:		£30,845,000	£4,850,000	£3,300,000	£9,600,000	£3,900,000	£1,750,000	£7,445,000

Note 1: Assumes 15% Social Housing on Development of Site of current Sports Dome and a contribution to the Community Infrastructure Levy of £3,000 per residential unit developed there. This may not be achievable as the current policy is to require 30% social housing.

Note 2: 150 m² @ £1,300/ m²

Note 3: 200 m² @ £1,600/ m²

Note 4: Assumes contribution from hotel/cinema/restaurants development of St Martin's Car Park or Windmill Site or another

Note 5: 600 m² @ £1,500/ m²

Figure 7: Summary of Indicative Cost and Funding, including substantial refurbishment of existing Littlehampton Leisure Centre

	Costs requiring funding	S106 Developer Contribution/ Infrastructure Levy	Sale of Asset for Development	Arts/Sport/ Heritage Funds from National Lottery	Funding Secured By Leisure Operator	Invest to Save financed by Revenue Savings	Other (Grants, Private Sector Contributions)
1a Substantially Refurbished Arun Leisure Centre	£3,600,000	£750,000			£1,750,000	£600,000	£500,000
1b Moderately Refurbished Littlehampton Leisure Centre	£350,000				£150,000	£150,000	£50,000
1c Substantially Refurbished Littlehampton Leisure Centre (Note 1)	£5,500,000		£3,000,000		£2,000,000	£500,000	
2a Refurbished Alexandra Theatre	£6,500,000	£3,000,000		£2,500,000			£1,000,000
2b Seafront Restaurants & Cinema	£0						
2c Bognor Regis Seafront Enhancement <ul style="list-style-type: none"> - Café at West Park (Note 2) - Enhanced Play Area at West Park - Path and new entrance, West Park - Café/Facilities at Waterloo Square (Note 3) - Beach and Splash Play - Other Enhancements to promenade & gardens Total:	<ul style="list-style-type: none"> £195,000 £100,000 £35,000 £320,000 £350,000 £1,595,000 £2,595,000					£2,595,000	
3a Littlehampton Waterfront Park (Note 4)	£500,000	£200,000	£300,000				
4a Arundel Townscape Improvements	£1,500,000	£500,000		£750,000			£250,000
4b Lido/Community Hall (Note 5)	£700,000			£350,000			£350,000
5 Off Road Cycling	£800,000	£400,000					£400,000
TOTAL:	£22,045,000	£4,850,000	£3,300,000	£3,600,000	£3,900,000	£1,250,000	£5,145,000

Note 1: Assumes 15% Social Housing on Development of Site of current Sports Dome and a contribution to the Community Infrastructure Levy of £3,000 per residential unit developed there. This may not be achievable as the current policy is to require 30% social housing.

Note 2: 150 m² @ £1,300/ m²

Note 3: 200 m² @ £1,600/ m²

Note 4: Assumes contribution from hotel/cinema/restaurants development of St Martin's Car Park or Windmill Site or another

Note 5: 600 m² @ £1,500/ m²

