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Section 1 – Introduction

1. Introduction

In March 2020, Continuum Sport and Leisure (in partnership with Hawkins Brown) were commissioned by Northampton Borough Council to undertake a design feasibility study for a new Health and Wellbeing Hub in Weston Favell. The Council were keen to be armed with detailed and robust information to help inform their planning and decision making in relation to any potential future developments of the Weston Favell Health and Wellbeing Hub. During the project Northampton moved to a new Unitary Authority – West Northamptonshire Council. Government legislation was passed to create a new West Northamptonshire unitary council serving the areas of Daventry District, Northampton and South Northants, and a new North Northamptonshire unitary authority serving Wellingborough, Kettering, Corby and East Northants. The remit of this project is now under the guidance of the new West Northamptonshire Council which started on 1 April 2021.

In February 2020, ahead of commissioning the study and circulating the subsequent brief, the previous borough Council had set out the need for both the recognition of the importance of the Weston Favell area and the need to undertake further detailed research into the opportunities and costs associated with any development of the study site to Cabinet. In order to explore the feasibility of developing the site, identify options that are available, highlight the demand for facilities, illustrate the impact that they can have in the local area and to explore the potential financial issues and opportunities that are associated with any scheme, the Consultant Team have undertaken a detailed review process to assist West Northamptonshire Council with their decision making regarding the long-term future of the Weston Favell Health and Wellbeing Hub.

The focus of the study has been to investigate the most effective and efficient potential redevelopment options for a new Health and Wellbeing Hub that incorporates the current facilities onsite. These facilities include:

Lings Forum Leisure Centre, The Forum Centre (Children’s services), Olympus House (Adult Services), Weston Favell Police (Community Officers), Weston Favell Library and the Weston Favell Health Centre (Mayfield Surgery, Favell Plus Surgery and Roderick’s Dental).

It should be noted that this commission was completed during the Covid-19 pandemic. The assumption within this report (at the time of its collation) is that the time taken to develop the proposed facilities will allow for the leisure centre to operate as business as usual after whatever length of break in use or attendance by users, members and staff. The report does not at the time of its publication allow for any unknown additional cost to the Council due to Covid-19 or potential changes to any future contract that would need to be re-negotiated for the management of the new facilities and the current leisure provision.

Whilst these challenges will not be clear until everyday life returns to normal, the potential future development of the current leisure provision and the options to develop new facilities represent a very real and exciting opportunity for West Northants Council.

In the current climate of financial and political uncertainty, the Consultant Team are confident that with strong leadership and robust long-term, non-partisan decision making focused on working towards further technical and financial certainty, the delivery of the recommendations presented within this study can have a lasting positive impact on the provision of health, wellbeing and leisure for the communities of Weston Favell and for the new West Northampton Unitary Authority area.

1.1 Methodology

To ensure the development of a detailed and robust feasibility study and associated recommendations, the Consultant Team deployed a multi-stage methodology to meet the needs of the Council in relation to identifying the options available to the authority for developing the Weston Favell Health

and Wellbeing Hub. It has built upon our expertise and experience of conducting research and consultation in relation to projects of this type and has ensured an objective and outcome focussed review.

1.1.1 Desk Based Review

A significant amount of research, statistical information and strategic documentation has been analysed and reviewed by the Consultant Team during this project. This information has provided background data and context about the population and demographic make-up, current participation trends and the existing supply of leisure facilities within Northampton and neighbouring areas. This background research also includes the review of strategies and action plans that have been published by a range of national, county-wide and local bodies and organisations. It has been undertaken as a way of highlighting the strategic relevance of the study site to a wide range of partners and stakeholders. Information has also been provided by the leisure centre's operator Northampton Leisure Trust, NHS Property Services, the previous Northampton Borough Council, and Northamptonshire County Council that relates to the current and historical management of the buildings. This data has been reviewed and analysed and used to inform the consultation sessions as well as the facility mix and financial options for the site.

1.1.2 Consultation with Key Stakeholders

A key part of this study has been a detailed consultation process with key partners and stakeholders. The Consultant Team were keen to ensure that this process sought the views of a wide range of individuals and organisations. The Consultant Team undertook a number of virtual and telephone interviews with key stakeholders. These interviews centred around standardised and bespoke questions for each of the consultees in order to gain their insight and opinions on the Health and Wellbeing Hub and the potential impact to their service area.

In order to gain the views and opinions of a wider range of partners, potential users of the facilities and the local community, the Consultant Team also completed an in-depth public consultation process. This process included a virtual consultation room, public survey, leisure centre user survey and, with the assistance of the GP Surgeries, a patient survey. Additionally, the Consultant team undertook two workshops to engage a number of wider stakeholders in the process. In November 2020, the Consultant Team held a service provider workshop which brought together the main service providers that would be accommodated in the new hub. This enabled the Consultant Team to gain insight into the current facilities' constraints and the opportunities to deliver a more joined up approach.

The findings of the consultation process, the responses to the online questionnaires, and the workshop discussions have been analysed and incorporated into the consultation findings, which are presented within section five of this report.

1.1.3 Client and Project Board Review

Throughout the study the Consultant Team have presented the key findings at specific milestones with the Council's Project Team, the Health and Wellbeing Project Board (responsible for overseeing this project). Key findings and emerging priorities have been relayed and debated within these different forums, and feedback and direction from the Council has been sought throughout these stages. The Consultant Team have ensured that each key milestone has been developed in partnership within these forums to ensure a truly shared and owned feasibility study.

1.1.4 Concept Designs, Options Appraisal, Business Case and Affordability

Following on from the detailed analysis of the consultation findings, the Consultant Team identified different options, working closely with the West Northants Council Project Team and the Health and Wellbeing Project Board. These options were then subject to concept designs and indicative cost planning exercises.

As a result of this process, a number of initial concept designs and spatial plans have been prepared to illustrate the different options for the site. Cost Consultants, Stace, have also been an integral part of the Consultant Team and they have prepared outline indicative capital costs for each of the options presented for consideration. Following this the Consultant Team undertook an options appraisal for the study site. A key element of the options appraisal exercise that has been undertaken as part of this project is the development of outline business plans that illustrate the associated revenue implications for the preferred options. The options are then subject to qualitative and quantitative financial analysis to present a series of initial recommendations and provide West Northants Council with a preferred facility mix that will help the Council to discuss and agree a way forward for the site. The results of the options appraisal and the Outline Business Case can be found within sections seven and eight of this report.

1.2 Strategic Vision

The Council have a key strategic vision for the Weston Favell site, which is evident from the commitment and work to develop a Health and Wellbeing Hub to benefit the community of Weston Favell. The emerging vision for the Weston Favell Health and Wellbeing Hub has been developed iteratively to date based on the following key elements and opportunities:

- Lings Forum Leisure Centre, a 1970's wet and dry leisure centre with Cinema is now considered beyond its operational life.
- The Health Centre adjacent to Lings Forum is also beyond its operational life and not fit for purpose to meet the integrated health and social care needs of residents.
- The Police Station nearby has been considered by the Northamptonshire Constabulary as surplus to requirements and any future presence of the police could be a community presence in any future Community Health and Wellbeing Hub.
- The potential redevelopment of the Leisure and Health sites will enable housing and mixed developments to be explored on sites.

- Surrounding buildings are also approaching end of operational life or not optimally utilised:
 - The Forum Family Centre – ageing property and approaching end of operational life with poor accommodation.
 - The Library in Weston Favell District Shopping Centre currently operates from the shopping centre and is the most expensive library in the County to operate.
 - Olympus House (Adult Social Care) is dated and lacks capacity to expand to meet the growing demand for adult social care.

The strategic vision for this study has been formed through the consideration of local, county and national strategic documents. The national strategic objects are echoed throughout the county and local strategies. These strategies set the context for County councils and local authorities.

The wider regional strategic objectives are also influential as these set ambitions and actions for the local authorities to follow to ensure they meet the strategic objectives. Northamptonshire County Council want to make Northamptonshire a great place to grow up, live, learn, work and grow old. The Northamptonshire Sport strategy mirrors the strategic objectives set by Sport England, which include decreasing inactivity and improving health and wellbeing.

Northampton have produced several local strategies that are considered when discussing the strategic vision for the study site. A common theme throughout the local strategic documents is economic and physical regeneration and enabling the town to be more attractive for people to live, work, study, invest in and visit.

The strategic vision is clear, and can be seen throughout the national, county and local strategies. A further analysis of the national, county and local strategies can be found in section three of this report.

1.3 Aims of the Study

The previous Borough Council have devoted substantial resources to examining the potential opportunities to develop a Health and Wellbeing Hub in Weston Favell. This study's priority aim is to "to bring forward 3.8 hectares of under-utilised public sector buildings and land at Weston Favell for the delivery of a new Health and Wellbeing Hub and enable the regeneration of surplus land for housing and mixed use." The study highlights two key areas for development, which are the leisure and health and wellbeing offer. The study outlines the desired outcomes the Council want to achieve in terms of community and social aims and financial aims, which are:

Social and Community Aims

- Greater integration of primary care, social care, mental health and health and wellbeing services.
- Lifelong learning provision.
- A social hub and meeting place.
- Leisure provision; swimming, health and wellbeing preventative-based services.
- Community Police.
- Adult, Children and Social Care Services.
- Place making regeneration creating a sense of pride in the local area.

Financial Aims

- Reduce annual running and maintenance costs resulting from public service estate rationalisation through further 'hub' opportunities and eliminating estate duplication as the two new unitary authorities are put in place.
- Potential capital receipts from the release of property declared surplus to requirement.
- Release of surplus land and buildings to accelerate housing delivery and economic growth.

- Cost avoidance resulting from the release of public estate that would otherwise require significant backlog maintenance or capital spend.

The scope of the study sets the clear aspirations the Council has for the study site to bring an underutilised area for the delivery of a market leading Health and Wellbeing Hub for Weston Favell. The key aim for the Council is to have a range of services with "one front door" to encourage the joined up working of services for the local community. During this project we have meticulously examined the brief to ensure this project remains aligned with the Council's vision for the Weston Favell Health and Wellbeing Hub.

1.4 Sport England Planning Guidance

The brief has also been shaped and influenced by the recent Sport England guidance on Strategic Outcomes, with West Northants Council keen to ensure that the study focuses on the need to ensure a clear evidence base and a strategic approach to developing community facilities. Whilst the model has been developed by Sport England with the focus on facilities for sport and physical activity, it can be equally applied to the development of health facilities and the important and positive impact that they can and do have on the wellbeing and quality of an area and its communities.

The Sport England guidance is summarised in the diagram below. The model describes the stages and approach needed to ensure investment best meets local strategic outcomes and the needs of the community, but importantly recognises the challenges faced in terms of resourcing and developing large-scale capital projects. The guidance clearly states that projects need to be achievable and sustainable which, as detailed within this study report, have remained at the forefront of our thinking when discussing the options for the facilities and options on the study site.

Figure 1.1: Sport England Strategic Outcomes Planning Guidance



This brief and the delivery of this feasibility study cover Stages 2 and 3 of the Sport England model. The Council have set the outcomes associated with the study and have invested notable time and resources into assessing the wider needs of the town and its population through its various key strategies and policies. This study adds to the insight stage with our analysis and consultation. Having used this insight, the Consultant Team have identified the leading strategic objectives and set out how the proposed interventions will have the greatest impact on the leading objectives. By considering a range of facility and service interventions across the broad range of provision, completing Stage 3 has identified the optimal and sustainable mix of facility and service intervention. This will enable the Council Project Team and the Health and Wellbeing Board to work towards a future strategic commitment that is deliverable and will ensure significant improvements and benefits for Weston Favell.

1.5 One Public Estate Programme

OPE is an established national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. The programme is underpinned by three core objectives:

- Creating economic growth (new homes and jobs).
- Delivering more integrated, customer-focused services.
- Generating efficiencies, through capital receipts and reduced running costs.

In 2019, the then Northampton Borough Council submitted a proposal for OPE Phase 7 to obtain funding for a range of projects in Northampton which are designed to meet three objectives of the OPE programme. These projects included:

- Pan-Northamptonshire Public Services & Estate Framework.
- Weston Favell Public Services Hub and Regeneration Programme (Pilot) to Outline Business Case stage.
- Moulton Housing-Led Mixed-Use Development & Coronial Hub to grant of outline planning consent.
- Kettering Station and Surrounds Land Release Programme to outline business case stage and exchange of landowners' agreement.

This project closely aligns with the strategic objectives of OPE as this is a cross service and organisational project with the partners looking to collaborate and work together to improve service delivery whilst generating revenue savings and capital receipts, securing regeneration and housing growth.

1.6 Report Structure

This report is structured under nine key sections. Section two provides a background of Northampton, including key statistics such as population

change, deprivation, physical activity rates and health. Section three gives an overview of the findings of the Consultant Team’s assessment of the study site, the facilities currently available at the site and the analysis of the current facilities. Section four provides an overview of the key policy and strategy background covering national, regional and local level strategies. A full analysis of all the strategies is provided in Appendix 3. Section five provides an overview of all of the in-depth consultation findings with key stakeholders, National Governing Bodies (NGB), and public consultations (virtual consultation room and surveys). Section six presents a review of the supply and demand of sporting facilities within the borough and across the sub-region and region. Section seven sets out the options and concept site layouts and provides the outline capital costs. Section eight provides a detailed Outline Business Case following Office of Government Commerce guidance related to public sector funding. This section provides a detailed options appraisal and business case for the potential developments. It provides outline revenue implications and qualitative and quantitative analysis for each project option. Section nine provides the Consultant Team recommendations and the next steps of the process for the Council. Section ten provides a final summary of the study.



Section 2 – Background and Context

2. Background and Context

2.1 Introduction

When developing or improving facilities for leisure and health and wellbeing it is important to consider the demographic characteristics of the local area and the population the facilities will serve. This helps to ensure that the facilities best meet the needs of local people and provides a viable and sustainable offer. Ensuring that any decisions about investment and the development of new or improved facilities are based on a robust needs and evidence base also allows for long-term strategic planning for facilities and their future usage. Additionally, it can help to engage partners and stakeholders by demonstrating the potential impact of new or improved facilities on a wide range of outcomes.

This section of the report provides a detailed analysis of the local population and existing facility provision for leisure activity in Northampton. It sets out a summary of the demographic breakdown of the local area and the current levels of participation in physical activity. This information is used to examine the potential need for new or improved facilities for leisure and health and wellbeing and helps to inform financial planning with regards to potential income which could be generated by facilities.

A range of research tools are used to fully understand the needs of a local population and the extent to which these needs are being met by existing facility provision. These include the latest research from the Office of National Statistics, Northampton Public Health Profile and Indices of Multiple Deprivation as well as sports specific tools which give information on participation levels, including Sport England's Active Lives Survey. These research tools allow us to understand what barriers might prevent people from being active and what would help to motivate greater activity levels amongst all age groups.

In addition to understanding the local population it is also important to fully understand local facility provision. Sport England's Active Places Power

database, Sports Facility Calculator tool and Facilities Planning Model research allow for an understanding of what facilities are provided within a specific area and where they are located as well as an appreciation of the extent to which existing facility provision is likely to be meeting local needs. These tools consider facility provision and local demand for facilities. Sport England's tools provide the most up to date method of assessing facility provision within a local authority area. The supply and demand of local cultural provision has been examined through desk-based research and consultation.

The Consultant Team have analysed the available research and data and the outcomes are presented within this section of the report to help inform potential options for the study site so that they meet the demand and needs of local people in the long term. This evidence base is important to both inform decisions, which need to be made by West Northants Council and to engage potential funders, partners, and stakeholders to support the potential development of new or improved facilities at the study site.

2.2 Physical Activity and its Benefits

Physical activity substantially benefits people's social, mental, and physical well-being and can play a vital role in supporting and helping local communities. Northampton's current health statistics are below the national average and have some notable challenges for public health. The cost of physical inactivity nationally is high; the economic burden of physical inactivity in terms of healthcare costs, productivity losses and disability adjusted life years amount to around £955 million in England. The Council's investment on the study site can help reduce physical inactivity by providing higher quality indoor and outdoor leisure and health facilities that are inclusive for the whole community in Northampton. Providing access to both indoor and outdoor facilities is key to creating an active culture. Therefore, it is vital for this investment to improve the facilities and the accessibility to the site to enable a hub of physical activity and health to be created, enabling the residents of Northampton to live a more active and healthier lifestyle.

2.3 Reducing Health Related Illnesses

There is significant evidence to suggest that physical activity can help prevent and deter long term health conditions such as diabetes, cardiovascular disease, cancer, and coronary heart disease. There is an intimate link between physical activity and physical health, which shows the importance and benefits it can have on an individual. Many authors have cited research that shows correlation between physical activity and the positive effects it has on preventing and deterring certain conditions. Some of the health-related benefits of exercise include:

- Reduced weight/obesity levels.
- Reduced blood pressure.
- Lower blood cholesterol.
- Reduced risk of type 2 diabetes.
- Reduced risk of some cancers.
- Preventing coronary heart disease.
- Preventing cardiovascular disease.

This is very significant as recent Sport England research indicates that one in four people in England live with a long-term health condition, and they are twice as likely to be inactive, despite the evidence that being active can help manage many conditions and help reduce the impact and severity of symptoms.

2.4 Benefits to Wellbeing

There has been growing interest in the concept of wellbeing, with momentum in recent years and this is for good reason, since wellbeing is associated with good self-rated health, longevity, healthy lifestyle, better mental and physical health, social connectedness, and a feeling of the ability to contribute to wider society. A previous meta-analysis demonstrated across 35 studies that good psychological wellbeing was associated with an 18% reduction in premature mortality. Additionally, there is good evidence from systematic reviews that engaging in physical activity and sport can improve mental health (including reducing depression and anxiety), self-

esteem, cognitive performance, and academic achievements, especially amongst children. Regarding adults, research notes that being physically active improves life satisfaction, mental health, and self-perception of health. Well-being in elderly adults needs to be considered for this study due to the ageing demographic in Northampton. The research shows that physical activity, sport and leisure are integral components in promoting healthy ageing and wellbeing for elderly people. One study found that regular older swimmers, who reported swimming between two and five times a week over a period on average of 2.5 years, had significantly better executive function on three tasks, compared to sedentary older adults of similar age and gender who did not swim.

2.5 Physical Activity Rates in Northampton

The planning of any new or improved facilities for sport and physical activity at the study site should consider the current participation levels as well as barriers and motivating factors which affect the local population in Northampton. It is important that new community facilities for sport and physical activity target and reach those who are currently inactive whilst also creating sufficient opportunities for those with a high propensity to be active to have the best possible impact on activity levels in the local area. An overview of local participation levels based on Sport England's Active Lives Survey results is provided within this section. As well as informing decisions about the potential facility mix at any new or improved facility, this analysis can also be utilised to develop and promote specific activities at the site.

Sport England's Active Lives Survey provides the most comprehensive assessment of levels of sports participation and physical activity at a local authority, county, regional and national level. Active Lives measures a range of performance indicators including activity rates, volunteering and satisfaction with local sports provision. Active Lives also enables the analysis of activity rates across a number of different demographics including gender, disability, ethnicity, and other demographic indicators.

As well as participation, it is also possible to measure non-participation using the Active Lives Survey results. This makes it possible to identify those sections of the population most in need of intervention to increase their participation in sport and physical activity. The annual survey results can be used to identify general patterns and trends in participation across the past few years. The following analysis utilises data from four surveys that have been conducted by Sport England in: May 19/20, November 2018/19, May 2018/19, and November 2017/18. This evolving body of data allows for a comparison of performance over time across a range of sport and physical activity participation indicators.

Figure 2.1 demonstrates Northampton’s performance in terms of participation in moderate intensity activity for at least 30 minutes once a week and more than 150 minutes once a week.

Figure 2.1: Participation in physical activity In Northampton, Northamptonshire, East Midlands and Nationally.

Key Performance Indicators	NBC Nov 17/18	NBC May 18/19	NBC Nov 18/19	NBC May 19/20	Northants May 19/20	East Mid May 19/20	Eng May 19/20
Active (More than 150 minutes a week)	58.2%	57.3%	56.2%	57.4%	60.5%	61.3%	62.8%
Fairly Active (30-149 minutes a week)	15.1%	16.2%	18.4%	14.2%	13.3%	12.2%	11.7%

Figure 2.1 shows that regular active participation levels in Northampton have varied from November 17/18 to May 19/20. The figure recorded in May 19/20 is below the county, regional and national averages. Regarding fairly active residents within Northampton, the number has decreased from 15.1% to 14.2%. However, the figure remains higher than the county,

regional and national averages. Improving the facility offer at Weston Favell and providing additional activities can help to further increase the activity levels within Northampton. High quality facilities and service provision could support those who are active to become more active, which would increase the proportion of active people in Northampton.

As well as considering activity and participation levels, it is useful to consider inactivity levels in Northampton. The Active Lives Survey also measures the proportion of people who had not participated in 30 minutes of moderate sport and physical activity. Results for Northampton are provided in Figure 2.2 along with county, regional and national results.

Figure 2.2: Inactivity in Northampton, Northamptonshire, East Midlands and national.

Key Performance Indicator	NBC Nov 17/18	NBC May 18/19	NBC Nov 18/19	NBC May 19/20	Northants May 19/20	East Mids May 19/20	Eng May 19/20
Less than 30 minutes a week (all adults)	26.7%	26.5%	25.4%	28.4%	26.2%	26.5%	25.5%

Figure 2.2 shows that inactivity levels in Northampton are higher than the regional, county, and national averages. The rates of inactivity levels have increased from 26.7% to 28.4% across the previous surveys. It will be beneficial if renewed facilities at the study site can target those that are currently inactive by providing new activities and addressing identified barriers to participation. This could result in an overall increase in participation among local people, which is in line with the strategic objectives of Sport England. Providing facilities that also offer the ability for people to become physically active in a more informal and recreational manner, such as walking and jogging within the open space, can also help get more people active and using the site.

When analysing participation in sport and physical activity it is important to consider variations in participation levels between demographic groups to ensure that participation opportunities are appropriately planned and, where necessary, targeted at those most in need of intervention.

Figure 2.3 illustrates how sport and physical activity participation rates in Northampton differ between demographic groups. This provides an overview of this data for Northampton, Northamptonshire, East Midlands, and nationally.

Figure 2.3: Demographic breakdown of physical activity participation (150+ minutes a week) in Northampton, Northamptonshire, East Midlands, and nationally.

Population	NBC Nov 17/18	NBC May 18/19	NBC Nov 18/19	NBC May 19/20	Northants May 19/20	East Mids May 19/20	England May 19/20
All	58.2%	57.3%	56.2%	57.4%	60.5%	61.3%	62.8%
Male	63.1%	60.6%	57.0%	58.4%	62.5%	63.0%	64.6%
Female	53.2%	54.4%	55.7%	56.3%	58.6%	60.0%	61.3%
16 to 34	63.1%	63.7%	53.9%	56.2%	63.3%	68.3%	69.1%
35 to 54	57.7%	58.8%	61.7%	60.2%	63.7%	66.2%	66.4%
55-74	66.0%	58.6%	58.5%	59.7%	59.7%	58.4%	60.5%
75+	-	-	-	-	46.4%	36.8%	40.2%
White	56.0%	54.7%	58.0%	61.4%	61.8%	62.3%	64.2%
Asian	-	-	-	-	49.6%	55.9%	53%
Chinese	-	-	-	-	-	70.2%	60.7%
Black	-	-	-	-	-	45.7%	57.1%
Mixed	-	-	-	-	-	61.8%	68.7%
Other	-	-	-	-	-	50.9%	56.4%
Limiting disability	42.0%	42.0%	40.1%	48.9%	46.2%	46.5%	47.0%
No limiting disability	62.0%	60.9%	61.1%	61.4%	64.5%	65.9%	67.0%

Population	NBC Nov 17/18	NBC May 18/19	NBC Nov 18/19	NBC May 19/20	Northants May 19/20	East Mids May 19/20	England May 19/20
NS-SEC 1-2 (A)	61.4%	68.6%	66.4%	65.8%	69.2%	69.6%	71.9%
NS-SEC 3-5 (B)	67.2%	53.3%	58.8%	56.9%	59.3%	61.9%	62.5%
NS-SEC 6-8 (C)	59.1%	50.7%	-	50.4%	52.8%	54.7%	53.3%
NS-SEC 9 (D)	-	-	-	-	65.3%	70.4%	69.4%

As overall participation in Northampton is below the national average, it is expected that participation among demographic groups is below the national averages. Key issues which are relevant to the development of new or improved facilities on the study site are detailed below.

Gender

Female participation is below the county, regional and national averages and has fluctuated over the course of the Active Lives surveys. Providing facilities and activities which are tailored to women and girls at the study site can potentially help to address this and contribute to increasing the overall participation level in Northampton. Male activity levels are also below the county, regional and national averages. Northampton needs to improve the overall levels of physical activity for both males and females.

Age

The data for the breakdown of age groups and their participation makes for interesting reading. National trends suggest that participation levels decrease as you get older. However, the participation in Northampton is the highest amongst those aged between 35-74, which goes against the national statistics. Capturing the 18-34 age group as the study site users could particularly contribute to increasing overall participation levels in Northampton, especially as this age group is usually the most active. The Northampton figures are significantly below county, regional and national

averages for all age groups. Having a new site study that offers activities and opportunities tailored to all different age groups can help increase physical activity levels.

Ethnicity

Data for ethnicity participation in Northampton could not be measured through the Active Lives survey as there was not a sufficient sample size. It will be important to ensure that facilities and activities at the study site cater for all members of the community to ensure physical activity levels in Northampton will increase.

Disability

Regular participation by people with a limiting disability is above the county, regional and national averages, indicating that disabled people in Northampton are more active. Providing accessible facilities and inclusive as well as disability specific sessions at the study site can help to ensure that disabled people have access to suitable participation opportunities to be active.

Socio-Economic Status

Participation for groups NS-SEC 1-2, 3-5, and 6-8 in Northampton are below the regional, county, and national average. As Northampton has some areas of high deprivation, especially near the study site, it will be important to cater for those with lower incomes.

2.6 Weston Favell - Northampton

The study site is located within the borough of Northampton in Northamptonshire. Figure 2.4 shows the location of Northampton within Northamptonshire.

Figure 2.4: Map of Northamptonshire



2.7 West Northamptonshire Unitary Authority

In April 2021, Northampton Borough Council merged with South Northamptonshire Borough Council and Daventry District Council to form the West Northamptonshire Unitary Authority. Figure 2.5 highlights the map of the new Unitary Authority.

Figure 2.5: West Northamptonshire Unitary Authority Map



2.8 Catchment Areas of the Study Site

The study site is in the Brookside ward situated to the east of Northampton Town centre. It is important to understand the catchment areas of the

study site to help understand the potential users of the site. Northampton has high car ownership (75.6%), and the study site will rely on being connected by road travel. The study site is well connected by public transport, due to its proximity to the shopping centre. There are a few bus stops located at Billing Brook Road that are very close to the site and are approximately a few minutes' walk. These service buses from various locations including Duston, Brackmills, Silverstone, Corby, Moulton, and the Northampton Town Centre. Figure 2.6 highlights the 5,10 and 15-minute walking catchment around the study site.

Figure 2.6 Walking Catchment of our Study Site

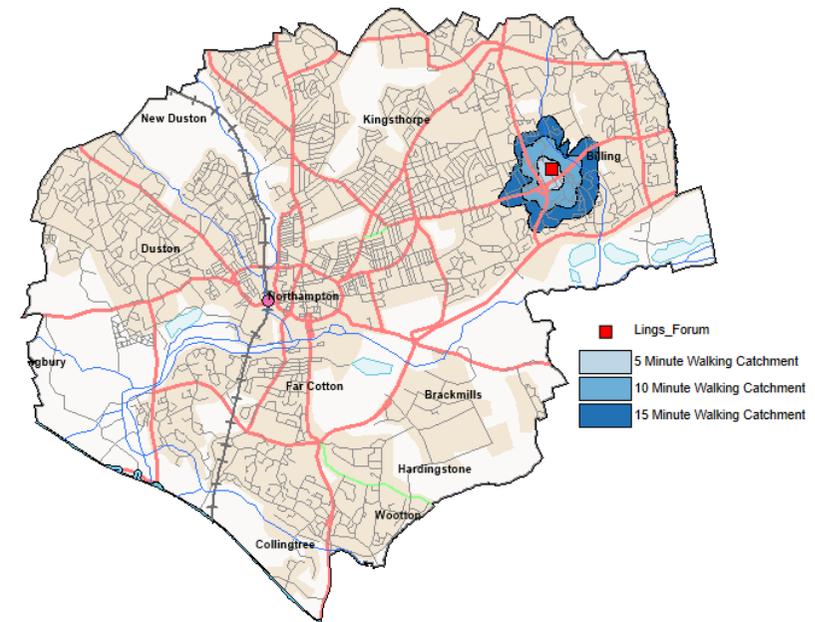
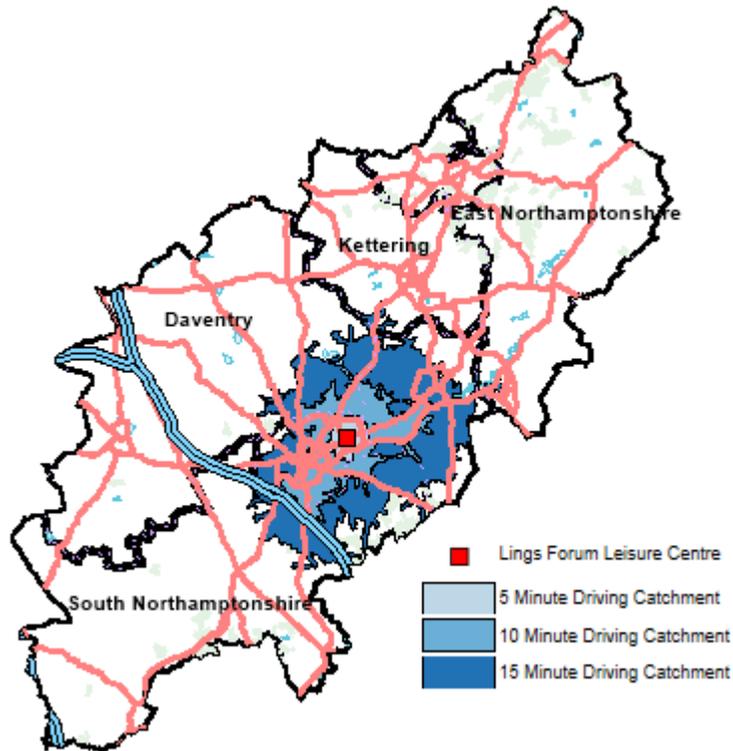


Figure 2.7 highlights the 5, 10 and 15-minute drive time catchment area from the study site. The drive time catchment covers most of Northampton, which shows the study site is accessible by car for much of the population.

Additionally, due to our study site’s location in the east of the borough, there is a significant amount of Wellingborough District that is within the drive catchment area of our study site. A large area of South Northamptonshire is also covered within the drive catchments of our study site.

Figure 2.7 Driving Time Catchments



2.9 Demographic Profile

Demographic and social indicators such as population change, deprivation levels and health outcomes are important considerations when profiling a local area and determining needs associated with leisure and cultural activity. This section provides an overview of these issues in Northampton, highlighting areas in which potential facility developments can contribute to improving the overall quality of life for local people.

2.9.1 Population

Any facilities which are developed at the study will need to meet the needs of Northampton’s future population as well as its current population. The Office of National Statistics (ONS) produces population projections which help to enable future planning for local populations. Figure 2.8 summarises the most up to date population projections which are available for Northampton. Projections have been produced based on the latest 2011 Census Data.

Figure 2.8: Projected Population Growth – Northampton, Surrounding Boroughs/Districts, Northamptonshire & East Midlands (2020-2029).

Borough/District	Projected 2020	Projected 2024	Projected 2029	Increase 2020 -29	% increase
Northampton	226,702	228,836	230,355	3,653	1.6%
South Northamptonshire	94,907	99,120	103,213	8,306	8.8%
Daventry	87,464	92,870	98,311	10,847	12.4%
Wellingborough	80,721	82,753	84,599	3,878	4.8%
Northamptonshire	763,001	789,770	815,520	52,519	6.9%
East Midlands	4,882,230	5,017,011	5,165,842	283,612	5.8%

Figure 2.8 demonstrates that Northampton’s population is projected to grow by 1.6% from 2020 to 2029, compared to projected growth of 6.9% in Northamptonshire and 5.8% in the East Midlands. Northampton has a

significantly larger population than the neighbouring local authorities. However, the projected population growth is below the county and regional averages. The current provision of facilities for sport, physical activity and recreation in Northampton will be under further pressure in the coming years as this growth occurs.

However, it is worth noting that Northampton will be forming a unitary authority with South Northamptonshire and Daventry in April 2021, who both have high population growth rates. Once the population projections are calculated for the new unitary authority it equals to population growth of 22,806 people (5.6%).

In terms of population density, on average there are 26.3 people per hectare in Northampton, compared to 2.9 people per hectare in Northamptonshire and 2.9 people per hectare in the East Midlands. In densely populated areas it is particularly important to ensure that there are sufficient high-quality leisure facilities, both indoor and outdoor, and cultural facilities to meet the needs of local people. Delivering high quality facilities at the study site can help to ensure that people living in Northampton are able to access quality opportunities to take part in leisure activity now and in the future.

2.9.2 Age Profile

When planning for the development of new facilities for leisure and cultural activity it is important to consider the age profile of the catchment population. Participation preferences and facility requirements vary across age groups, and it is essential that these requirements are fully understood to ensure that any new and improved facilities meet identified needs.

Figure 2.9 shows the age breakdown in Northampton in 2020 and the projected age breakdown in 2029, with county figures for comparison.

Figure 2.9: Age breakdown of Northampton population (2020 and 2029)

Area/Year	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
Northampton 2020	31,877 (14.2%)	28,114 (12.4%)	28,299 (12.5%)	32,800 (14.4%)	30,297 (13.3%)	28,526 (12.6%)	21,394 (9.4%)	16,332 (7.2%)	9,056 (4%)
Northampton 2029	27,658 (12.3%)	31,550 (13.7%)	27,901 (12.1%)	29,681 (12.9%)	31,219 (13.6%)	27,391 (11.9%)	25,195 (10.9%)	17,470 (7.6%)	12,289 (5.3%)
Northamptonshire 2020	97,612 (12.8%)	91,508 (12%)	81,586 (10.7%)	99,924 (13.1%)	101,325 (13.3%)	108,053 (14.2%)	82,240 (10.7%)	66,413 (8.7%)	34,348 (4.5%)
Northamptonshire 2029	91,929 (11.3%)	104,270 (12.8%)	80,060 (9.8%)	100,646 (12.3%)	110,888 (13.6%)	103,487 (12.7%)	102,746 (12.6%)	71,246 (8.7%)	50,254 (6.2%)

Figure 2.9 shows that in line with Northamptonshire trends, Northampton’s population is expected to age (the 80+ age group increasing from 4% to 5.3%, 70-79 age group increasing to 7.2% from 7.6% and 60-69 increase from 9.4% to 10.9%). Northampton will have a growth in the number of teenagers, which is expected to grow from 12.4% to 13.7% by 2029.

2.9.3 Ethnicity

Ethnicity can be an important consideration in planning suitable facilities for sport and physical activity as it can influence participation levels and can demonstrate a need to cater for cultural differences and groups. In 2011, 84.5% of Northampton’s population was White, 1.2% was mixed, 6.5% of the population was Asian, 5.7% were Black and 0.7% were classified as

other. Northampton is a more ethnically diverse local authority in comparison to the neighbouring authorities and the county and regional averages.

The proportion of the total resident population reporting as Black, Asian, or Minority Ethnic (BAME) in the 2011 Census is at 15.5% which is higher once compared to the Northamptonshire and East Midlands average. It is important to ensure that community facilities for sport and physical activity are accessible to people from different ethnic backgrounds and cultures and this must continue to be a consideration when planning new facilities in the borough.

Figure 2.10: Ethnic Profiles within Northampton and surrounding Boroughs (2011 Census)

Borough/District	White	Mixed	Asian	Black	Other
Northampton	179,238 (84.5%)	6,849 (3.2%)	13,751 (6.5%)	10,741 (5.1%)	1,490 (0.7%)
South Northamptonshire	82,572 (96.9%)	1,003 (1.2%)	1,129 (1.3%)	376 (0.4%)	109 (0.1%)
Daventry	75,123 (95.5%)	971 (1.2%)	1,183 (1.5%)	481 (0.6%)	85 (0.1%)
Wellingborough	65,788 (87.3%)	2,158 (2.9%)	4,463 (5.9%)	2,696 (3.6%)	251 (0.3%)

2.9.4 Health

It is useful to understand the health profile of Northampton with regards to identifying health issues which new or improved facilities can contribute to addressing.

Improving and developing the facility offer at the site can contribute to each of these priorities by providing new high-quality opportunities for sport and physical activity that can support work being undertaken to address a range of health issues.

Figure 2.11 provides an overview of the performance of Northampton across several Department of Health key health indicators in comparison with national averages. Where figures for Northampton are highlighted in red, they are worse than the national average.

Figure 2.11: Health indicators for Northampton and England (DoH Health Profiles)

Indicator	Northampton	England
Deprivation	24.3	21.8
Children in low-income families (U16)	15.7%	17.0%
Obese children (Year 6)	19.2%	20.2%
Physically active adults	59.3%	67.2%
Obese adults	61.2%	62.3%
Average Attainment 8 score	45.0	46.9
Life expectancy: male	78.7	79.6
Life expectancy: female	82.3	83.2
Under 75 mortality: Cardiovascular	83.4	71.7
Under 75 mortality: cancer	144.1	132.3

Figure 2.11 shows that Northampton performs poorly in comparison to the national averages with scores that are below the national average for nine of the ten health indicators. Therefore, it is vital that facilities for health and leisure are built so they can help contribute to reducing these health concerns, including under 75 mortality rates, increasing the life expectancy for male and females and decreasing the level of obesity in Northampton.

2.9.5 Deprivation

When planning for the development of new facilities for leisure and cultural activity it is important to consider deprivation levels within the catchment area. Deprivation affects the propensity and ability of the catchment population to access and use such facilities. These projects can also form an important element of the regeneration of deprived areas. An awareness of how deprivation affects a local population can also influence how activities

are delivered and what type of initiatives are launched to increase participation.

Figure 2.12 illustrates where Northampton was ranked nationally according to the 2019 Indices of Multiple Deprivation (IMD). It also compares Northampton’s overall IMD ranking with that of the other local authorities in Northamptonshire. Local authorities are listed with their 2019 IMD and 2015 IMD ranking.

Figure 2.12: Deprivation in Northampton in Comparison with other Northamptonshire Local Authorities (IMD 2019)

Local Authority	Rank Nationally 2019	Rank Nationally 2015
Northampton	105/317	105/317
South Northamptonshire	312/317	308/317
Daventry	243/317	232/317
Wellingborough	124/317	129/317
Kettering	161/317	164/317
Corby	70/317	74/317
East Northamptonshire	226/317	215/317

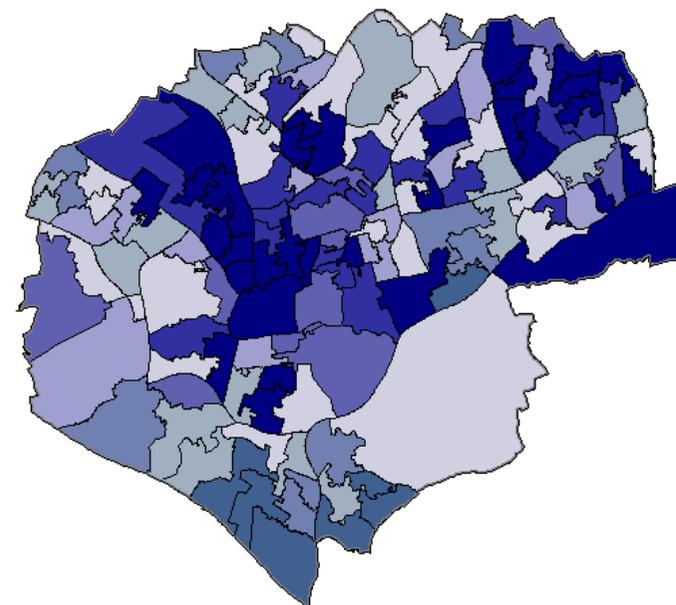
Using the IMD rank of average summary measure, this local authority is ranked 105th out of 317 local authorities. Northampton is within the top 33% of the most deprived local authorities in the Country and is the second most deprived local authority in Northamptonshire, behind Corby.

Northampton is a relatively deprived area in comparison to national averages. Currently in Northampton there are 12 (9%) LSOA’s (Lower Layer Super Output Area) ranked within the 10% most deprived LSOAs in the country, and 19 LSOA’s (14%) within the 20% of the most deprived LSOA’s in the country. The Riverside ward located to the south of the study site is considered one of the most deprived areas in the UK. This neighbourhood

ranks 184 out of 32, 844 in the whole of the UK, and is amongst the top 10% of the most deprived neighbourhoods in the country. Our study site is within the Brookside ward which is ranked 3,296 out of 32,844 LSOA’s in the country and is considered in the top 20% most deprived neighbourhoods in the country. Children born in the most deprived areas can expect to live 7.8 years less than those born in the most affluent parts of the county. People in the most deprived areas are likely to spend 13 fewer years in good health than those living in the least deprived areas.

Figure 2.13 illustrates the deprivation statistics within Northampton. The darker an area is shaded, the higher the relative levels of deprivation.

Figure 2.13: Deprivation in Northampton (IMD 2019)



2.9.6 Local Economy

Local employment levels and the local economy can have an influence on the propensity of people within an area to participate and can also influence people's ability to pay to access facilities for sport and physical activity. As such, this is an important consideration when planning new and improved facilities for sport and physical activity both in terms of the facility mix which should be provided and the specific programmes and range of activity that should be offered.

Rates of unemployment are relatively high in Northampton compared to the rest of the East Midlands and England. Unemployment in Northampton, as measured by the claimant count, stood at 4.1% in 2019, compared with 3.7% for the East Midlands and 3.9% for Great Britain as a whole. Over one-third (33.7%) of Northampton's working age population hold degree level qualifications or higher (NVQ4 and above), lower than the equivalent proportions for the East Midlands (34.1%) and Great Britain (40.3%).

This must also be considered when planning for new or improved facilities and must be considered when determining levels of income which facilities might be expected to generate. It will be important to plan for a range of price levels including subsidised and off-peak prices to allow all local people to benefit from the provision of high-quality facilities for sport and physical activity.

2.10 Summary

The Consultant Team have examined the current demographics of Northampton Borough, which include population growth, age profiles and ethnicity. Although, the focus of this analysis was on Northampton it does consider the wider population areas of the new Unitary Authority. However, Northampton is the largest settlement within the Unitary Authority (by population) and will continue to be a key strategic area for growth for the future of the West Northamptonshire Unitary Authority.

Northampton's population is predicted to grow by 1.6% by 2029 which is lower than all neighbouring authorities, the regional and national averages. However, Northampton has considerably higher population density than all its neighbouring authorities.

It will be important for the facilities in Northampton to continue to meet the needs of the local population as it grows and as its profile changes. Northampton's population is expected to age further by 2029. Therefore, consideration needs to be given to the provision of accessible facilities that offer a range of suitable activities for older people, including low impact sports and activities. It is also important that families and younger adults are accommodated at any facilities that are developed and improved. The provision of indoor and outdoor facilities that are family friendly will make the site more attractive and promote participation in sport and physical activity in the borough across all parts of the community.

In Northampton, the physical inactivity rates are significantly lower than the regional, county, and national averages. There is considerably more success that can be achieved in Northampton, as over one in five people are inactive within the Borough. However, the Borough does have a higher percentage of people who are fairly active than the regional, county, and national figures. Providing high quality leisure facilities and services can improve the current offer and help people become physically active, both in a formal and informal manner.

The current health statistics are concerning for Northampton as they currently rank below average on eight out of the ten selected indicators. Physical activity has been shown to significantly improve people's mental, physical, and social wellbeing. It is vitally important that the local population has access to high quality sport and physical activity and health facilities. The introduction of a health and wellbeing hub will create a place where the residents of Weston Favell and Northampton are encouraged to be

physically active, lead healthy lifestyles and have access to high quality community facilities.

Northampton's deprivation levels rank relatively high in comparison to other neighbouring local authorities. There are some pockets of extremely high deprivation that do exist within the Borough, which are found near our study site. Therefore, it is important that the facilities at the site continue to provide affordable activities which can improve the health and wellbeing of those communities from a lower socio-economic background and provide them with new opportunities to be active and access community health and wellbeing facilities.

Section 3 – Study Site Appraisal

Weston Favell Community Health and Wellbeing Hub

Feasibility Study March 2021



3. Site Appraisal – Weston Favell

3.1 Study Site Location

Figure 3.1 shows the location of Northampton Town Centre and our study site in context of Northampton Borough.

Figure 3.1 Wider Location



Figure 3.2
The Study Sites

Site Analysis
Site Options
Overview

Where could the new facilities be located?

Building on the previous masterplan study, two potential sites emerge for the location of the Health and Wellbeing Centre. Both options were reviewed at the start of this feasibility study, and Site A taken forward as the preferred location.

The additional areas within the site boundary may be used for new residential development, or improvement works to the wider site.

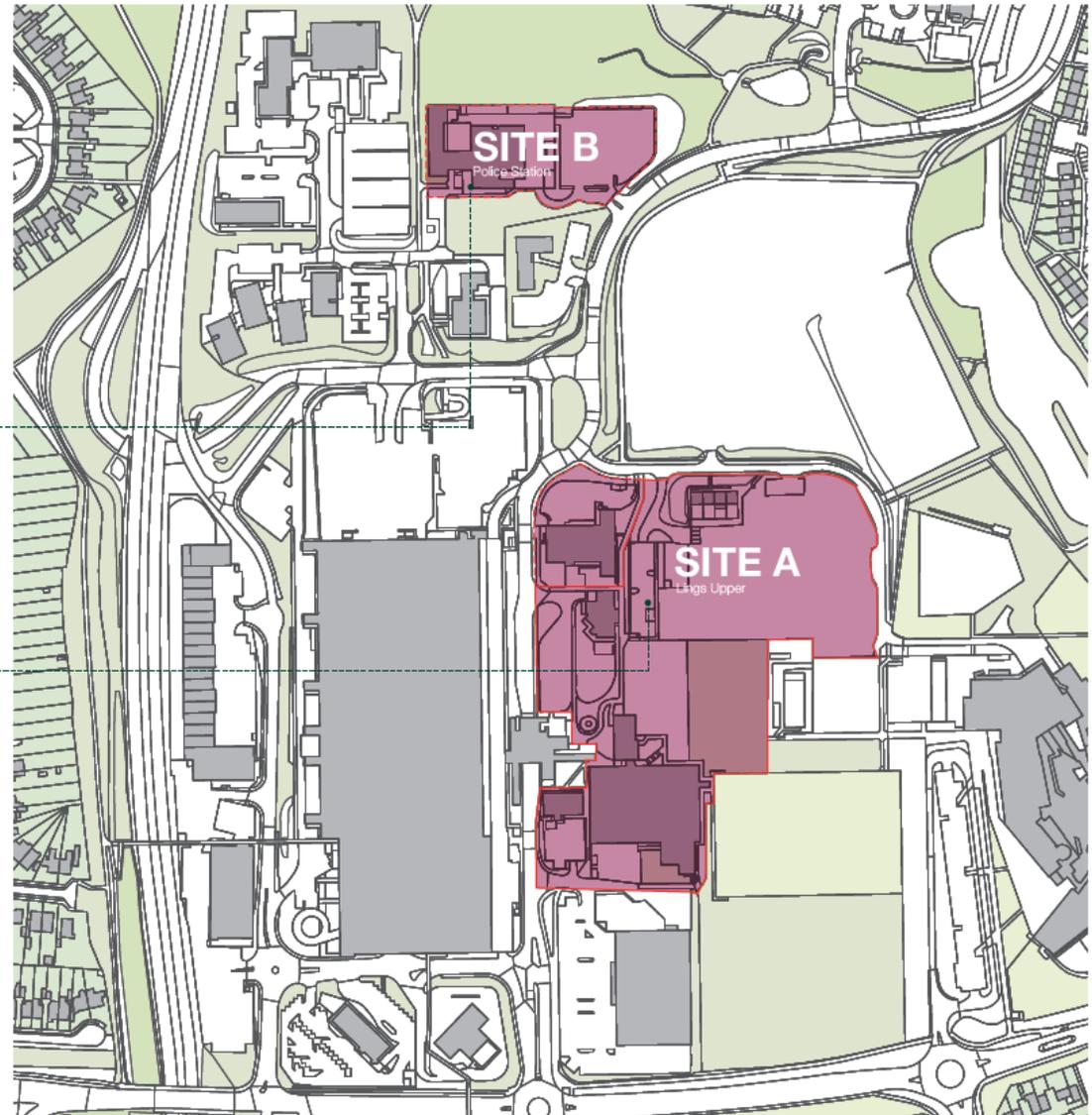
-  Land under the ownership of Northampton Borough Council
-  Possible additional or alternative land for development

Site B
Located on the current Police Station site, to the north of the Shopping Centre.

There are 2no. 2 storey buildings on the site, with a series of additional single storey garages and out-buildings. There is a surface car park to the east.

Site A
Located on the Lings Upper site. The existing Primary Care Centre is located here with car parking provision. The remainder of the site is predominantly scrubland, with 4 houses and a series of garage structures.

The site's topography slopes down from west to east, as a series of terraces still exists from the previous building's substructure.



3.2 Access to the Study Site

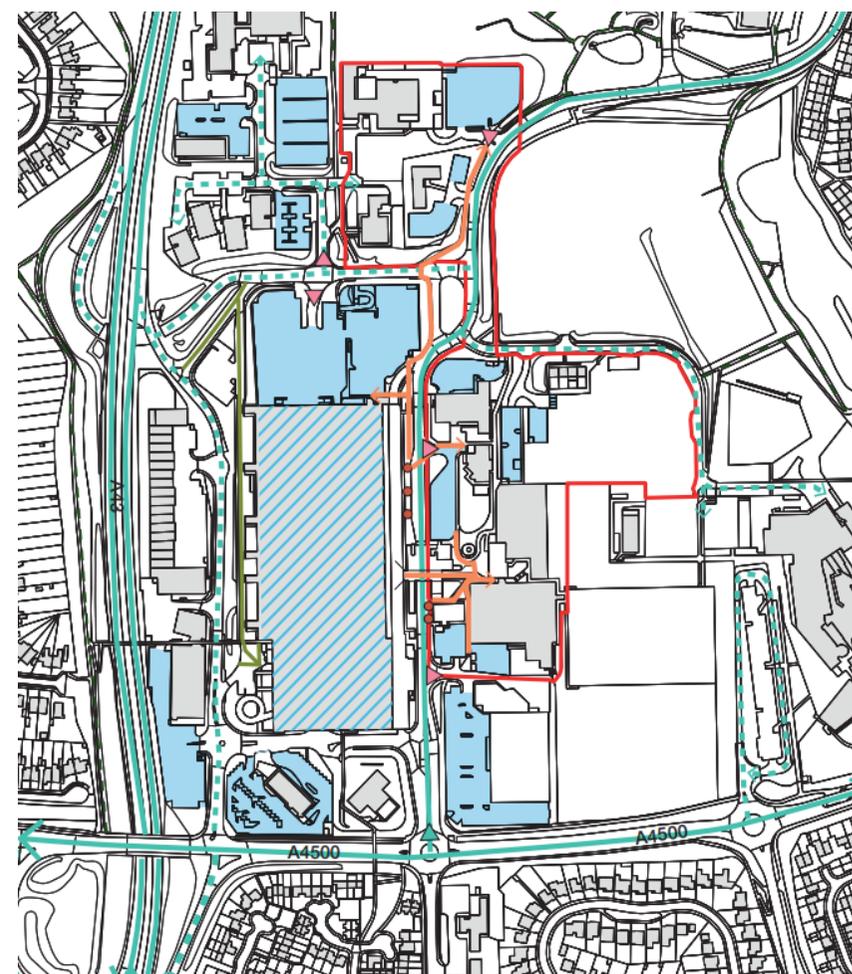
It is important to understand the connectivity, pedestrian routes and the vehicle routes for the study site in comparison to the local area. Figure 3.3 identifies the existing primary pedestrian (highlighted in orange) and vehicle (highlighted in turquoise) approaches and access routes. Parking provision is also highlighted within figure 3.3 by the light blue areas, which includes the facilities' current parking areas.

It is important to understand the main vehicle access points as Northampton has high car ownership (75.6%). The main access for vehicles is along Billing Brook Road, which runs through the middle of our study site and separates the site and the Weston Favell Shopping Centre. Additionally, the study site has excellent access to two of the main A roads that service the eastern district and the connection to Northamptonshire. The A4500 is to the south of the study site and the main connection route to Wellingborough. There is also the A43, which is located to the west of the study site and is the main road connection to Kettering.

In addition, to understand the main vehicle access routes and points, it is important to consider the pedestrian access routes and the proximity to the public transport network. One objective of this development is to improve the active environment (cycle and walking network) around the current site. The eastern and southern boundaries of the site are fairly impermeable and there is limited access for pedestrians. The main pedestrian access points are to the north of the study site, which is indicated by the orange lines in figure 3.3. However, due to the study site's location and proximity of other facilities, there is no pedestrian access to the east and north east.

The study site has extremely good public transport links, which is due to the proximity of the Weston Favell Shopping Centre. There are a number of bus stops located on Billing Brook Road, which run services to various locations including Duston, Brackmills, Silverstone, Corby, Moulton, and the Northampton Town Centre.

Figure 3.3: Access Routes to the Study Site



3.3 Building Typologies

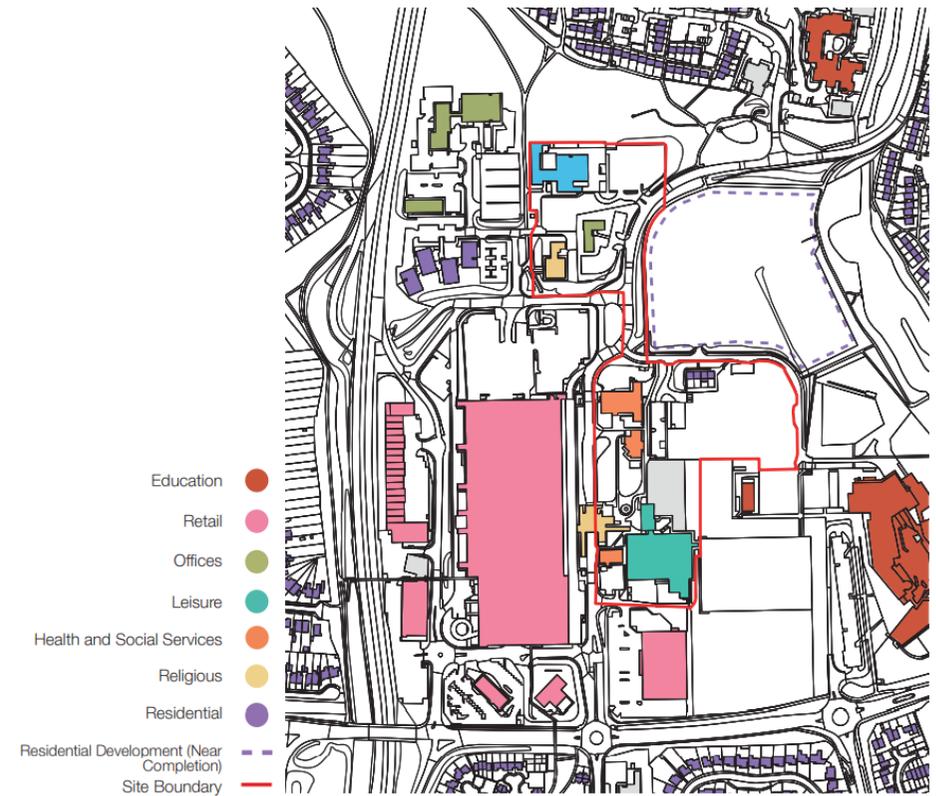
Figure 3.4 highlights the various buildings within and around the site. These buildings are clearly zoned by usage, which highlights the number of services and occupiers on and around the study site.

Within the study site boundary, there are a number of facilities that provide important services for the community of Northamptonshire. In the northern section of the site, there is the Northamptonshire Police Station (highlighted in blue), the Chartered Association of Building Engineers offices, and the Sacred Heart Church.

The service provision is located within the southern area of the study site, which can be found to the east of the Weston Favell Shopping Centre. The buildings on this area of the site, include: The Forum Centre (Children’s Services), Olympus House (Adult Services), the Weston Favell Health Centre, and the Lings Forum Leisure Centre. In the southern area of the site, there is also a small area that is currently occupied by residential property. The decanting of these residential properties will need to be considered if the southern area of the study site provides the best opportunities for the Health and Wellbeing Hub.

As you can see in figure 3.4, there is considerable retail provision, which is predominately provided by the Weston Favell Shopping Centre at the west of the study site. However, there is also a large retail store located to the south of our study site, which is currently occupied by B&M. On the border of the study site there is the Emmanuel Church.

Figure 3.4: Building Typologies on the Study Site



3.4 Current Facilities in Weston Favell

The Health and Wellbeing Hub aims to bring together a number of key services into one building. This section of the site analysis explores the facilities that have been considered by the Consultant Team for inclusion in the new hub. It is important to examine the current site, operations and quality of the building to understand the opportunities and constraints for each of the services and buildings. The facilities that will be examined are Lings Forum Leisure Centre, Olympus House (Adult Services), The Forum Centre (Children Services), Weston Favell Health Centre (GP Surgeries and Dental Practice), Northamptonshire Police Station and the Weston Favell Library which is currently located within the Weston Favell Shopping Centre.

3.4.1 Lings Forum Leisure Centre

Lings Forum Leisure Centre is located on Billing Brook Road and is located within the study site. The leisure centre was built in 1972 and is owned by the Council and managed by Northampton Leisure Trust. NLT was established in 2011 with a 15-year contract until 2026. The Consultant Team understand that in 2018 the Council agreed to FRL with the Trust for all the sites, however the current status of the lease (and whether this has been agreed for Lings Forum) and the imminent change to the new Unitary Authority need to be clarified.

Lings Forum Leisure Centre provides an important leisure service for the local community of Weston Favell. The facility provides a number of sport and leisure facilities, which include:

- 65 station health and fitness suite
- 6 court sports hall
- 2 fitness studios
- 4 squash courts
- 6 lane 25m swimming pool

Due to the age of the building, there are a considerable constraints and problems with the structure of the building. The recent options appraisal

undertaken by Northampton Leisure Trust stated that the leisure centre is “extremely inefficient in terms of energy consumption, all Plant and Equipment is beyond its useful life (as determined by the Condition Survey carried out in 2010), and the facility does not meet the needs of its customers now and in the future.”

The building has several limitations which include:

- Uninspiring and outdated external and internal appearance fails to promote participation and showcase activities;
- Entrance experience is disconnected from the streetscape and the building misses an opportunity to present itself as a destination;
- Inward looking spaces with poor quality of natural light and a lack of connection with the outside fail to support wellbeing of the occupants;
- Building layout promotes inefficient circulation and lacks legibility of activity spaces;
- Internal finishes are largely worn and outdated;
- Ageing building services fail to deliver a quality environmental control and user experience.

Figure 3.5: Lings Forum Leisure Centre



3.4.1.2 Lings Forum Leisure Centre – Current Operations

This section summarises the findings of a review of the current operational and financial arrangements regarding the leisure management contract.

Lings Forum is operated by NLT on behalf of WNC and in 2019/20 prior to the Coronavirus pandemic it generated a surplus in excess of £415k per annum to support the Trust’s operations across Northampton including other leisure facilities without recourse to any financial support from WNC.

3.4.1.3 Operator’s Perspective

Key points from consultation include:

- Health and Fitness and Group Exercise can be limited due to the design and outlay and lack of studio space.
- The sports hall design limits its flexibility, and the centre has been designed to surround this large space.
- Swimming pool is too small and with only the one water space, there are limited opportunities to expand and meet demand for the swimming school and more flexible activity.
- Surrounding areas outside are in poor condition and community safety has been an issue during winter months.
- Successful operation of the site has seen very successful levels of junior membership.
- The cinema remains a very popular part of the leisure centre offer and a key part of the future needs for any new centre.

3.4.2 Weston Favell Health Centre

Weston Favell Health Centre is located on Billing Brook Road and comprises two GP surgeries (Favell Plus Surgery and Mayfield Surgery) with a combined patient list of c. 20,000, a dental practice (Weston Favell Dental Surgery) and a range of community health services provided by Northamptonshire Health Foundation Trust (NHFT), including physiotherapy, podiatry and speech and language therapy. It is also likely

that the community midwifery team run by Northampton General Hospital will be providing services at this site shortly.

This site is owned and managed by NHS Property Services and provides important health and wellbeing services for the local community in the Weston Favell area. However, the building itself is no longer fit for purpose, with a less than optimal design. Users of the building have commented on it needing ‘major refurbishment’ and the layout of the building is confusing and needs to be improved. Users have also fed back that disabled facilities need to be redesigned.

3.4.2.1 West Favell Health Centre – Current Operations

The building is currently managed by NHS Property Services (NHSPS), for which the NHS is charged an additional management fee. The GP Practices and the Dental practice have expressed concern about the level of the service charges. All occupants of the building are tenants of NHSPS, although NHFT also utilise some sessional space, in addition to their leased premise.

Basic costs for the entire building for FY 2019/20 are:

Rent	£210,000 (E)
Rates	£ 30,000
FM & Service Charges	£369,00 (E)
Total	£609,000 pa

3.4.2.2 Operators Perspective

In discussion with the practice, the dental surgery and the midwives, they agreed they would like to be housed in the new facility. The GP practices, whilst they would welcome more space, have accepted a replication of the current footprint. However, given that the current space is not laid out optimally, there is scope to provide significantly more useful clinical space on the same footprint, particularly given the potential for digitisation of

medical records. The only change is to add a minor ops suite to be shared by both practices. The dental practice would like to take a slightly reduced footprint, but still providing the same quantum of services.

NHFT would like to continue with a similar footprint within the health centre but are keen to expand the range of services provided on the Weston Favell site, through a suite of rooms in a ‘central hub’ accessible to a range of service providers and separate to the health centre. These rooms will be for the provision of mental health services, group consultations and meetings and for the emerging Primary Care Network roles, such as social prescribing link workers. The other key addition to the NHFT footprint is a physiotherapy gym and options are being considered in order to incorporate this into the leisure centre, to achieve a truly integrated health and wellbeing service.

Figure 3.6 Healthcare Centre and Car Parks



3.4.3 Olympus House (Adult Services)

Olympus House is currently used by Northampton’s Adult Social Services (NASS). NASS support those who need more help for certain physical, cognitive or age-related conditions; in carrying out personal care or domestic routine and to sustain involvement in work, education, learning, leisure and other social support system in building social relationships and participating fully in society.

Olympus House is an ageing facility that is split across two floors. The ground floor is predominantly used to provide NASS’ services with a number of activity rooms, toilets, reception and a kitchen. The first floor is mainly office space for NASS staff, which also has a meeting room, a board room, toilets and a kitchen.

Figure 3.7 Olympus House



3.4.3.1 Operator's Perspective

As with all the facilities on the study site, NASS highlights the poor and dated environment for both their users and their staff.

The centre remains a key location for the County so its re-provision within the new community hub is vital for the current services provided alongside the ever-growing pressure on adult social care.

The surrounding environment is also a factor in their current provision for both their user groups and staff – poorly lit car parks and environment limits the capacity to deliver more wraparound care and meet the demands.

NASS considered there to be excess office space for their service requirements at present and moving forward in relation to what is currently provided.

Dedicated activity space was very beneficial and this needs to stay as part of the future offer; NASS would like to be involved in future designs.

3.4.4 The Forum Centre (Children's Services)

The Forum Centre is a dedicated contact centre for Northamptonshire Children's Trust, who are part of Northamptonshire County Council and provide children's services in the following areas:

- Adoption and fostering
- Help and protection for children
- Early Years
- Schools and education
- Special educational needs and disability
- Youth offending service

The current Forum Centre has a number of facilities but is predominantly made up of a number of groups rooms, where the contact services are provided by the Children's Trust.

Figure 3.8: The Forum Centre



- The Children’s Trust would like the contact service to be closely aligned to the future community setting to remove the stigma for the children. This could include leisure centres and better open space.

There are a number of opportunities to reconfigure this facility to ensure the facility works better for the children’s trust delivery of services. The Forum Centre provides an important service for the community of Weston Favell and is considered a key asset for the Children’s Trust.

3.4.5 Weston Favell Library

Weston Favell Library has been serving the town’s eastern district for over 40 years, providing books, advice, education, and entertainment to generations of local people. The Library is currently operated by Northamptonshire County Council First For Wellbeing service, who operate a number of libraires in Northamptonshire.

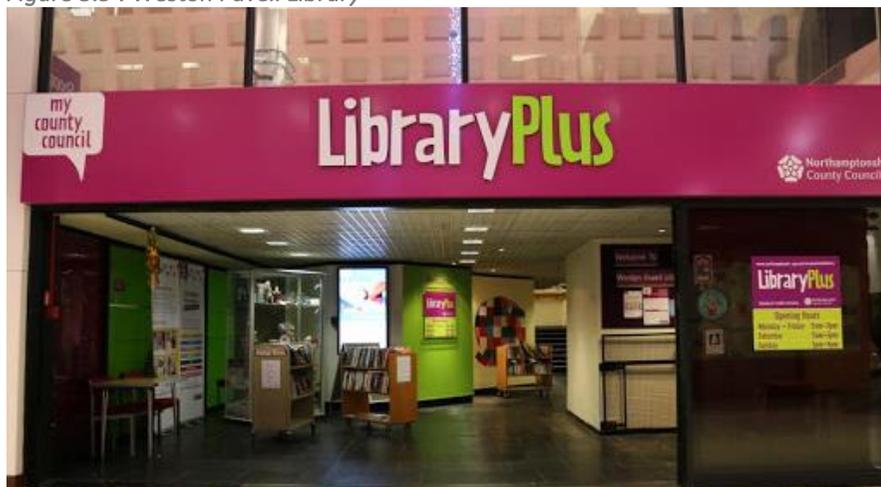
The library is not currently located within our site boundary but is located within the Weston Favell Shopping Centre, which is in close proximity to our study site. The location of the current facility creates both opportunities and constraints for the library service. The footfall of the shopping centre is extremely important for the library. Weston Favell currently accounts for 12.4% of total physical visits across the service. However, being located within a commercial facility does mean the cost of renting is higher than most comparable libraries.

3.4.4.1 Operator’s Perspective

During our stakeholder consultation, we engaged with Northamptonshire Children’s Trust to understand the site in greater detail. The key discussion points have been summarised below.

- There are 4 contact service sites in the county, but the Forum Centre is the biggest.
- The Forum Centre is a dedicated site, which means the Children’s Trust have control over the facility.
- The forum is currently the centre that is used the most and accounts for 60% of all contact care in Northampton. This is because of the size of the building, which allows for a more efficient service as multiple rooms can be used at the same time.
- The function of the facility is needed, but the building itself needs to change.
- The Children’s Trust want the ability to control who can enter, the size and capacity of the building.

Figure 3.9 : Weston Favell Library



3.4.5.1 Operator's Perspective

The key discussion points have been summarised below:

- The current library is very tired and unloved.
- The service has been considering leaving the shopping centre for a long time because the rent and service charge are high.
- The Service Manager noted that they currently have a space larger than they probably need if access to other flexible spaces were to be provided in any new development.
- In the current library there is a lack of repairs, leaking roofs and no natural light.
- To date they have not been able to find a good facility to replace the current library, which is why they have not refurbished the library as they were hoping to move away.
- The library is keen to work with health partners and become more integrated within the public health agenda to help the health and wellbeing of the Weston Favell residents.

The inclusion of the Weston Favell Library as part of the wider facility mix provides a number of opportunities. The current facility provides an important service for the local community. From the consultation with the Library Service Manager there is a clear demand for the facility to be re-located. The Consultant Team believe that the opportunity to provide a new and improved library as part of the Health and Wellbeing Hub would be mutually beneficial for both parties. The new library would resolve the issues of relocation and the high rent and service charges, which would be beneficial for the library service.

3.4.6 Northamptonshire Police – Weston Favell Police Station

Northamptonshire Police currently operate the Weston Favell Police station, which is to the north of our study site. In 2017 Northamptonshire Police undertook an Estates Strategy exercise to identify the future need for facilities within the County. The outcomes of this exercise were that Weston Favell Police Station would not be part of the future plans and would be vacated (and placed on the market).

During our discussions with Northamptonshire Police, they have been working on exit strategy for the past 12-18 months which will enable them to leave the Weston Favell site. They stated that they expect this to be around Easter/summer in 2021. However, the land needs to show value for the police and will be sold at market rate. They estimated that the land is worth approximately £1.5m-£2m. However, progress has stalled due to the ongoing Covid-19 pandemic.

Figure 3.10: Weston Favell Police Station



Northamptonshire Police have recognised that the current Weston Favell Police Station is surplus to requirements. The current facility provides an important service for the eastern district of Northampton as the main front desk and the busiest station in the county. Therefore, Northamptonshire Police would like to have a presence in the Weston Favell Area. The Consultant Team believe that there is an opportunity to provide some provision within the Health and Wellbeing Hub for the Northamptonshire Community Neighbourhood team.

3.4.6.1 Operator's Perspective

During our stakeholder consultation, we engaged with Northamptonshire Police to understand the site in greater detail. The key discussion points have been summarised below:

- The current site is the main front desk for Northamptonshire and is the busiest station in the county.
- The police noted that the current building is ageing and is in need of improvement.
- The area of Weston Favell needs to be improved. The commissioner is keen to have a better-quality environment to prevent crime and help reduce anti-social behaviour.
- The police noted that they would be open for a land swap if they got the right land in the right location.
- Northamptonshire Police noted that they wanted to keep a police presence in Weston Favell, which would be the neighbourhood policing team.
- The new Police provision would need to include approximately 40m² of office space and a secure car park for Police vehicles.

Section 4 – Strategic Context



4. Strategic Context

4.1 Introduction

This section of the report reviews the policy and strategic context for the assessment of options for the facilities at Weston Favell as part of the wider development of the site. It is important that the strategic priorities and policy objectives of relevant local, regional and national organisations are considered with regard to the replacement and development of any new health, leisure and wellbeing facilities at Weston Favell. A strong alignment with key strategic priorities will be vital in determining the success of the project and ensuring that it continues to operate sustainably, attract funding and meet the needs of the local community.

The success of the proposed facilities will depend to a large extent on their ability to deliver a number of outcomes across a wide range of agendas including sport and physical activity, health, education and community cohesion.

As part of this review, a range of strategies, policies and plans have been examined and summaries are presented in Appendix 3. Relevant key messages have been extracted from each leading document along with key outcomes and actions which any potential facility development can support. This process helps to demonstrate that plans for the development of new facilities for leisure and health at Weston Favell can be of strategic relevance to a wide range of partner groups and organisations. This will help to ensure that they are well-used and of great benefit to the community and also potentially worthy of investment from partner organisations.

4.2 Sport England – “Uniting the Movement (2020)”

Sport England have recently released a new 10-year strategy, “Uniting the Movement.” This strategy sets a clear vision for the next ten years for Sport England and partners which is to have “A nation of more equal, inclusive

and connected communities. A country where people live happier, healthier and more fulfilled lives.” The mission of this strategy is “to invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are.” Sport England’s previous strategy “Towards an Active Nation” had a key focus on improving the activity levels of the nation. Uniting the Movement mission is underpinned by three key objectives:

1. Advocating for movement, sport, and physical activity: Sport England have a responsibility to advocate for the transformational impact sport and activity can have on the nation’s health and wellbeing.
2. Joining forces on five big issues.
3. Creating the catalysts for change.

The “five big issues” that Sport England are targeting include:

- *Recover and Reinvent*: Recovering from Covid-19 to reinvent a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.
- *Connecting Communities*: Focusing on sport and physical activity’s ability to make better places to live and bring people together.
- *Positive Experiences for Children and Young People*: An unrelenting focus on positive experiences for all children and young people.
- *Connecting with Health and Wellbeing*: Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.
- *Active Environments*: Creating and protecting the places and spaces that make it easier for people to be active.

Sport England acknowledge that these five issues require change and improvement to ensure sport and physical activity is delivered better. These catalysts for change include:

- *Effective Investment Models*: The right kinds of investment, timed well and delivered skilfully can stimulate demand, provide opportunities to get active, enable innovation, encourage collaboration, reduce inequalities and enable greater sustainability.

- *Realising the Power of People and Leadership*: The people who spend their time helping others to be active are our most precious resource and their potential is limitless. They are the key to adopting and achieving the ambitions in this strategy.
- *Applying Innovation and Digital*: Times are changing, and so are people's expectations. In the face of significant opportunity and change, its critical innovation, including digital, is applied to the big issues that are holding many more people back from being active.
- *High-Quality Data, Insight and Learning*: Key to collaborative action is a shared understanding of the opportunities and the challenges that we face together.
- *Good Governance*: Good governance, and a commitment to positive, effective, safe delivery of opportunities at every level is how intentions and ambitions are enshrined into ways of working.

Uniting the Movement is a bold strategy which sets a clear vision for the next 10 years, which is guided by investment into sport for those who most need it, and a blend of national and local action. The project at the study site contributes across the Sport England's strategic focus. The developed facilities, together with the improvements to the circulation routes and the quality of the public realm, will provide an attractive setting for inactive people (including under-represented groups) to be supported into changing their physical activity behaviour. Through the development of new facilities, it will give the opportunity to **connect with communities** by providing a destination for the local community to have access to high quality health and wellbeing facilities. **Children and Young People** are central to the Weston Favell development as the Health and Wellbeing Hub incorporates the Council's Children's services contact centre. The Health and Wellbeing Hub aims to provide positive experiences for children and young people. **Connecting with Health and Wellbeing** is a key aim of this project as it looks to provide Council services, health and wellbeing services and physical activity opportunities under one roof. The Weston Favell Health and Wellbeing Hub will create an **active environment** where people have the

opportunities to be physically active. This project sits within the strategic objectives of the "Uniting the Movement" Strategy and Sport England are advocates of the approach to join up services as proposed within this study.

4.3 Health and Wellbeing

A key strategic partner of this project is the local health partners that operate within Weston Favell and Northampton. NHS organisations and local councils in England are joining forces to coordinate services around the whole needs of each person and to ensure full population coverage of the services that they provide. Their aim is that people can live healthier lives and get the care and treatment they need from the right person, in the right place, at the right time. Integrated care is about giving people the support they need in a joined up and co-ordinated way across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services such as social care, housing, public health and wellbeing services. In the past, these divisions have meant that too many people experienced disjointed care.

Integrated care systems (ICSs) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces health and wellbeing inequalities between different demographic groups in the community.

Since 2018, there has been a deepening of the relationships in many areas between the NHS, local councils and other important strategic partners such as the voluntary, community and the social enterprise sector. They have started developing better and more convenient services, investing in keeping people healthy and out of hospital and setting shared priorities for the future.

The NHS Long Term Plan confirmed that all parts of England would be served by an Integrated Care System from April 2021. An important part of the NHS vision is that decisions about how services are arranged should be made as close as possible to those who use them and involve service users/patients in the design and evaluation of those services. For most people, their day-to-day health and care needs will be met locally in the town or district where they live or work. Partnership in these ‘places’ is therefore an important building block of integration, often in line with long-established local authority boundaries. But one of the strengths of the system is that arrangements can be adapted to reflect what makes sense locally.

Whilst demand for NHS services continues to grow, it is intended that integrated care will provide a key solution for meeting this continued demand, by doing the following: redesigning healthcare so that people get the right care in the optimal care setting (for example, by providing better social care and community support to slow the development of older people’s frailty; and fundamentally redesigning outpatient services so that both patients’ time and specialists’ expertise are used more appropriately);

- improving upstream prevention of avoidable illness and its exacerbations. So, for example, diabetes prevention through obesity reduction by promoting healthy lifestyles, and reduced respiratory hospitalisations by reducing the incidence of smoking and from lower air pollution.
- Providing better support for patients, carers and volunteers to enhance ‘supported self-management’ particularly of long-term health conditions.
- supporting GP practices to work together at scale with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas in groups of practices known as primary care networks (PCNs).

PCNs build on existing primary care networks and services, enabling greater provision of proactive, personalised, coordinated care and more integrated

health and social care for people closer to their home. Clinicians describe this as a change from reactively providing appointments to proactively caring for the people and communities they serve. The emergence of PCNs has provided significant new investment into new primary care roles, including additional clinical pharmacists, physician associates, first contact physiotherapists, community paramedics and social prescribing link workers. This will enable primary care to have the skills and capability to operate as part of integrated teams, including social prescribing.

Social prescribing is a key component of Universal Personalised Care set out in the NHS Long Term Plan and is a way for local agencies to refer people to a specially trained link worker, who can give people time, focusing on what matters to individuals and taking a holistic approach to people’s health and wellbeing. They connect people to community groups, can prescribe fitness and wellbeing services and refer people to other statutory services for practical and emotional support.

Social prescribing works for a wide range of people, including people:

- with one or more long-term conditions
- who need support with their mental health
- who are lonely or isolated
- who have complex social needs which affect their wellbeing.

It therefore fits clearly with the development of integrated care and enhancing population health management locally with a focus on prevention. In particular it can be used to proactively address those health and social inequalities which are known to have increased during COVID-19, and those groups who may have been disproportionately disadvantaged.

These policy priorities are aligned very closely with the direction of travel for Weston Favell, with its aspiration as an integrated care hub, with close links to Primary Care Networks, social prescribing and addressing health inequalities.

4.4 Economic Impact of Physical Activity

Sport and physical activity contribute significantly to the national economy, in terms of spending, economic activity and employment. Community sport and physical activity in England has a social and economic value of £85.5bn (Sport England, 2020). Whilst it is clear that sport contributes significantly to local economies, further insight from the Local Sport Profiles estimates that physical inactivity costs the national economy £7.4billion in healthcare, premature deaths and sickness absence per year.

The redeveloped facilities at Weston Favell will help to increase the already significant investment in sport and physical activity across Northampton, but the identified need and importance of providing a diverse offer through the redeveloped facility will also help towards reducing the sizeable costs of inactivity for local communities. Investment into sport and physical activity is key as Sport England research has shown that for every £1 spent on sport and physical activity, almost £4 is generated in return across health and wellbeing, stronger communities and the economy.

4.5 Strategic Importance of Weston Favell

Alongside the statistics associated with improved levels of physical activity and the overview presented earlier within this section the Consultant Team have also undertaken an outline review of the strategic impact of the Weston Favell Health and Wellbeing Hub under a number of key headings, which are explored further below.

Behaviour Change

Tackling inactivity, increasing the number of people with a regular activity habit and sustaining participation among those who are already active will undoubtedly deliver multiple benefits to health, wellbeing, social and economic outcomes. But behaviours are hard to change, and the behaviour change journey is multi-faceted.

People' activity levels significantly fluctuate at different stages in their lives. Some have negative associations with physical activity and sport and are harder to engage than others. People move through the journey at different paces, face different challenges and require different levels of support. The ambition and vision for this site is to ensure that people feel motivated, able and supported to change their behaviours and lead more active lives. Weston Favell Health and Wellbeing Hub has an important role to play for the local community as it is located in an area of high deprivation which is usually associated with lower activity levels. It is important that the facilities at Weston Favell provide opportunities for everyone to be physically active and lead healthier lifestyles. In Northampton, 28.5% of people are inactive, which is currently above the national and regional averages. In addition, the Northampton health statistics are also alarming as they are mostly below the national averages. The facilities at Weston Favell will help support the behaviour change of many residents by providing easily accessible and high quality of health and leisure facilities. Having a range of facilities and services in one central location will give people the opportunity to live a healthier and more active lifestyle.

Capability, Motivation and Opportunity

Capability, motivation and opportunity are vitally important in helping people to make choices to lead more active and healthier lifestyles. 14.2% of people in Northampton are fairly active which means they are active but it's less than the recommended amount. This percentage of people is above the national and regional averages, which highlights that people in Northampton have the desire to be active.

Opening up and widening the offer for physical activity and sport, improving the quality of the facilities, improving the openness and permeability of the site (as presented within the design proposals) will contribute to a wider range of people interested and motivated to use the site and for many, introduce physical activity to their daily lives. The proposed development will continue to serve those active people and generate further

opportunities for those who are fairly active and inactive. However, the measure of its success and wider impact will be to draw in an increased number of inactive people who feel that the new facilities will enable them to participate and reduce the barriers that exist.

Health and Wellbeing

Northamptonshire Health and Wellbeing Strategy sets a clear vision for the community, which is to “improve the health and wellbeing of all people in Northamptonshire and reduce health inequalities by enabling people to help themselves.” This overarching vision for Northamptonshire is underpinned by four main priorities, which include:

- Every child gets the best start
- Taking responsibility and making informed choices
- Promoting independence and quality of life for older adults
- Creating an environment for all people to flourish

The development of the Health and Wellbeing Hub in Weston Favell encompasses these four key priorities and will help support the wider delivery of the Northamptonshire’s Joint Health and Wellbeing Strategy vision. The facilities at Weston Favell will include the current two GP and one dental surgeries that are based onsite currently. The co-location of facilities provides an excellent opportunity to work together in providing health and leisure programmes for the local community. Additionally, maintaining an active life is important for people’s social, mental and physical wellbeing. Therefore, it is important to have high quality facilities that provide the community with the opportunity to lead an active life. The development of the Weston Favell Health and Wellbeing Hub will help provide a better facility mix that can help reduce the latent demand in the area and support the future population growth in Weston Favell and Northampton.

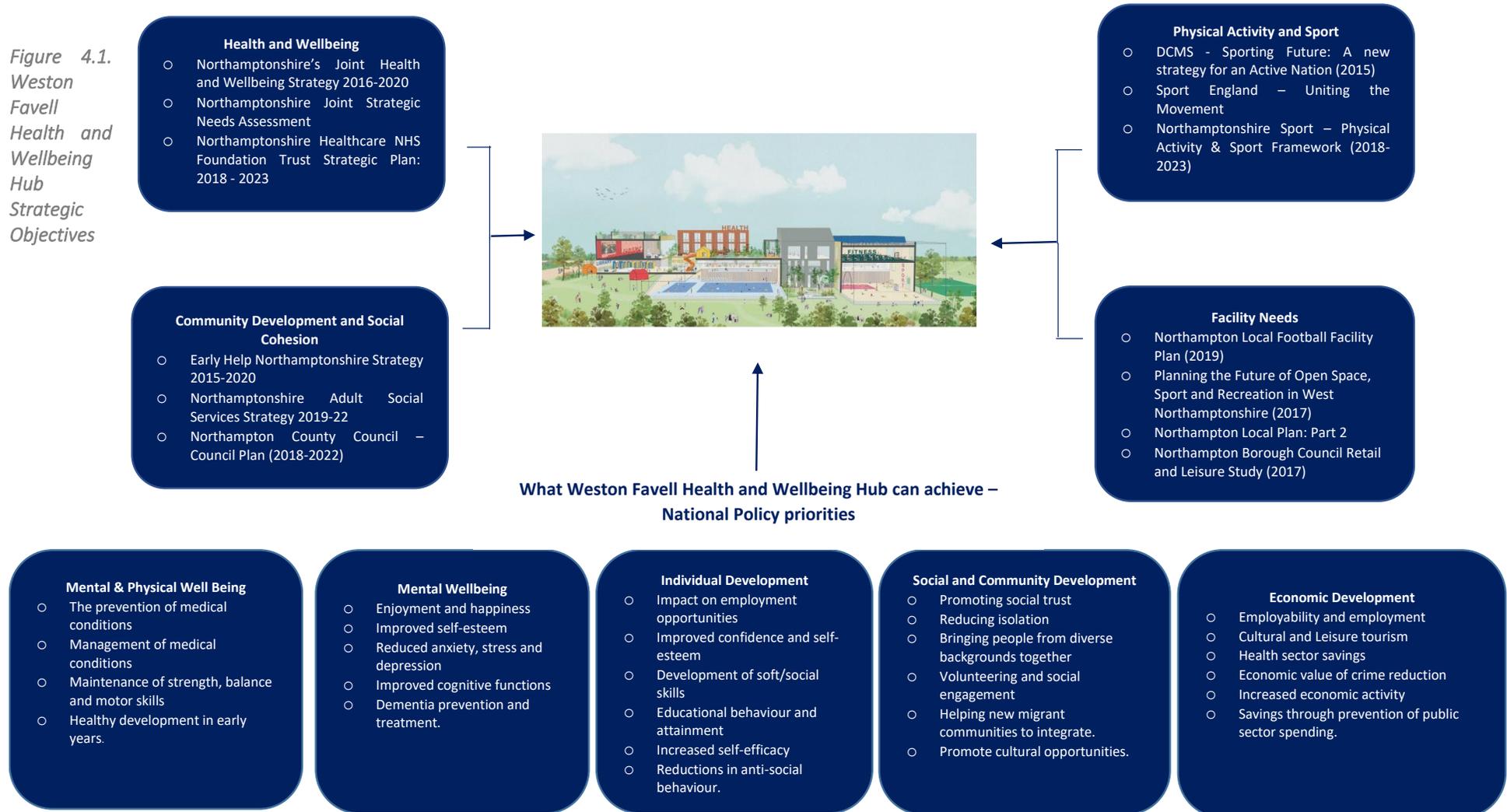
Physical Activity

Physical activity and sport can contribute towards a wide range of socio-economic outcomes. The health and wellbeing benefits associated with being physically active are both wide reaching and irrefutable. In addition to health and wellbeing benefits, physical activity is also linked to evidence of improved educational attainment, either directly (improved grades, school engagement, behaviour and reduced absenteeism), or indirectly (by enhancing skills such as self-control and concentration, team working and time management).

Positive impacts on employability include greater employment opportunities, earnings, job performance and job satisfaction. The evidence around young people not in education, employment or training shows the positive impact of taking part in sport or volunteering in terms of employability. Evidence also shows a positive association between sport and physical activity and self-efficacy (for example motivation, goal setting and commitment), for groups including elderly people and disaffected young people. Other evidence includes an increased willingness to volunteer and the development of soft skills, such as integrity, responsibility and leadership.

The Weston Favell Health and Wellbeing Hub can have a very positive impact on levels of physical activity and subsequently improve the health of local residents. Additionally, it can improve and provide opportunities for sport and continue to build upon Northampton’s rich heritage of sport. There is an opportunity to build further partnerships with the University of Northampton and the healthcare partners to help deliver health and wellbeing programmes to support the local population to live a healthier lifestyle. This wider role of health-related impact and the connection to leisure is a central part of the case for investment into Weston Favell.

Figure 4.1.
Weston Favell Health and Wellbeing Hub Strategic Objectives



4.6 Summary

The potential development of the Weston Favell Community Health and Wellbeing Hub represents an exciting opportunity for the Council, health partners, the local community and a range of wider partners. In determining the most appropriate facility mix for the site it will be important to consider the strategic impact of options with regards to meeting long-term identified priorities relating to sports development, health and wellbeing, community development and physical regeneration. This will have an impact on the long-term sustainability and viability of the facility as well as ensuring that the facility provides the best possible option with regards to meeting the needs and demands of the varied catchment for the site.

Nationally, key aims for physical activity is to decrease the number of inactive people in England and improve the health and wellbeing through the benefits of physical activity. Our project will enable the population of Northampton to access high quality indoor and outdoor facilities to participate in physical activity. This will create a physically active culture and a hub to encourage the benefits of the physical activity. The facilities at Weston Favell have a key role to play in the delivery of the vision, aims and priority health and wellbeing, and social outcomes for Northamptonshire.

Weston Favell is already an important site within the local area, as it currently provides a range of facilities and services for the local population. The new and improved facilities onsite will continue to support the work of a range of local council services and provide a better working relationship between the different departments. Alongside the work of healthcare and Council services, the site clearly also has the potential to support a sustained increase in sport and physical activity for local people and bring about a range of benefits to the local population.

Whilst any decisions regarding the potential development will be governed by financial viability and the impact that any project can have on the work of the Council and its partners, the wider community benefit and the ability

of the site to play an increased role in helping Northampton meet their aspirations across a wide range of agendas should not be overlooked.

The potential development of the Weston Favell Health and Wellbeing Hub will help deliver a range of national, regional and local strategic objectives. Additionally, the redevelopment presents the Council with the opportunity to help support the delivery of a wider range of priorities, including Health and Wellbeing. The opportunity to support these objectives could potentially increase the amount of funding available to the Council, which should be explored further. One wider opportunity for the Council to explore is the ability to build on partnerships with the University of Northampton.

The Council have the opportunity to further explore avenues to widen the social impact of the Weston Favell Health and Wellbeing Hub and help deliver national, regional and local objectives.

Section 5 – Consultation

5. Consultation

5.1 Introduction

Consultation has been at the heart of this study and has assisted in shaping the overall development planning for the future options for the Health and Wellbeing Hub. The process has involved a number of key stakeholders, service providers, public and patient consultation.

The Consultant Team have been engaging with key stakeholders throughout the process undertaking the following:

- Consultation with key stakeholders and partners for sport and health, including Local Authorities Teams, Northamptonshire County Council, School representatives, Director of Public health, Northamptonshire Sport (Active Partnership), and Sport England.
- Consultation with National Governing Bodies on funding, facility development and the supply and demand of sporting provision in Northampton.
- User survey to the leisure centre users and leading community sports clubs and a public survey to help understand the current and future demands for leisure provision in Northampton.
- Patient Survey for the two GP surgeries based at Weston Favell to help understand the patients views on the current facilities available.
- Community consultation through the public survey and virtual consultation room.

Despite the restrictions on physical meetings during the Covid-19 pandemic there was a very encouraging response to the consultation process and the on-line consultation room resulted in a high response rate and very positive feedback.

5.2 Key Stakeholder Consultation

This stage of consultation was completed with major stakeholders for health, wellbeing and leisure. This consultation enabled the Consultant Team to gain a better understanding of Northampton, Weston Favell and the opportunity to develop a health and wellbeing Hub. These leading influential stakeholders included:

- Northampton Leisure Trust
- Northamptonshire Sport
- Sport England
- Northamptonshire Police Crime Commissioner
- Northamptonshire Adult Social Services
- Northampton's Director of Public Health
- Northampton Borough Council: Finance
- Northampton Borough Council: Planning
- Northampton Borough Council: Estates
- Northampton Borough Council: Housing and Wellbeing
- Northamptonshire County Council: Property
- Northamptonshire County Council: Library Services Manager
- Northamptonshire County Council: Education
- Primary Care Networks (PCN)
- NHS Property Services (NHS PS)
- NHS NENE CCG
- Blu PCN and MMWF PCN
- William Pope
- Northamptonshire Health and Care Partnership (HCP)
- Northampton General Hospital
- Kettering General Hospital
- GP Alliance and Chair Northampton Health and Wellbeing Board
- Northampton Locality Board
- Healthwatch Northampton
- Northampton Disability Forum
- Northampton Swimming Club
- South East Midlands Local Enterprise Partnership (SEMLEP)

- Growing Together
- Emmanuel Church
- Rodericks Dental
- Mayfield Surgery
- Favell Plus Surgery
- Northamptonshire Healthcare Foundation Trust
- Silhouette Youth Theatre
- Weston Favell Shopping Centre
- Children First (Director)
- Children First (Contact Services)
- Children First (Early Prevention)
- University of Northampton: Estates
- University of Northampton: Sport and Physical Activity
- University of Northampton: Health
- Northampton Academy
- Daventry District Council
- Northamptonshire Partnership Homes

Key Findings

Full details of the stakeholder consultation are presented in Appendix 5. We have highlighted the key findings found during our key stakeholder consultation below:

- Weston Favell remains a very important district centre serving a very important part of the town.
- Investment into the health and wellbeing of East Northampton remains a strategic priority for all stakeholders.
- Investment into improving and increasing capacity within Primary Care remains a key priority for Weston Favell.
- A drive towards shared service provision (across health, wellbeing and physical activity) with Weston Favell becoming a key site for the implementation and delivery of the Integrated Care System and Social Prescribing model within Northampton and the County overall.
- This delivery model has the chance to deliver notable savings associated with more efficient service delivery and associated improvements to the health and wellbeing of residents of Northampton.
- A community hub that creates a sense of belonging and draws people in who would not regularly use leisure facilities can result in significant positive changes to people's health and wellbeing.
- Northampton Leisure Trust are very keen on the shared service approach and having a closer connection with healthcare providers in line with the Trust running health checks at present.
- NLT would like the facility to be more modern, flexible and sustainable. Swimming and health and fitness are two offers they would like to see expanded as part of this development.
- Weston Favell is currently the most popular library in the county, as it accounts for 11% of total visits, 10% of income and 6% of lending.
- The Library would require less space than it currently has onsite. There is less of a need for book shelves and more of a need for interactive shared spaces.
- Northamptonshire Police have been working on an exit strategy for the past 12-18 months which will enable them to leave the Weston Favell site around Easter/summer in 2021.
- Northamptonshire Police are keen to keep a police presence in Weston Favell in the form of the neighbourhood policing team who would require approximately 40m² of office space.
- The Forum Centre is the largest dedicated children's contact centre in the county, which accounts for 60% of the contact care in Northampton.
- The Forum Centre needs to become a modern facility with a better environment for children. The Trust needs to be able to control who can enter the building to ensure the children are safeguarded.
- The future vision for NASS is to bring together social workers, community nurses, Pharmacies and GPs to provide integrated signposting, social prescription and support.

- The dedicated space within Olympus House needs to be replicated in any new development and sufficient space for specialist equipment needs to be provided.
- The Dental Practice would like to have a slight reduction in internal area by reducing the size of treatment rooms to standard size and lose the redundant X-ray room.
- The CCG is keen for the new facility to utilise technology, including through the digitisation of records.

5.3 Service Provider Workshop

In October 2020, the Consultant Team undertook a workshop with the service providers in Weston Favell. The stakeholders included: Northamptonshire Healthcare Foundation Trust, Locality Board for Northampton, PCNs, Northampton Leisure Trust, Northamptonshire Adult Social Services, Northamptonshire Children's Trust, Northamptonshire Libraries, Northamptonshire County Council (Property), Mayfield GP Surgery, and the Favell Plus GP Surgery.

A second workshop was planned for January 2021 but due to the additional lockdown this was done via email with initial site plans shared with the service providers for feedback on the early site and facility planning.

This group discussion was focussed around five key tasks, which included:

- What are Your Top 3 Leading Priorities for any new Community Hub Building?
- Key Challenges (Part 1) – Please Identify 3 Leading Challenges to your Current Service that any New Facility Could Address.
- Key Challenges (Part 2) – What Are the Barriers to Making This Project Work? Please list 3 leading barriers.
- What Would Constitute Success for Your Service - Either to Your Service / Department Itself or to the Individual Users of Your Service?
- What Key Actions Will Move this Project Forward Across the Different Partners and Providers?

Key Outcomes from the October 2020 workshop are summarised below.

Priorities

- Feeling of community ownership
- State of the art clinical provision
- Social space – draw in population
- Shared space / flexible space
- Access to other services in one location

Challenges (current)

- Building quality- poor
- Unsuitable / insufficient space
- Cost and inefficiency
- Organisational / service boundaries
- Staff recruitment and retention
- Population growth and growing need

Barriers

- Designing in joint use
- Better / more space and cost balance
- Gaining agreed objectives across services
- Time and momentum – public sector / unitary authority
- Funding

Success

- Eastern District – Community feel valued
- Services without barriers – referral system
- Better access to primary care
- Financially sustainable

Key Actions to Move Project Forward

- Identify things that can be done before the big project – surrounding environment and landscape.

- Keep momentum – keeping the story alive.
- Focus on right services and needs for the catchment.
- Communication of next stages – staff, services and community.
- Tangible commitment across the different service providers.

Key Outcomes from February 2021 site feedback (responding to initial draft site plans)

Northampton Leisure Trust

- Activity on display and entrance / sight lines
- Larger spa
- Outdoor exercise
- F&B Central access
- Commercial leisure?

Library

- Ground floor presence
- Proximity to other services (cinema) and plant (noise)
- Access to flexible space

Healthcare

- Additional consultation rooms NHFT
- Maternity / midwife facility
- Shared space and access to other consultation rooms very positive.

Children's services

- Shared work / breakout areas
- Dedicated outdoor play area
- Outdoor play for older children (general access)

Adult Services

- Dedicated function space at the correct size
- Safeguarding considered in the designs

- Shared admin spaces but dedicated service areas

The service providers workshop provided valuable insight into the opportunities and challenges faced by the service delivery organisations that are currently located onsite. A brief summary of these findings can be seen below:

- An under-invested area of Northampton which is in desperate need of redevelopment with ageing buildings, poor public realm and a community in need of positive interventions.
- Significant health and wellbeing needs for the local catchment which require additional capacity within the primary care setting.
- Facilities and buildings that are now beyond their economic life.
- The investment into a new community health and wellbeing hub which provides a clear transition from one service to another is welcomed and remains a key priority.
- A clear facility and site management plan needs to be developed in order to ensure that alongside the facility developments a culture of partnership working can be embedded in both the facility itself as well as the service providers who will lead in the new facility.

5.4 National Governing Body Consultation

The Consultant Team contacted 18 National Governing Bodies and had a detailed discussion with nine of the leading NGB's (below). The small response rate is due to the ongoing Covid-19 pandemic, which resulted in a number of the NGB staff being on the government furlough scheme. The Consultant Team would recommend that the NGB's are consulted during the next phases of this project. These discussions were based around the current facility offer in the Borough and the future aspirations of the sport. We have highlighted an overview of the key discussion points and opportunities following discussions with:

- | | |
|---------------------------------|------------------------|
| ○ The Football Association (FA) | ○ Badminton England |
| ○ England Basketball | ○ England Boxing |
| ○ England Netball | ○ Table Tennis England |

- British Gymnastics
- England Squash
- Swim England noted that Lings Forum Leisure Centre be replaced / redeveloped with a similar sized main pool, along with the inclusion of a learner pool.
- Swim England

Key Findings:

National Governing Bodies

- Weston Favell remains a key strategic location for a number of sports and activities, including football and swimming.
- The Northampton FA and the Football Foundation would like to see the 3G pitch at Northampton Academy redeveloped as part of this overall development. This will enable more community use on the pitch.
- Table Tennis has the opportunity to fit into the wider health and wellbeing agenda and the aims that will be delivered by this health and wellbeing hub through their PING programme.
- Badminton England noted that they would like to run No Strings badminton from the new health and wellbeing hub. These sessions are non-committal sessions encouraging people to be physically active through badminton.
- Gymnastics provision and needs within Northampton should remain a consideration within the facility mix. The aspiration is to have a competition venue in Northamptonshire that accommodates Trampoline/DMT/Tumbling/Acro and Rhythmic.
- Northampton has high levels of participation for boxing, which can be seen from the strong club network in the area. The Frank Bruno Foundation have started a boxing project at the Standens Barn Community Centre, which is located near Weston Favell.
- In Northampton, there are currently six Basketball clubs with a total of 545 members, which makes Northampton one of the most active local authorities in terms of basketball participation (rank 4 out of 326).
- There is a very poor spread of Squash facilities across the area, the large population means that there needs to be a large spread of courts to meet the needs of the local population.

5.5 Public Consultation

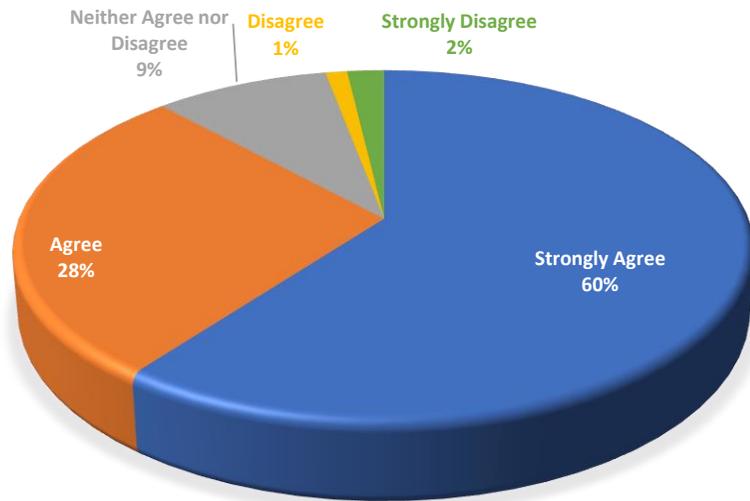
In addition to completing stakeholder consultation, the Consultant Team undertook public consultation to ensure the views of the Northampton population were considered during the development of the options for the Weston Favell Health and Wellbeing Hub. As part of this process, the Consultant Team developed a virtual consultation room, a leisure centre user survey, a patient survey, a public survey, and a student survey in partnership with Northampton Academy. In this section of the report, the Consultant Team has provided the key headlines from each survey. The full analysis of the results can be found in Appendix 5.

During the analysis of the public consultation (virtual consultation room, public survey and leisure centre user survey), the Consultant Team combined the answers to “how supportive are you of the plans to develop and enhance the sports, leisure and health and wellbeing facilities at Weston Favell?” In total there were 638 responses to the following question.

Feedback from the participants was extremely positive with 60% strongly agreeing and 28% agreeing with the plans to develop and enhance the facilities at Weston Favell.

These results shows that the public recognise the importance to invest in facilities that can improve the resident’s health and wellbeing, especially in the eastern district of Northampton.

Figure 5.1: “How supportive are you of the plans to develop and enhance the sports, leisure and health and wellbeing facilities at Weston Favell?” results



5.5.1 Virtual Consultation Room

The Consultant Team developed a Virtual Consultation Room in replacement of the community workshops that were unable to take place due to Covid-19. The aim of this room was to highlight the progress of the project to the local community and provide an opportunity for them to comment on the thoughts of the Consultant Team. The Virtual Consultation Room is highlighted within Figure 5.2.

Figure 5.2: Virtual Consultation Room



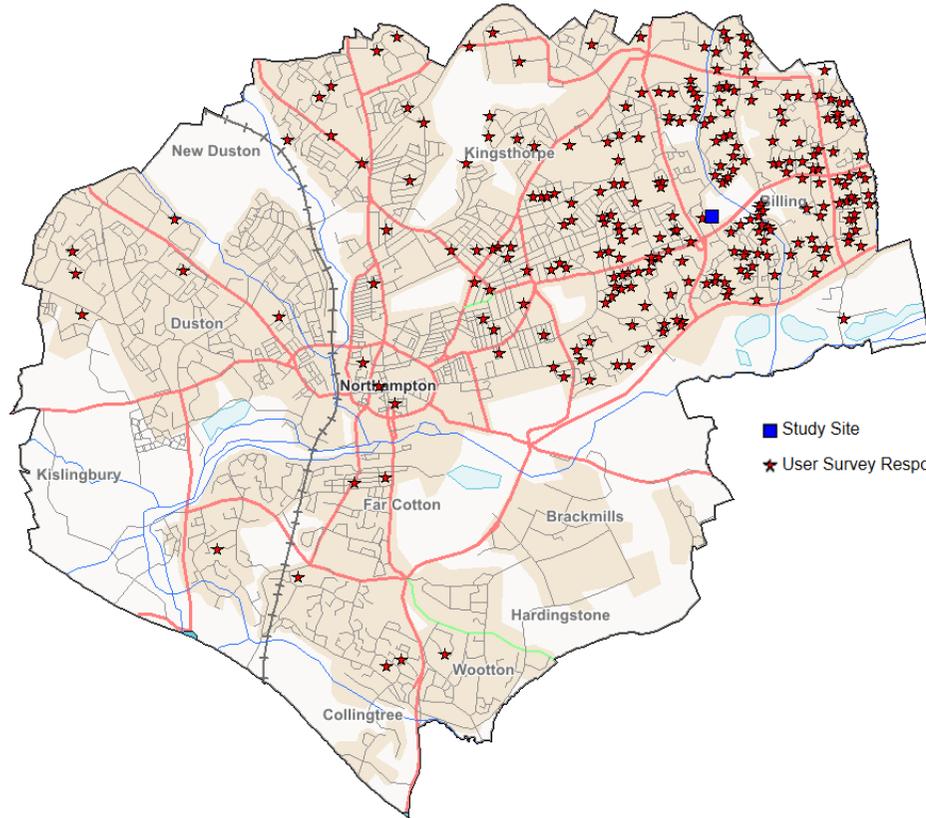
The Virtual Consultation room centred around four thematic walls, which included ‘Meet The Team’, Project, Opportunities, and a site analysis. The aim of these boards was to give the public an update and support understanding of the project and progress.

The Virtual Consultation Room also provided the opportunity for residents to comment on material presented within the room. In total there were 944 visits to the site. According to Google analytics the gender split was 49% male & 51% female. There was also a good consistent age split across the number of visits, which included 25-34 (20%), 34-44 (24%), 45-54 (24%), 55-64 (16%), and 65+ (16%).

5.5.2 Leisure Centre Survey

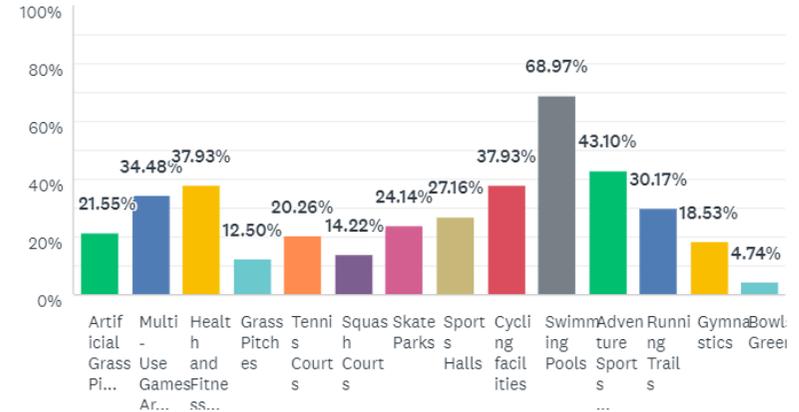
The Consultant Team developed a leisure centre user and club survey which was aimed at those who currently use sport and leisure facilities in Northamptonshire. The survey was distributed by Northampton Leisure Trust and Northamptonshire Sport, and received a total of 349 responses. As you can see from figure 5.3, the majority of the responses were in east side of Northampton.

Figure 5.3: Map of Leisure Centre Survey Respondents



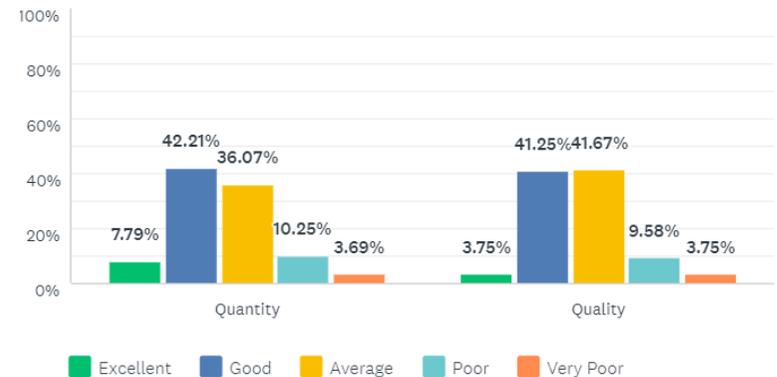
During the survey, the respondents were asked about their views on the demand, quality and quantity of the current provision within Northampton. As detailed in Figure 5.4, the most popular facilities that respondents believe to be in demand were: Swimming Pools (68.97%), Adventure Sports (43.1%), Health and Fitness Suites (37.93%), Cycling Facilities (37.93%) and Multi Use Games Areas (34.48%).

Figure 5.4: Facility Provision – Demand



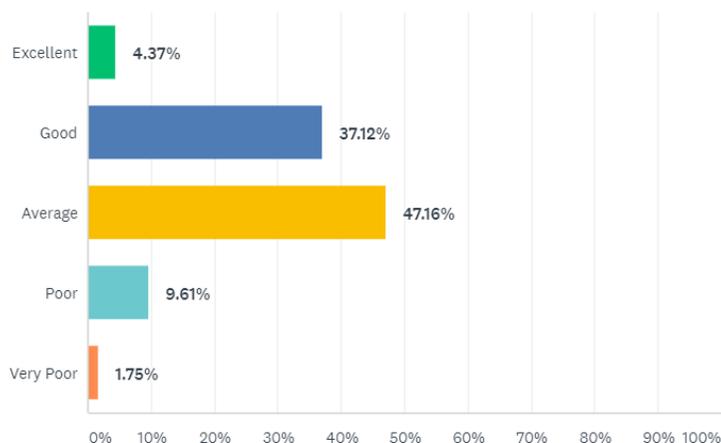
The quality and quantity of the facility provision is important to understand for any new development. As detailed in Figure 5.5, 42.21% stated that they thought the current facility quantity was good and 36.07% noted it was average. The quality of facilities in Northampton were rated good by 41.25% and were rated average by 41.67% of the respondents.

Figure 5.5: Facility Provision – Quality and Quantity



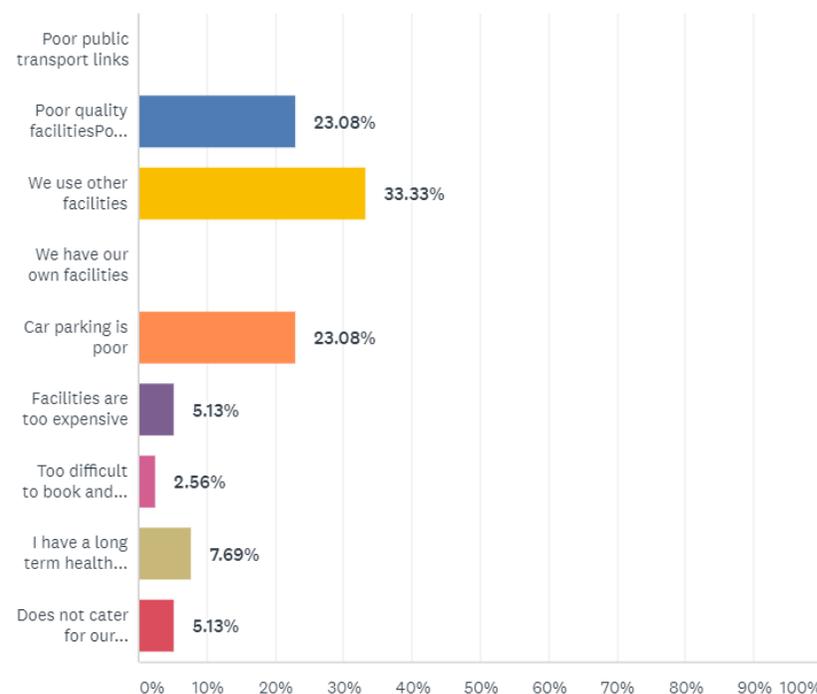
Lings Forum is an old and outdated leisure centre and has been identified as in need of refurbishment or redevelopment due to not meeting modern standards and customer expectations. However, the responses on the quality of Lings Forum were positive. 47.16% of respondents thought the Lings Forum Leisure Centre was of average quality. 37.12% of the respondents thought that the centre is of a good quality. Only 9.61% of people thought that the centre is of poor quality.

Figure 5.6: Lings Forum – Quality



There was a total of 39 respondents who identified that they did not use the Lings Forum Leisure Centre. The most common answers, demonstrated in figure 5.7, were due to using other facilities (33.3%), poor quality facilities (23.08%), and the car parking being poor (23.08%). In addition to these three main identified reasons for not using Lings Forum, there were several others identified in the responses. These included: long term health conditions, cost, and the centre not catering for the respondent’s needs. Any future development needs to consider the parking provision for the leisure centre as most attendees will access the site via a vehicle.

Figure 5.7: Lings Forum – Reasons for not using the centre

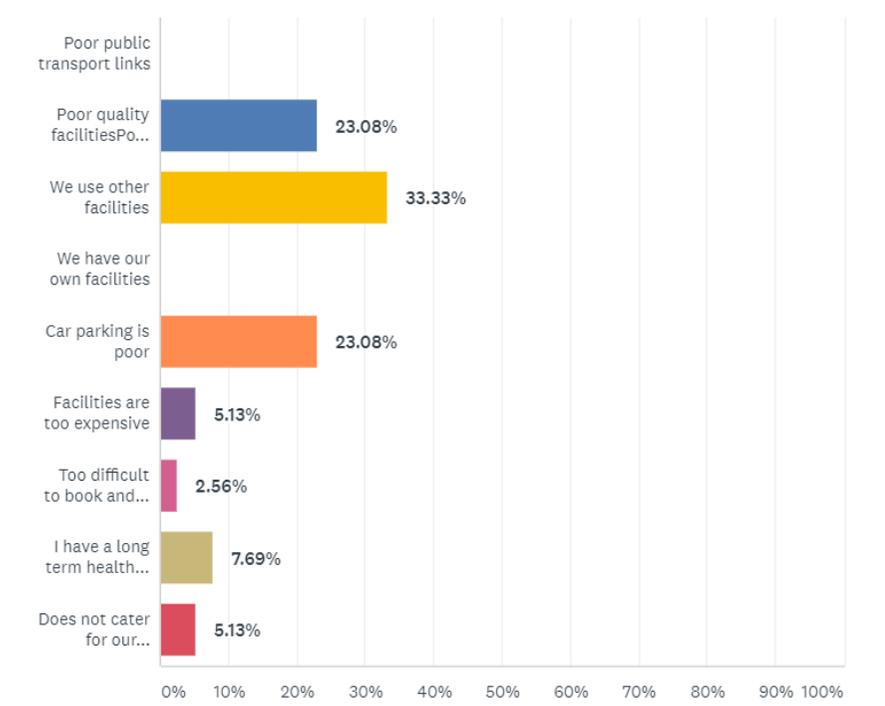


The final key headline to take away from the leisure centre user and club survey is respondents’ thoughts on the future facility mix for the Health and Wellbeing Hub. The access and quality of the Swimming provision has been apparent throughout this survey and our consultation, so therefore it is no surprise that it was the most popular facility with 75.55% of respondents stating they would like a swimming pool to be included.

In addition to the swimming pool there were a number of facilities identified, which include: Spa facilities (59.39%), cinema (58.95%), health and fitness suite (54.15%), aerobics studio (45.85%), adventure sports (47.6%).

Outside of the typical leisure centre provision, the respondents noted children's soft play (33.62%) and music and events space (39.74%) would be good to see within a new development. These facilities can help support the venue to become a more of a destination hub for the residents of Weston Favell.

Figure 5.8: Weston Favell Health and Wellbeing Hub – Future Facility Mix

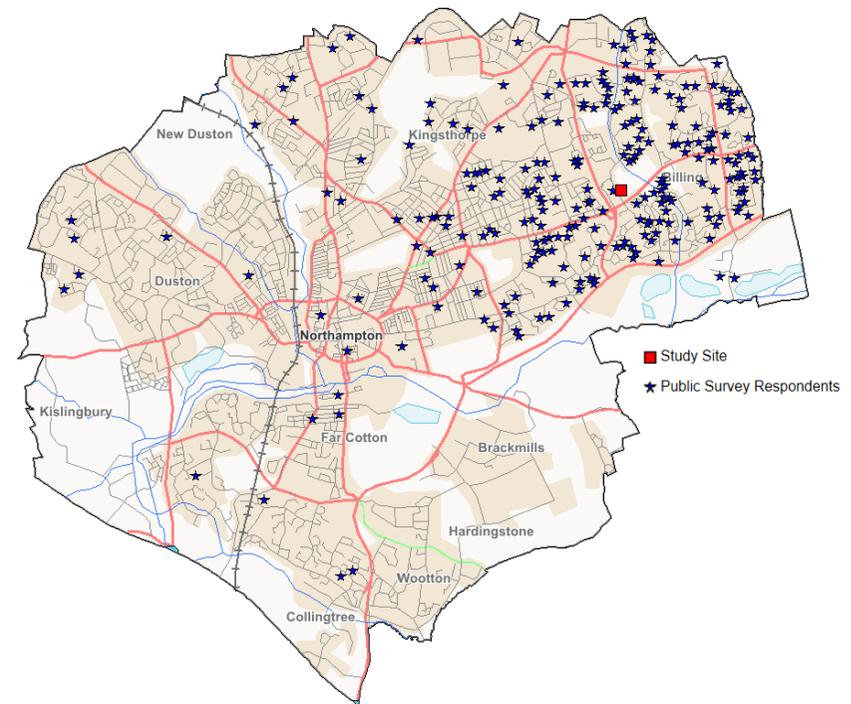


Overall, the leisure centre user and club survey provided a good understanding of the current sport and leisure provision and what the users would like to see in a future development. The Consultant Team have considered the current and future needs of the leisure centre users and clubs when developing the facility mix for the Health and Wellbeing Hub.

5.5.3 Public Survey

Alongside the leisure centre user and club survey, the Consultant Team developed a public survey which was aimed at the local community of Weston Favell. The survey was distributed via the Council, stakeholders and community groups. The survey received a total of 533 responses. As seen in figure 5.9, the majority of the responses were from the east side of Northampton.

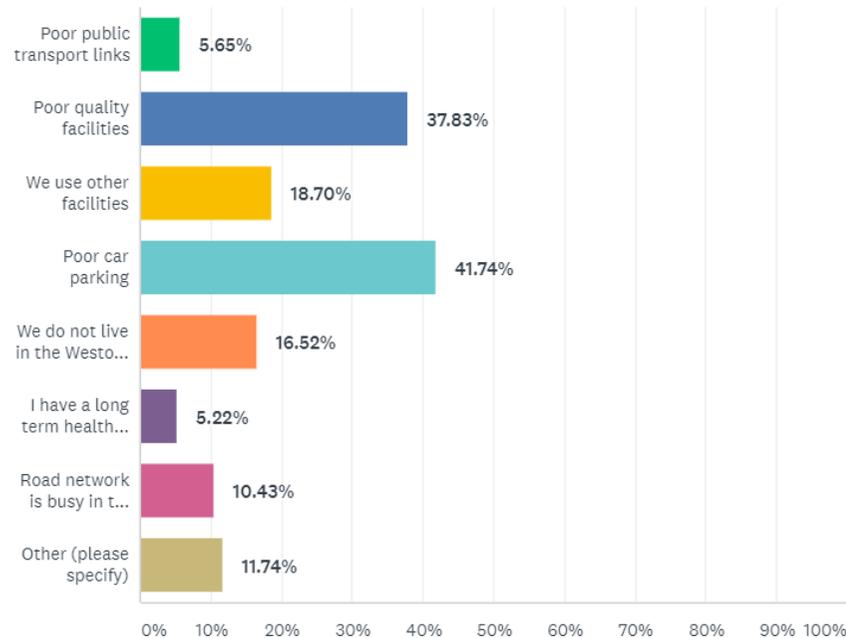
Figure 5.9: Public Survey – Map of Responses



Within the public survey the respondents were asked to comment on whether they currently use the facilities at Weston Favell. 79.45% of our respondents noted that they use the facilities in Weston Favell. However, it

is important to understand the reasons why participants do not use the current facilities, noted in figure 5.10.

Figure 5.10: Public Survey: Reasons for not using the current facilities

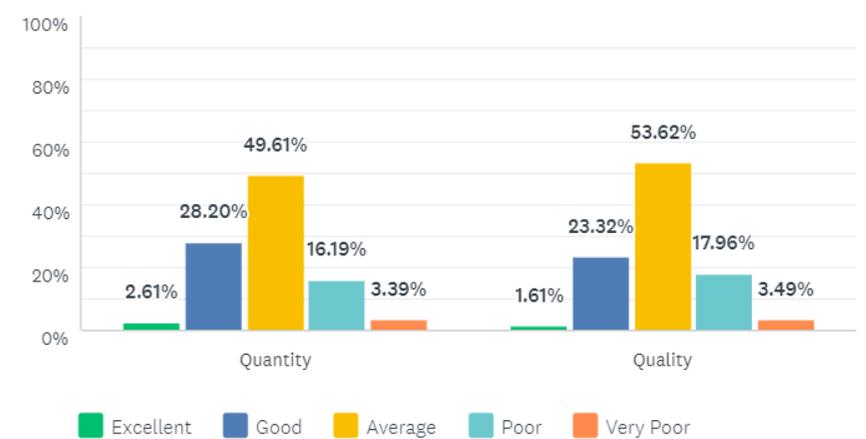


Parking has been a common theme throughout the public consultation, and within the public survey 41.74% (96) noted that it is the main reason they do not use the current facilities. 37.83% (87) of participants said that the reason they do not use the facilities is because they are of poor quality.

It is clear that investing in facilities at Weston Favell will attract a larger consumer base. However, parking has been a persistent issue raised by the residents and therefore will need to be considered in the wider masterplan for the health and wellbeing hub.

Within the survey the respondents had the opportunity to evaluate the quality and quantity of sporting and health provision that is currently available in Northampton. The quantity of sporting provision in Northampton, as in figure 5.11, has been voted as average by 49.61% of the total respondents. Additionally, the quality of the facilities was noted as average by 53.62% of the total respondents. The comments presented by respondents highlighted the need to make the current facilities more modern. The swimming pool and parking/access issues were also noted within the comment section of this response.

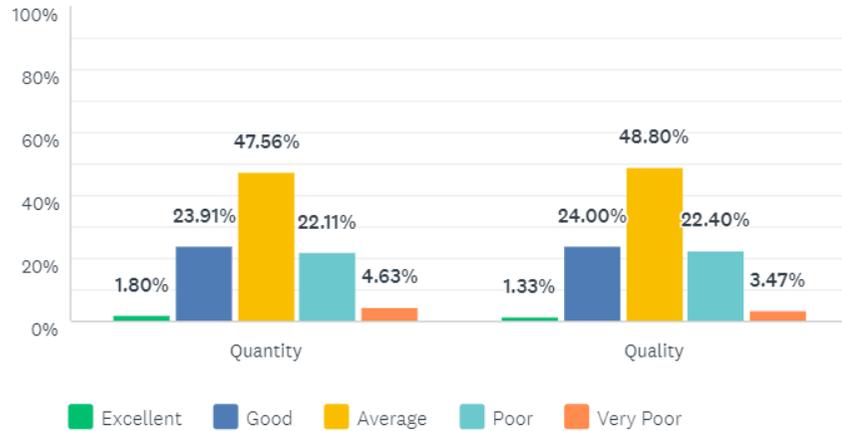
Figure 5.11: Quality and Quantity of Sporting Provision



The health, wellbeing and community service provision includes; Doctor Surgeries, Dentistry's, Adult Social Care, and Children Services. The quantity of health and wellbeing provision in Northampton, as detailed in figure 5.12, has been voted as average by 47.56% of the total respondents. Additionally, the quality of the facilities was noted as average by 48.8% of the total respondents. The comments presented by the participants highlighted the need to make the facilities more accessible as they struggle to access the service. In addition, participants would like to see an

improvement to adult and children's care services, which could be supported by better facilities, service delivery, and partnership working.

Figure 5.12: Quality and Quantity of Health and Wellbeing Provision

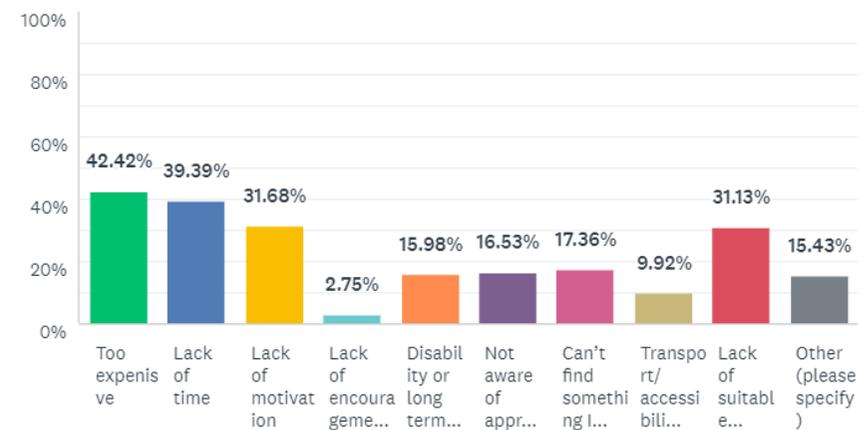


A key objective of this project is for the facility to enable people to live a more active and healthier lifestyle. Therefore, the respondents had the opportunity to state the barriers to participation that they currently face. Our respondents, as detailed in figure 5.13, noted that they have the desire to become more active, with 83.82% stating that they wanted to do more physical activity. The survey participants provided several reasons why they do not participate in physical activity. The main reasons for not completing more physical activity are; too expensive (42.42%), lack of time (39.93%), lack of motivation (31.68%) and lack of suitable facilities (31.13%).

The area surrounding Weston Favell suffers from high levels of deprivation, and therefore cost is an evident barrier to participation. Any new facilities will need to consider the pricing to ensure it accommodates the local catchment. Lack of time and motivation are common barriers to participation. Although new facilities can support people to become active,

there needs to be a high-quality service delivery from partners to highlight the opportunities and the benefits of being active to the Northampton residents. The redevelopment of Lings Forum can help support the issues of 'lack of suitable facilities' by providing high quality sporting provision that meets the needs of the local population and the current and future sporting trends.

Figure 5.13: Reasons for lack of participation

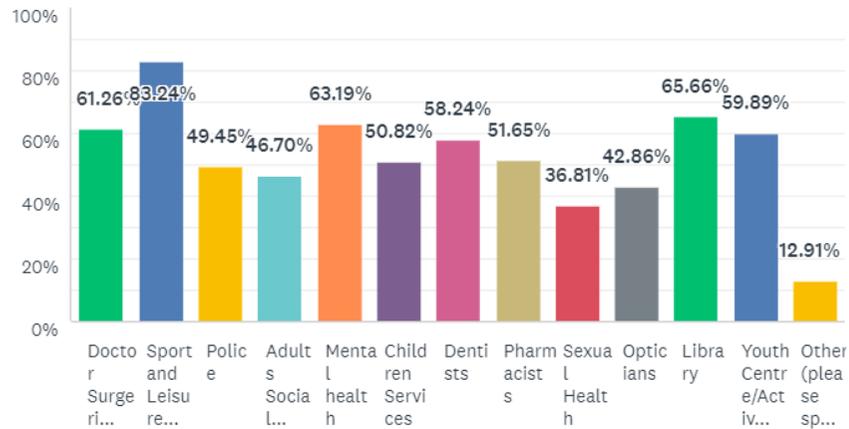


As with the leisure centre user and club survey, the respondents had the opportunity to highlight which facilities they would like to see as part of a future development at Weston Favell. As shown in figure 5.14, the facilities with the highest response rates included sport and leisure (83.24%), library (65.66%), mental health services (63.19%), doctor surgeries (61.26%), youth centre/activities 59.89%, and dentist (58.24%).

The majority of the leading facility provision are already based at Weston Favell, so there is no surprise that participants would like to see these replaced. There was also clear support to include the library within a new health and wellbeing hub. Mental Health has become a vital part of the health agenda that came up in the responses and we know that the leading

stakeholders are keen to include extended service provision within this concept of a community hub setting.

Figure 5.14: Public Survey – Future Provision



Overall, the public survey provided a good insight into the public's views on the current facility provision and what the community would like to see in any future development. The Consultant Team have considered the current and future needs of the public survey when developing the facility mix for the Health and Wellbeing Hub.

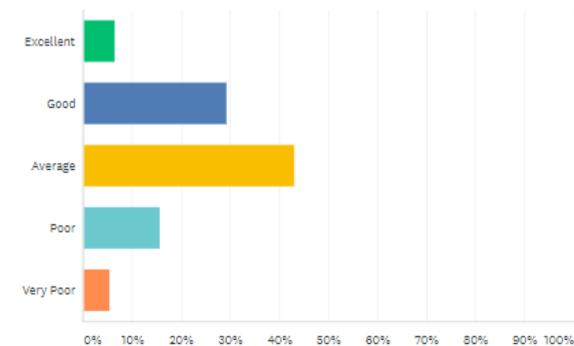
5.5.4 Patient Survey

The Consultant Team also undertook a patient survey which was distributed by Favell Plus GP Surgery and Mayfield Surgery via a text message. There was a total of 914 responses to the survey. As results collected were from patients of both practices (c19,500) the total respondents as a percentage of registered patients were 4.5%.

The survey allowed respondents to submit free text responses to some of the survey questions. Most respondents engaged well with these questions providing multiple comments, which is why the cumulative sum of the number of references to various themes for some questions in the analysis below exceeds the number of respondents.

The respondents were asked to rate the current health facilities in Weston Favell in terms of quality of the building, its layout and state of repair. The two most popular responses were average, with 43% of the responses and good, with 29.32% of the responses.

Figure 5.15: Patient Survey – Quality of Existing Provision



A key objective of this project is to improve the quality of the current facilities to ensure they are more accessible for residents. Therefore, the respondents had the opportunity to highlight important particular design elements, including more space in the waiting area, improved layout of the building, improved environment, increased car parking, and improved bike racks. More space in the waiting room proved to be vital to the patients with 52.65% noting it as important and 33.63% as very important. The current facility is outdated, which was recognised by the patients who stated that it is important (49.725) and very important (26.69%) for the building to have an improved layout.

The surrounding environment of the Weston Favell Health Centre needs improvement, which was recognised by most patients as important (49.83%) and very important (27.97%). Car parking has been a common theme throughout our consultation, and the patients consistently cited this as an issue in Weston Favell. 75.85% of respondents noted it to be very important and 18.3% noted it to be important that the new development provides additional car parking.

Figure 5.16: Patient Survey – Improving the Quality of the Facilities

	NOT IMPORTANT	IMPORTANT	VERY IMPORTANT	I DONT KNOW	TOTAL
More space in the waiting area	11.17% 101	52.65% 476	33.63% 304	2.54% 23	904
Improved layout of the building	17.50% 158	49.72% 449	26.69% 241	6.09% 55	903
Improved Environment e.g. lighting, decoration etc.	17.98% 162	49.83% 449	27.97% 252	4.22% 38	901
Increased Car parking	3.97% 36	18.30% 166	75.85% 688	1.87% 17	907
Improved Bike racks/ cycle security	21.84% 197	41.46% 374	18.07% 163	18.63% 168	902

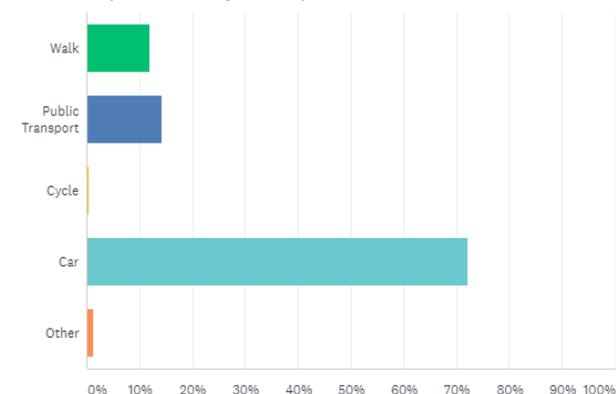
A key objective of this part of the considerations for an integrated Health and Wellbeing Hub is to bring services together to enable a more joined up approach. The respondents had the opportunity to give their views on the GP Surgeries sharing facilities with other services including leisure, Council, and other health services. The most popular service to be included in partnership with the GPs was other health services, which 52.87% of respondents thought was important and 28.81% deemed it be very important. However, patients did not think the sharing of leisure services or Council services was as important, with the majority of participants stating it is not important.

Figure 5.17: Patient Survey – Sharing of Facilities and Services

	NOT IMPORTANT	IMPORTANT	VERY IMPORTANT	I DONT KNOW	TOTAL
Sharing the building with other Health Services	11.26% 102	52.87% 479	28.81% 261	7.06% 64	906
Sharing the building with leisure services such as the swimming pool and gym	57.84% 524	24.06% 218	10.60% 96	7.51% 68	906
Sharing the building with other Council Services such as social services and library	45.63% 412	32.67% 295	11.63% 105	10.08% 91	903

It is unsurprising that the patients think that additional car parking is very important for a new Health and Wellbeing Hub. The car is the most popular mode of transport for accessing the current facility, which accounts for 72.14% of all travel to the GP Surgeries.

Figure 5.18: Patient Survey – Mode of Transport



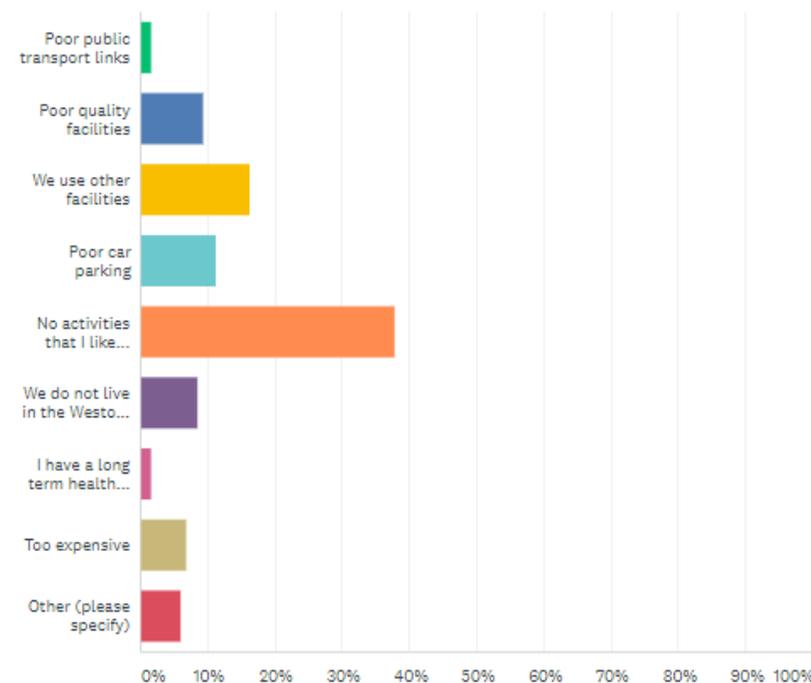
Overall, the patient survey provided a good insight into the public’s views on the current health provision and what the community would like to see as part of a future development. The Consultant Team have considered the current and future needs of the public survey when developing the facility mix for the Health and Wellbeing Hub.

5.5.5 Student Survey

The final survey that the Consultant Team undertook was a student survey in partnership with Northampton Academy. The survey received a total of 252 responses across the five different year groups at the school.

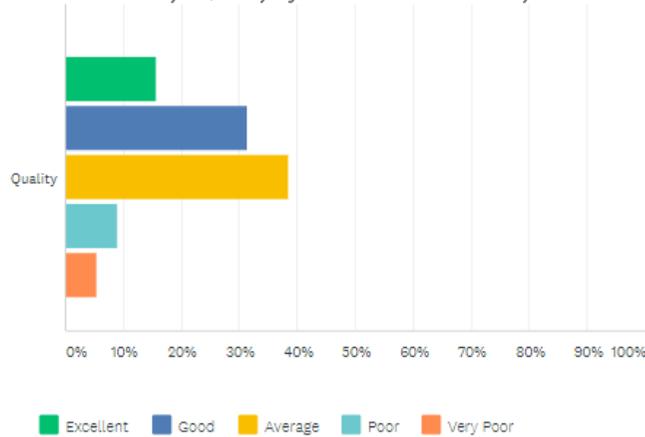
During this survey, the students were asked whether they currently use the facilities at Weston Favell. 66.67% of respondents noted that they used the facilities prior to the Covid-19 pandemic. A key objective of this study is to enable the local community to be more physically active and lead a healthier lifestyle. Therefore, the participants were asked about the current barriers to participation at Lings Forum. There were 116 responses to the following question. The two most popular reasons for not using Lings Forum were ‘no activities that I like’ at 37.93% and ‘we use other facilities’ at 16.38%.

Figure 5.19: Student Survey: Barriers to Participation



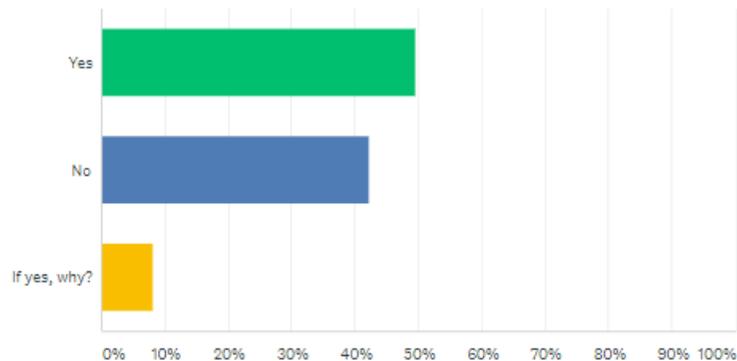
The students were asked to rate the quality and quantity of the sport and leisure facilities in Northampton and the Weston Favell Library. 38.57% of the respondents noted that the library was of average quality, and 31.39% stated that the quality was good. The high numbers of response to this question highlights the importance of the Weston Favell Library for the pupils of Northampton Academy.

Figure 5.20: Student Survey: Quality of Weston Favell Library



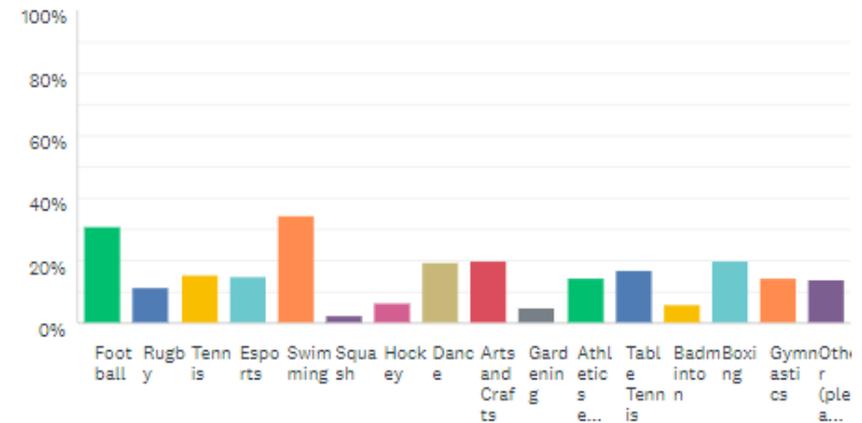
Throughout our consultation there has been regular discussions and comments around the lack of activities for the younger population. The Consultant Team have been exploring the opportunity to provide an E-sports/Virtual Reality area as part of the new hub. During this survey, the pupils were asked if they would like to see the inclusion of E-sports. 49.55% respondents thought it would be a good to include E-sports provision in the facility mix.

Figure 5.21: Student Survey: E-Sports Provision



Within the survey the pupils had the opportunity to state which were their favourite activities and what provision they would like to be included within the facility mix of the new Health and Wellbeing Hub. There was a wide range of provision that the students would like to see. The most popular were swimming (34.38%), football (31.25%), arts and crafts (20.09%), Boxing (20.09%), dance (19.64%), and table tennis (16.96%).

Figure 5.20: Student Survey: Future Provision



Overall, the student survey has provided a good insight into the pupils' views on the current provision and what they would like to see as part of a future development. It is important to consider the views and opinions of the younger generation in particular, to ensure the new facility can attract consumers of all ages and the student survey was very helpful to highlight potential future needs of those users who will be the next generation of users and future families and communities in Weston Favell.

Overall, the public consultation highlighted a number of issues and opportunities, including a very high level of public and user support for new investment into better quality facilities at Weston Favell.



Section 6 – Facility Analysis and Provision

6. Facility Analysis and Provision

6.1 Introduction

When assessing the potential future facility provision for leisure facilities for Northampton, it is important to consider the needs and market demands alongside the existing level of supply and location of similar facilities both in the local area and the sub-region. The following research, alongside our consultation and strategic analysis, has been used to influence the potential facility mix options for the future of the leisure provision with Northampton.

The focus of this section has been to review the core facilities within the current leisure offer and based on the consultation findings review potential demand and supply of the facilities which could form part of the future facility mix of leisure provision in Northampton. Data that has been utilised within this section includes our desk-based research, Sport England’s Active Places Database and the Sports Facility Calculator.

6.2 Swimming Pools

The swimming pool is an important element of any new leisure facility mix. In Northampton there are currently 19 swimming facilities across 16 sites that can be accessed by the local community.

There is currently a six lane 25m pool within the Lings Forum Leisure Centre, which is one of the largest pools in the borough. The two pools that are larger than Lings Forum are located within the Northampton School for Boys (6 lane 25m pool) and Mount Baths Leisure Centre (6 lane 30m pool). The majority of the facilities which offer pay and play and club hire are owned by the Borough Council. These are Danes Camp, Lings Forum, and The Mounts Baths. Cripps Recreation Centre is owned by the Health Trust but is managed by Northampton Leisure Trust as part of the public facility network but on a membership only basis. In addition, Billing Aquadrome is also a pay and play facility that offers community use.

Additionally, there are another three swimming facilities that are located within private facilities. These have been excluded from the analysis due to not having any community accessibility. Figure 6.1 illustrates the location of all swimming pool in Northampton.

Figure 6.1: Swimming Pools in Northampton (Active Places Power)

Site	Facilities	Distance to Lings Forum
Billing Aquadrome	340m ² leisure pool	1.88km
Cripps Recreation Centre	250m ² pool (25m pool)	4.36km
Danes Camp Leisure Centre	200m ² pool (25m pool)	6.95km
DW Sports Fitness (Closed)	162m ² pool (18m pool)	5.43km
Fitness4less	90m ² pool (15m pool- 4 lanes)	5.03km
Lings Forum Leisure Centre	250m ² pool (25m pool – 6 lanes)	0km
Livingwell Health Club	162m ² pool (18m pool – 2 lanes)	5.30km
Marriott Leisure Club	78m ² training pool	4.68km
Mounts Baths Leisure Centre	366m ² pool (30m pool – 6 lanes) and 150m ² learner pool	4.34km
Northampton High School Sports Centre	250m ² pool (25m pool – 4 lanes)	6.36km
Northampton School for Boys	325m ² pool (25m- 6 lanes)	2.92km
Nuffield Health	160m ² pool (20m pool – 2 lanes)	6.93km
*The Duston School	250m ² pool (25m – 1 lane)	8.37km
The Northampton School for Girls	250m ² pool (25m – 5 lanes)	2.88km
Virgin Active Club (Collingtree Park)	160m ² pool (20m – 3 lanes) and 160m ² lido (20m – 3 lanes)	7.85km
Virgin Active Club (Riverside Park)	250m ² pool (25m – 5 lanes) and a 96m ² learner pool	1.67km
*Temporarily closed		

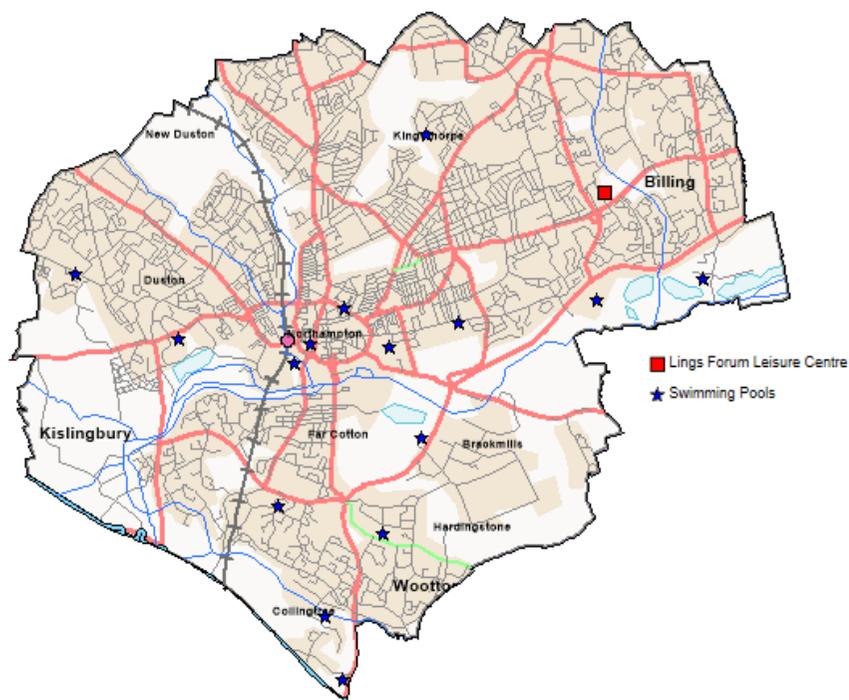
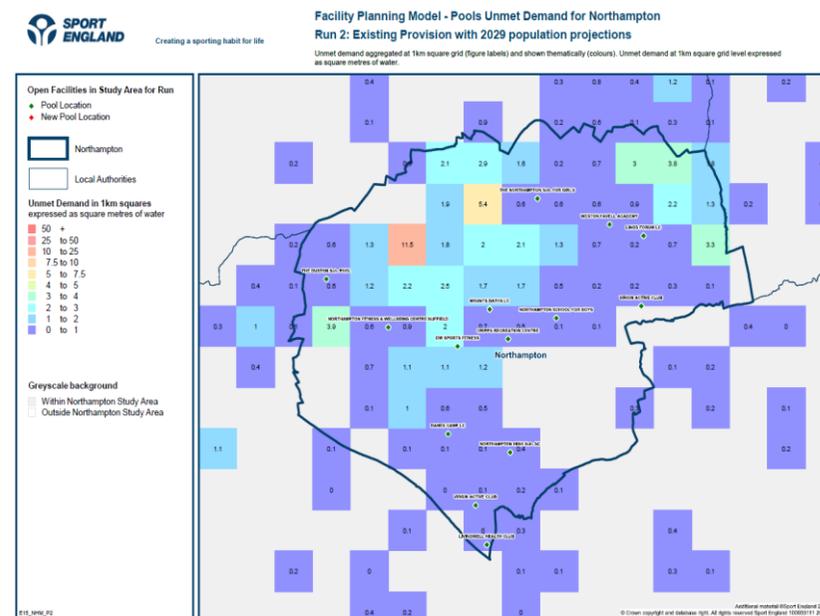


Figure 6.2: Sport England FPM – Pool Demand (up to 2029)



The NRDA highlighted that “the proposed redevelopment of Lings Forum includes the provision of a 25m x 8 lane pool plus a 25m x 12.5m teaching pool”. The facilities planning modelling (FPM) indicated that additional pool space is required to meet current and future need. The proposed redevelopment of Lings Forum will meet some of the existing demand, but another pool is required to meet the needs of Northampton and the wider NRDA area up to 2029. The FPM data highlights that the majority of the unmet demand will be in western side of Northampton. However as presented in figure 6.2, there are some levels of unmet demand in the north east of the borough up to the period of 2029.

Swim England provided us with reports that examined the current supply and demand of swimming facilities in Northampton, using the Facilities Planning Model (FPM). Some of the main highlights from this report, included:

- Northampton district currently has a water provision surplus of 351 m².
- The area is showing adequate water provision at this time along with a small unmet demand.
- There are a number of facilities that have reached and/or are approaching the expected lifespan of an aquatic facility.
- Community Use swimming pools are in limited supply, with a far greater stock of Membership facilities.

- Lings Forum Leisure Centre provides swimming to the open community. This facility was built in 1975, meaning it has already surpassed the expected age for an aquatic facility.
- Swim England are of the opinion that the current water provision should as a minimum be maintained.
- Swim England have stated that Lings Forum Leisure Centre should be replaced / redeveloped with a similar sized main pool, along with the inclusion of a learner pool.

The FPM data is summarised within the table below, which highlights that there is currently a 351m² surplus of water space within Northampton. When discussing the supply and demand of facilities, we must consider how the population changes will affect the facility provision in the future. With the expected population increases in Northampton, there is going to be increased demand for water supply.

Figure 6.3 Supply and Demand of Swimming Pools (Swim England)

Supply/Demand Balance	Northampton 2020	Northampton 2029
Supply - Swimming pool provision scaled to take account of hours available for community use	2,747 m ²	2,747 m ²
Demand - Swimming pool provision taking into account a 'comfort' factor	2,396 m ²	2,374 m ²
Provision available compared to the minimum required to meet demand	351 m ²	334m ²

Currently in Northampton there is a slight water surplus within the Borough that totals 351m². This surplus is likely to decrease, especially with the expected population growth within the Borough. By 2029, the water surplus will decrease to 334m².

During the Consultation, the Consultant Team engaged with Northampton Swimming Club who are a very successful and established swimming club. They currently use Lings Forum for club training (alongside a number of other pools in the region). The club would like to see a good quality 25m short course pool with at least 8 lanes, ideally 10 lanes if possible. The provision of a learner pool for the demand there and a moveable floor may increase flexibility.

Swim England have identified that the Lings Forum Leisure Centre has surpassed its economic life and needs replacing or refurbishing. Currently the area is showing adequate water provision, but there is a small level of unmet demand. There is a clear need to ensure swimming provision is protected within Northampton. As a minimum, we would recommend that the current provision of swimming pools is retained. Our recommendation would be that the water provision would be increased to an eight or 10 lane swimming pool with supporting learner pool.

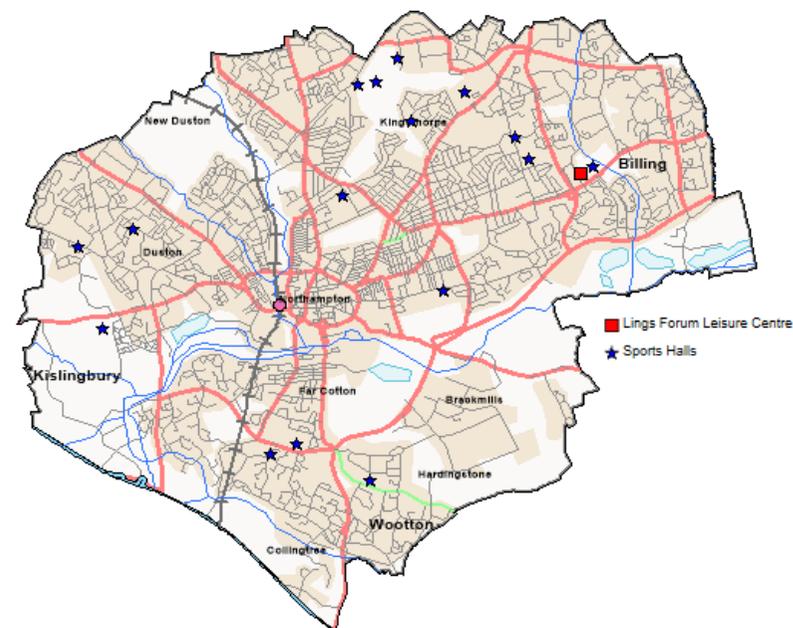
6.3 Sports Halls

Sports halls are important for leisure centres as they provided a large flexible space where a range of activity can take place including Badminton, Netball, Basketball, and Volleyball. There are currently 17 sports halls across 17 sites in Northampton which are 3+ courts in size. The total number of courts in Northampton totals to 77 badminton courts. There is a 6-court sports hall at the Lings Forum Leisure Centre, which is one of the biggest sports halls within the borough. The largest sports hall in Northampton is a 10-court hall located at Benham Sports Arena, located to the north west of the Lings Forum.

It is important to consider both the amount and distribution of sports halls within Northampton and Figure 6.4 illustrates the location of all sports halls in Northampton. Only sports halls which are 3+ badminton courts in size and accessible by the community fall within the parameters of this review of provision.

Figure 6.4: Sports Halls in Northampton (Active Places Power)

Site	Facilities	Distance from Lings Forum
Abbeyfield School	4 courts	6.59km
Benham Sports Arena	10 courts	3.45km
Danes Camp Leisure Centre	4 courts	6.95km
Duston Sports Centre	4 courts	7.31km
Kingsthorpe College	4 courts	4km
Lings Forum Leisure Centre	6 courts	0km
Malcolm Arnold Academy	4 courts	3.86km
Northampton Academy	4 courts	0.3km
Northampton College	4 courts	1.27km
Northampton High School Sports Centre	4 courts	6.36km
Northampton School for Boys	4 courts	2.92km
Quinton House School	3 courts	8.29km
The Duston School	4 courts	8.37km
The Northampton School for Girls	6 courts	2.88km
Thomas Becket Catholic School	4 courts	2.35km
University of Northampton	4 courts	4.62km
Weston Favell Academy	4 courts	0.8km

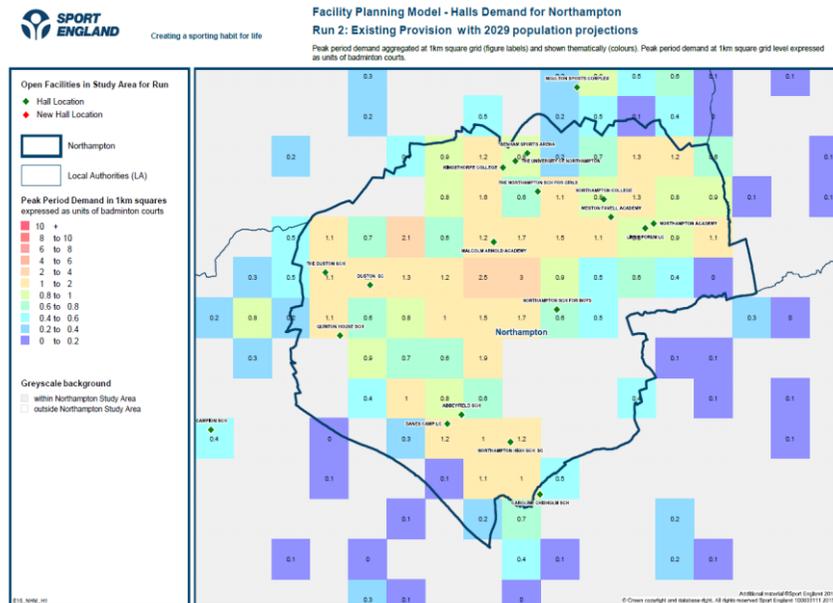


As presented in figure 6.4, there are three sports halls located within close proximity to Lings Forum Leisure Centre. The closest facility to our study site is Northampton Academy, with Northampton College and Weston Favell Academy both also located near the study site. All these sites offer a 4-court sports hall with reduced community access due to being located on educational sites. Figure 6.4 shows that the supply of sports hall is significantly larger and more condensed in the north east of the borough.

There are currently 13 sports halls located on educational sites, which is accounts for 76.5% of the total provision. Sports halls on educational sites have restricted community use hours, which normally are weekday evenings and weekend usage due to the school using the facility during opening hours.

The Northampton Related Development Area (NRDA) Sports Facilities Summary Report notes that there is the potential opportunity to reduce in size the Lings Forum from a 6-court hall to a 4-court hall within any proposed new development. According to the Sport England Facilities Planning Model, the central north area of Northampton will have the most unmet demand up to the period of 2029. This can be seen in figure 6.5.

Figure 6.5: Sport England FPM – Halls Demand (up to 2029)



It is important to consider consultation findings with regards to demand and need for additional sport hall space in Northampton in order to further understand area needs for the key sports that require a sports hall. During our consultation, we engaged with Badminton England and England Basketball who predominantly use sports halls for their sport.

Basketball England noted that there is a total of 20 indoor basketball courts within Northampton, with 17 of these being single court venues. The largest

venue in Northampton is the Northampton School for Girls, which currently has 3 courts. Basketball England have noted that there is currently a slight deficit of 0.36 courts of dedicated basketball courts in Northampton in 2019. This is expected to increase to 0.40 dedicated basketball courts in 2029. England Basketball have stated that there are currently 418 visits (30 hours) of demand that is currently being missed in Northampton. This is expected to increase to 465 (33) by 2029.

Badminton England noted that there could be the opportunity to run the No Strings Badminton from the new health and wellbeing hub. These sessions are non-committal sessions encouraging people to be physically active through Badminton. At the moment Trilogy are not a national operator partner but Badminton England would happily support them to run the No Strings Badminton programme from Weston Favell. As part of the new development, Badminton England would typically see four courts but six would be beneficial.

Sport England’s Sports Facility Calculator Tool provides another means of measuring the supply of sports halls within Northampton. The tool considers the size and age profile of a local population and provides a recommended level of supply to meet the needs of that population. It is crucial to remember that it does not take account of the quality of the facilities, accessibility, imported demand from neighbouring authorities or exported demand to neighbouring authorities. Sports Facility Calculator findings relating to sports hall provision in Northampton are summarised in figure 6.6.

Figure 6.6: Comparison of Sport England Recommended Supply and Actual Supply of Sports Hall provision in Northampton (Sport England)

Year	SFC Recommended Supply	Actual Supply	Difference
2020	63.98	77	+13.02
2029	65.01	77	+11.99

The Sports Facility Calculator figures show that Northampton has a surplus of sports hall space which equates to 13 badminton courts. The surplus will decrease from 13.02 to 11.99 by 2029. Therefore, the Sports Facility Calculator appears to show that there is an oversupply of sports hall space in Northampton. However, it is worth noting the SFC does not consider imported and exported demand and does not consider the quality and accessibility of facilities. There is a significant amount of provision (76.5%) based on educational sites which will reduce the accessibility to these facilities.

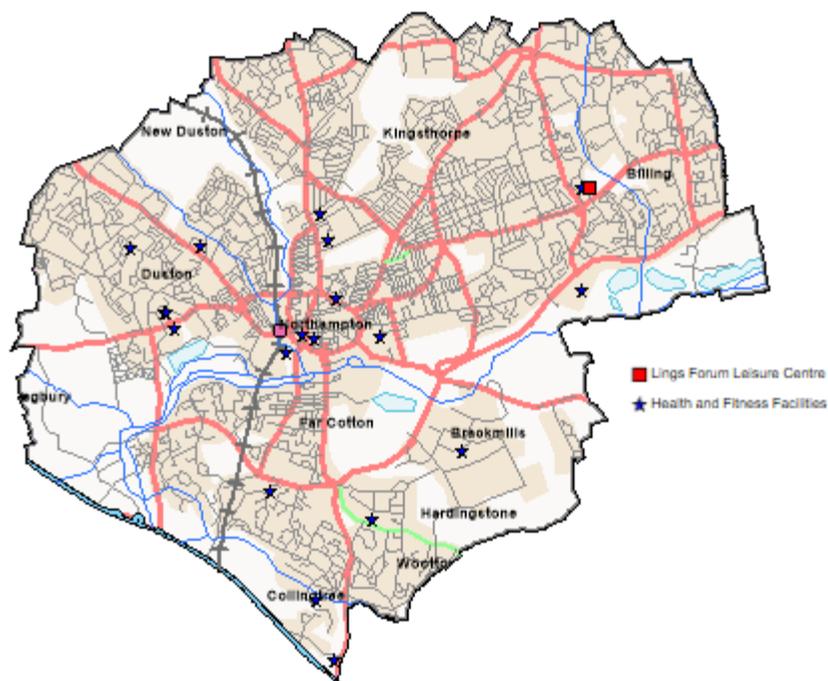
Overall, there is currently sufficient supply to meet the demand of sports halls within the borough in 2020 and up to the period of 2029. There is a good geographical spread of facilities in Northampton, especially in the north east of the borough. Lings Forum is currently the second largest sports hall. There is the opportunity to reduce the sports hall at Lings Forum from a 6-court sports hall to a 4-court hall as part of this redevelopment, which is supported by the NRDA (2017). Our recommendation would be to supply a minimum of a 4 courts sports hall that meets the spatial requirements set out by Sport England.

6.4 Health and Fitness Suite

Health and Fitness facilities form a key part of the facility mix in modern Leisure Centres, providing an important income stream to support the operation of successful Leisure Centres. There are currently 65 stations within the Lings Forum Leisure Centre.

Figure 6.7: Supply of Health and Fitness Suite's in Northampton (Active Places)

Site	Facilities	Distance from Lings Forum
Better Bodies Gym	40 stations	4.24km
BST MMA	120 stations	5.04km
Cripps Recreation Centre	60 stations	4.36km
Dallington Fitness	112 stations	6.21km
Danes Camp Leisure Centre	68 stations	6.95km
Duston Sports Centre	60 stations	7.31km
Image Fitness Club	150 stations	4.7km
Lings Forum Leisure Centre	65 stations	0km
Livingwell Health Club	25 stations	5.30km
Mounts Baths Leisure Centre	60 stations	4.34km
Northampton High School Sports Centre	30 stations	6.36km
Nuffield Health	98 stations	6.93km
Pink Ladies Health and Fitness Club	54 stations	4.33km
Pure Gym (Central)	220 stations	5.18km
Pure Gym (Weston Favell)	220 stations	0.1km
The Gym	170 stations	7.17km
Virgin Active Club (Collingtree Park)	100 stations	7.85km
Virgin Active Club (Riverside Park)	220 stations	1.67km
Total	1,872 stations	



Within Northampton there are currently 18 sites that offer health and fitness provision (25+ stations) with a total of 1,872 stations.

The largest sites in Northampton are Pure Gym Central (220 stations), Virgin Active Club Riverside Park (220 stations), Pure Gym Weston Favell (220 stations), and the Gym (100 stations). DW Sports Fitness has recently closed due to DW Sports going into administration. This site had 174 stations. Our study site is near Pure Gym Weston Favell, which is located in the shopping centre. This facility is a well-known Highstreet chain that offer 24/7 opening hours at low prices (from £19.99 a month). The proximity of this gym will need to be considered when evaluating the membership costs at our study site.

As presented in figure 6.7, the majority of the health and fitness provision is with Northampton town centre, with just 3 sites providing health and fitness in the eastern side of Northampton, which includes the Lings Forum Leisure Centre and Pure Gym.

To examine the supply and demand of health and fitness facilities in more detail, the Consultant Team commissioned the Leisure Database Company to complete an in-depth review of the health and fitness offer in Northampton. Considering the areas reached and the competition around Northampton town centre, the report concentrates on a 2-mile radius when estimating the latent demand for fitness at Weston Favell. This area is home to almost 85k people and of these, 67,038 are adults aged 15+. Almost three quarters (74%) of existing Lings Forum members live within this catchment area.

The dominant Mosaic group within the catchment is one of the least affluent: I (Family Basics). Almost a quarter (23%) of the population are classified as such, a figure which is almost three times higher than the national average. Family Basics consists of families with school age children who have limited budgets and struggle to make ends meet due to low incomes and the costs of raising their children. There is one type that really stands out: I39 (Families with Needs – 13.7%). These are typically large families, headed by parents in their late 20s / early 30s. A further 4.9% fall into type I36 (Solid Economy) and these tend to be older parents (mid-30s to mid-50s) with two or more children. Both types have low household incomes but those in Families with Needs are particularly low; high unemployment and low wages make these some of the most deprived areas in the country and result in many families needing support.

Leisure Database have estimated the latent demand for fitness at the new Weston Favell Health & Wellbeing Hub to be 3,662 – this is the total number of adult members that could be achieved. This figure includes allowance for

30% of the total to come from outside the estimated catchment area; 26% of total members currently travel more than 2 miles to get to Lings Forum and this could increase slightly with the new facilities. This latent demand estimate also accounts for the allowance of 150 residential units which are due to be built nearby. These could house around 225 adults. Lastly, the report has made some negative considerations for competition in the area, particularly the large low-cost club that is close by. Lings Forum had an average of just under 2,600 adult members during 2019, although numbers had been decreasing month on month from April. By December 2019, there were approx. 2,100 adult members. Our estimate therefore highlights a significant increase in membership. A full copy of the Leisure Database Company report can be found in Appendix 4.

The market for Health and Fitness provision is changing, moving away from the traditional “stations” towards more functional exercise and group exercise methods. Retaining and improving the health and fitness offer at Lings Forum can help the facility meet local community needs and provide a high-quality health and fitness offer. Health and Fitness suites are a staple of all leisure centres and will need to be provided to ensure an effective leisure offering at each centre within Northampton.

The NRDA highlights that over 80% of provision is through the commercial fitness sector. It should be noted that this study was completed before the new Pure Gym opened at the Weston Favell Shopping Centre, so the percentage has increased. All Borough Council Leisure Centres and the Cripps Recreation Centre have fitness and gym provision. Northampton’s supply is much higher than Daventry or South Northamptonshire, which is typical of a large town. The rate of provision is very similar to those of its comparator authorities. The NRDA notes that there will be a need for both additional fitness stations and studio space up to 2029 to cater for growth and that it is expected that the redevelopment of Lings Forum will include additional fitness facilities as these will help balance the budget with the new swimming pool. However, since the NRDA was completed, Pure Gym

have opened a gym at the Weston Favell Shopping Centre, which provides 220 stations at low costs.

In Northampton there is currently a good level of health and fitness within the borough. However, a significant proportion of the current provision is provided by the commercial sector, which does create accessibility issues for the local community. However, in recent times, a number of cheaper alternative commercial 24/7 facilities have been entering the market, which are considered more accessible. From our initial analysis, there is a need to increase the level provision in the borough to meet the demand of the future population. Therefore, the Consultant Team would recommend that a larger health and fitness offer (minimum 100 stations) should be redeveloped at Lings Forum. The report completed by Leisure Database Company highlights that there is currently latent demand of 3,662 adult members.

6.5 Studios

Studios form an important aspect of the health and fitness at leisure centres. Leisure centres heavily rely on flexible indoor studios to provide group fitness classes such as Spin, Yoga and Pilates.

There are 34 studios across 22 different sites within Northampton that currently offer studio provision.

Figure 6.8: Supply of Studios in Northampton (Active Places)

Site	Facilities	Distance to Lings Forum
Cripps Recreation Centre	4 studios	4.36km
Dallington Fitness	2 studios	6.21km
Danes Camp Leisure Centre	2 studios	6.95km
Duston Sports Centre	1 studio	7.31km
Energie Fitness	1 studio	4.38km
Fitness4less	1 studio	5.11km
Image Fitness Club	1 studio	4.7km
Kingsthorpe College	1 studio	4km
Lings Forum Leisure Centre	2 studios	0km
Mounts Baths Leisure Centre	1 studio	4.34km
Northampton Academy	1 studio	0.3km
Northampton College	2 studios	1.27km
Nuffield Health	1 studio	6.93km
Omni Studios	1 studio	4.32km
Pink Ladies Health and Fitness Club	1 studio	4.33km
Pure Gym (Central)	1 studio	5.18km
The Elgar Centre and Playing Fields	1 studio	7.85km
Northampton School for Girls	1 studio	2.88km
University of Northampton	1 studio	4.62km
Virgin Active Club (Collingtree Park)	4 studios	7.85km
Virgin Active Club (Riverside Park)	3 studios	1.67km
Weston Favell Academy	1 studio	0.8km
Total	34 studios	

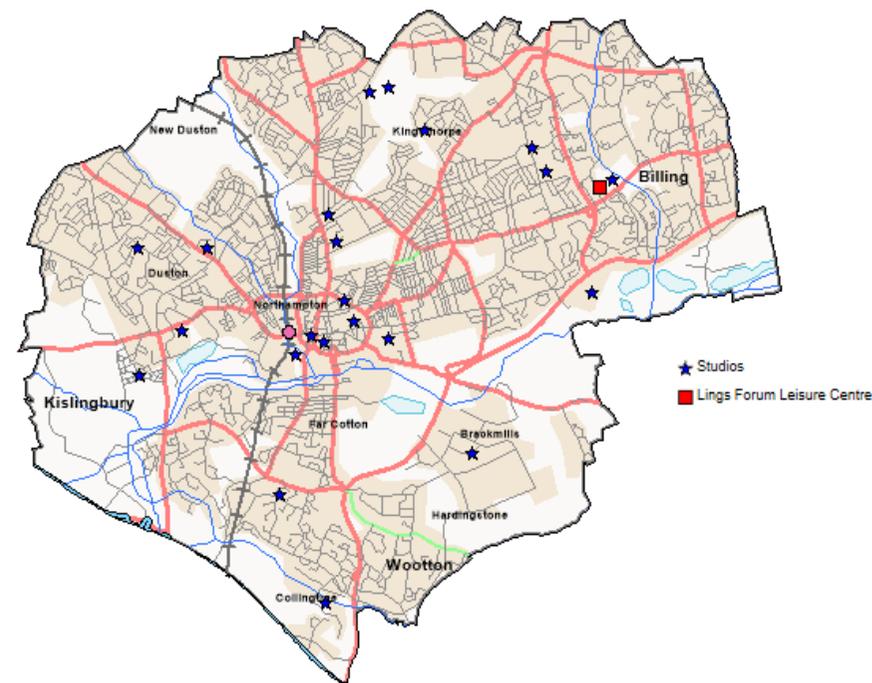


Figure 6.8 shows that significant amount of the studio space provision is provided in the Northampton town centre. There are three facilities near our study site, which include Northampton Academy, Weston Favell Academy, and Northampton College. These are all located on educational sites and will have reduced community access, although they will be available predominately during peak times.

Retaining and improving the studio offer onsite can help the facility meet the needs of the local community and provide a high-quality and wider health and fitness offer than just a stations approach. Studios have become

a staple of all leisure centres as the health and fitness industry has moved towards group classes. The NRDA highlights that redevelopment of Lings Forum should include a new gym and studio space, with the size and number of which should be determined through the business case. Although studio spaces are growing in popularity, it is important to ensure these are flexible to enable operators to accommodate a wide range of activities within the space. This is due to the exercise classes being held during peak times (weekends and evenings).

There is a good level of studio provision in Northampton, with much of the provision based out of health and fitness facilities. As expected, there is considerable provision within the town centre. Our recommendation would be to re-provide four studios as part of the redevelopment, whilst ensuring that these spaces are as flexible as possible to enable operators to provide a range of different activities within the space.

6.6 Squash Courts

There are currently four courts as part of the offer at the Lings Forum Leisure Centre, which provides the largest amount of provision in the borough. There are three other sites that all provide two courts each. However, in the borough there are two facilities that provide pay and play facility provision, which are Lings Forum and the facility at Dallington Fitness. It is important to consider both the amount and distribution of squash courts within Northampton and figure 6.9 illustrates the location of all squash courts in Northampton.

Figure 6.9: Supply of Squash Courts in Northampton (Active Places)

Site	Facilities	Distance to Lings Forum
Dallington Fitness	2 courts	6.21km
Lings Forum Leisure Centre	4 courts	0km
Northampton High School Sports Centre	2 courts	6.36km
Northampton Saints Sports Club	2 courts	1.18km



Figure 6.9 shows that there is a total of ten courts across four sites, with Lings Forum providing three (40%) of the total courts within Northampton. There is a good amount of provision in the east of the borough, near our study site. Northampton Saints Sports Club is located in close proximity of Weston Favell and currently provides two courts.

During our engagement with England Squash, they noted that there is a very poor spread of facilities across the area, the large population means that there needs to be a large spread of courts to meet the needs of the local population. As such it is imperative sites are maintained and more sites are added in the future. There are currently only 8 sites within a 10-mile radius of Northampton, and only 5 within a 5-mile radius.

Northampton does not meet the national requirement listed of courts per people. The recommended supply from England Squash is 1 court per 10,000 people (Currently 1:21,000 approximately). Improving and even increasing the quality of Squash courts in Northampton needs to be considered to ensure there is sufficient supply to meet the needs of local people from within Northampton.

Although there is a strategic need to provide additional squash provision in the borough, the future operations of two squash courts would be more sustainable from the spatial and programming view of the operators. Therefore, the recommendation of the Consultant Team is that a minimum of two squash courts is provided within the overall development. There is also the opportunity to create flexible spaces that can be used as Squash courts and other activities during off peak times. This opportunity may present a more economically viable solution to maintain flexible indoor space whilst catering for the lack of Squash courts in Northampton.

6.7 Artificial Grass Pitches

Artificial Grass Pitches (AGPs) are another facility type that requires consideration when discussing the future facility mix in Northampton. There are 27 different AGPs across 17 sites. However, five of these facilities are based at private facilities and therefore have no community access. These facilities include the full size 3G AGP at the University of Northampton, the small sized sand filled AGP at Rectory Farm Primary School, the small sized 3G pitch at Northampton College, the small sized 3G pitch at Ecton Brook Primary School, and the small sized 3G pitch at East Hunsbury Primary School. There are currently eight full size 3G pitches, one full sized sand filled pitch and one full sized sand dressed pitch. Additionally, there are a further 11-small sized 3G AGPs and one small sized sand filled pitch in Northampton.

Figure 6.10: Supply of AGP facilities within Northampton (Active Places)

Site	Facilities	Distance to Lings Forum
Abington PDC	1 small sized sand filled pitch	2.12km
Goals Soccer Centre	11 small sized 3G pitches	6.67km
Kings Heath Recreation Ground	1 full sized sand filled pitch	6.04km
Kingsthorpe College	1 full sized 3G pitch	4km
Malcolm Arnold Academy	1 full sized 3G pitch	3.94km
Northampton Academy	1 full sized 3G pitch	0.3km
Northampton High School Sports Centre	1 full sized sand dressed pitch	6.36km
Northampton School for Boys	1 full sized 3G pitch	2.92km
The Duston School	1 full sized 3G pitch	8.37km
The Northampton School for Girls	1 full sized 3G pitch	2.88km
Thomas Becket Catholic School	1 full sized 3G pitch	2.35km
Weston Favell Academy	1 full sized 3G pitch	0.8km

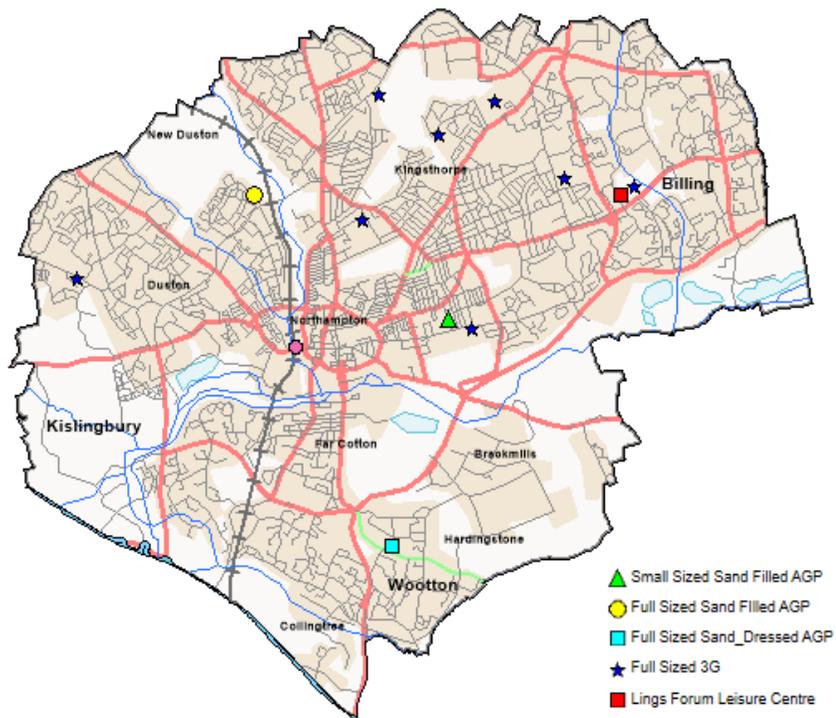


Figure 6.10 highlights that there are several AGP facilities in the north and east of Northampton, with less provision in the south and west of the borough. There are two full sized 3G pitches located near our study site, which are Northampton Academy and Weston Favell Academy. A large proportion (75%) of these facilities are located on educational sites and have limited community accessibility, which is weekday evening and weekends (peak periods).

Sport England’s Sports Facility Calculator Tool provides another means of measuring the supply of AGPs in Northampton. The tool considers the size and age profile of a local population and provides a recommended level of supply to meet the needs of that population. It is crucial to remember that it does not take account of the quality of the facilities, accessibility, imported demand from neighbouring authorities or exported demand to neighbouring authorities.

Recommendations from Sport England’s Sports Facility Calculator relating to artificial grass pitches are also useful in this regard and these are provided in Figure 6.11.

Figure 6.11: Comparison of Sport England Recommended Supply and Actual Supply of Artificial Grass Pitch provision in Northampton (Sport England)

Year	SFC Recommended Supply	Actual Supply*	Difference
2020	7.29	10	+2.71
2029	7.40	10	+2.6

* Excluding private facilities and small sided pitches.

The sports facility calculators show that when all Artificial Grass Pitches are included that are accessible by the public, Northampton has a surplus of 2.71 pitches, according to Sports Facility Calculator recommendations for 2019, which decreases to 2.6 pitches by 2029.

The Northampton Borough Council Playing Pitch Strategy (PPS) was developed as part of an overarching West Northampton Open Space, Sport and Recreation Strategy and was adopted in 2018. This states that there is no current shortfall in full size 3G provision. However, the Local Football Facility Plans (LFFP) suggest there are a number of contractual issues with several sites (Weston Favell Academy, Kingsthorpe College, The Duston School, Northampton School for Girls). Additionally, the pitch at

Northampton School for Girls has no floodlights which severely limits community usage. The LFFP noted that an additional two full-size 3G FTPs are required to meet the demand football in Northampton.

It is worth noting that all the nine publicly accessible 3G pitches are all over ten years old and will need to be resurfaced. The LFFP highlighted that the facilities at Malcolm Arnold Academy and the Northampton Academy need to be replaced.

Three projects relate to delivery of full-sized (11v11) 3G FTP provision, and one is a small sided 3G pitch to accommodate recreational and informal demand. These projects are located at the following sites:

- The Racecourse
- Northampton Town FC (PTS Academy Stadium)
- Northampton Academy
- Far Cotton Recreation Ground
- Malcom Arnold Academy

The Football Foundation are channelling 80% of their funding into projects that are identified within the LFFP. We believe that the Council need to consider the current supply for 3G pitches and those identified within the LFFP when deciding the future of its leisure provision.

During our consultation, we engaged with the Northamptonshire FA and the Football Foundation to discuss the LFFP in more detail. Within the LFFP there is an identified project at the Northampton Academy, which borders our study site. The Academy have noted that they would like to develop indoor football provision on site. The support provided by the Football Foundation would be predominantly equipment and markings. In Northamptonshire there is currently one national league venue at Moulton College. However, there is no dedicated area for spectators, which would be the preference of the FA. In addition, the 3G pitch currently onsite at the Northampton Academy has been identified as a priority project by the LFFP.

The pitch surface needs refurbishment, which costs approximately £200,000 - £500,000 dependent on the type of surface, quality of maintenance and the quality of the original pitch fitting.

One of the main issues contributing to why the Football Foundation will not fund the refurbishment of the pitch is due to the current facility opening hours, as the school does not have the resources to open the facility for longer. It was noted that an agreement could be in place where the leisure operator looks after the lettings of the pitch in the evenings and weekends. However, the Football Foundation would only fund the refurbishment if the usage increased, and the cost hiring was similar to other pitches in Northampton. The Football Foundation average grant award is approximately 65% to 70% of the project costs.

The opportunity to create a link with the study site and Northampton Academy could be extremely positive and provide the leisure operator with the opportunity to utilise the 3G pitch as an income stream. There also is the opportunity to provide two additional 5-a-side pitches next to the full size 3G, which will provide an additional income stream. The Consultant Team have considered the opportunity to provide two 5-a-side pitches and bring in the 3G refurbishment as part of the overall masterplan for the site presented later in the report.

6.8 Gymnastics

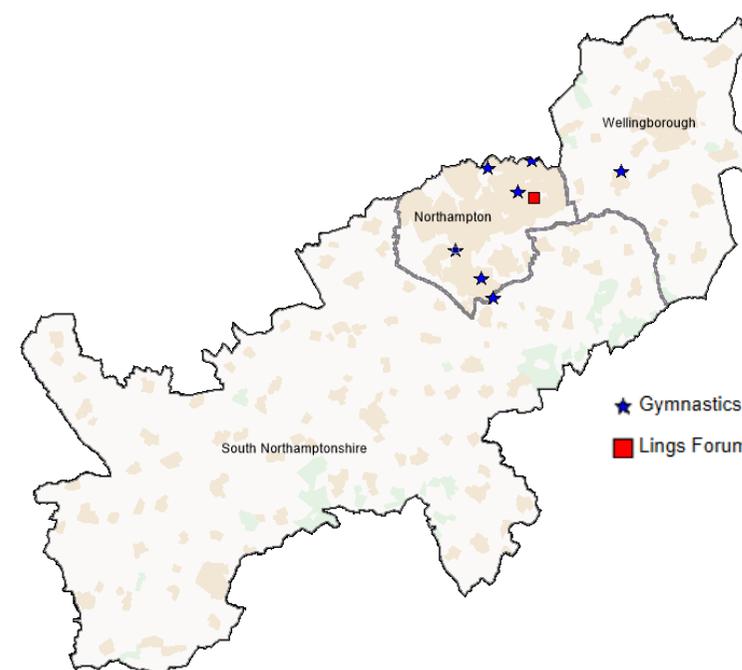
Gymnastics is a popular activity within Northampton. Gymnastic clubs commonly report significant waiting lists. In Northampton, there is a demand for more gymnastics opportunities as the clubs all report waiting lists. The total number of people estimated to be on waiting lists for gymnastics is 1 million. Furthermore, this research also shows that a further 1.9 million would like to participate but are not currently on a waiting list.

British Gymnastics highlighted that there is limited provision of access to facilities within Northampton. There are currently seven clubs within the

catchment area of Weston Favell. All the clubs are currently reporting waiting lists. Growth within the Northamptonshire area rose from 1,232 in 2012 to 5,153 in 2019. We have identified the clubs, number of participants, and the type of facilities in Northamptonshire in figure 6.12.

Figure 6.12: Gymnastic Facilities in Northampton

Club	Number of Participants	Type of Facility	Distance to Lings Forum
NCAAC Gymnastics Club	589	Dedicated Gymnastics Facility	6.13km
Northamptonshire Trampoline and Gymnastics Academy	468	Dedicated Gymnastics Facility	3.62km
Northampton Gymnastics Academy	819	Dedicated Gymnastics Facility	2.46km
Northampton School of Rhythmic Gymnastics	13	Non-dedicated sites (Benham Sports Arena, and Caroline Chisholm School)	6.92km
Corby Gymnastics Academy (Aspire Satellite)	1083	Dedicated in Corby – Non-dedicated in Northampton (Northampton High School)	29.75km
Billing Rhythmic Gymnastics	63	Non-dedicated sites (Western Favell School, Billing Lower School, John Ashby Hall)	1.08km
Lings Gymnastics	371	Dedicated Gymnastics Facility	6.1km



Having consulted with the Regional Chair, the aspiration is to have a competition/event venue in each county. Northamptonshire is the only county which does not have an event venue which is regularly used by the East Midlands region. Ideally this would accommodate Trampolining/DMT/Tumbling/Acro and Rhythmic, which would need a height of 11m. The region has invested into facilities in neighbouring counties and there is scope to invest into Northamptonshire. British Gymnastics noted that they have recently lost a rhythmic site in Wellingborough, so there is a need for reprovision in the area.

There is the opportunity to provide a gymnastics facility within the overall development, which has been further explored by the Consultant Team in the facility options for the Health and Wellbeing Hub. If a gymnastics facility is developed on the study site, it will require a large area, especially if the facility is developed for trampolining, tumbling and rhythmic gymnastics. There is a clear need and demand for a new gymnastics facility within Northampton. However, the Consultant Team will need to explore whether developing a facility on our study site is a sustainable option for the project.

6.9 Additional Facilities – Soft Play, Esports/Virtual Reality, Leisure Water, Commercial Leisure and Cinema

The Consultant Team have been exploring additional facilities that can be included within the facility mix of the Health and Wellbeing to add a more diverse range of activities, income streams and widen the potential consumer population. The Consultant Team have examined the current facility supply of soft play, Esports/Virtual Reality, leisure water, commercial leisure, and cinema provision in Northampton.

6.9.1 Soft Play

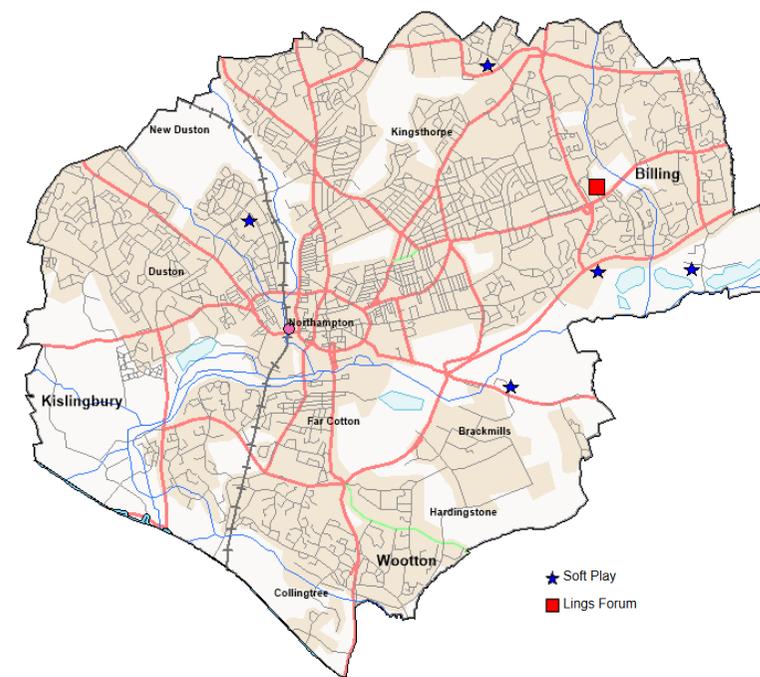
Soft play facilities are essential to the wider provision of a town. Many leisure centres offer soft play and Creche facilities as part of their facility mix, as they can be a positive income stream, and provide a larger amount of footfall onto the site.

In Northampton, there are a number of facilities that offer soft play for the local community, shown in figure 6.13.

Figure 6.13: Soft Play Facilities in Northampton

Club	Distance to Lings Forum
Hullabaloo Play and Party Centre	5.61km
Riverside Hub	1.35km
Wacky Warehouse - Quays	2.01km

Berzerk Leisure	2.53km
Wacky Warehouse - Lakeside	3.59km



Northampton has a good level of provision of soft play facilities, which is quite well spread in terms of geographical location. The nearest facilities to our study site are the Riverside Hub, Wacky Warehouse – Quays, and Berzerk Leisure. There are also a number of trampoline parks located in close proximity to our study site, which targets teenagers as the primary consumer base. Soft play facilities can be a good income generator for operators and are facilities that will bring increased footfall onto the site, which can help generate further secondary spend. Therefore, the opportunity to provide soft play provision is important for the health and wellbeing hub as it ensure it captures a larger number of customers.

The opportunity to provide soft play also will support the wider cohesion of services as children’s services have highlighted that providing soft play facilities would be beneficial for their service. Soft play spatial arrangements must be over two floors to ensure enough variation in activity for children to maintain interest. From our experience, facilities are approximately 150m² in size. The Consultant Team will further explore the options to provide soft play facilities in section seven of this report.

6.9.2 Esports and Virtual Reality

The Consultant Team have been exploring other opportunities to potentially include facility space for new activities on site. We have examined the opportunity to provide Esports and virtual reality provision within the hub.

Esports is an extremely fast-growing industry globally and within the UK. It is expected that the esports industry will generate \$1bn in 2020. Data shows that there are 36.6 million gamers in the UK, of which 3.1 million are esports enthusiasts. There are currently a wide range of Esports teams and organisations that offer both elite and grassroots Esports participation. Esports has started to influence educational institutions throughout the UK. These include universities who run courses and modules on Esports. Northampton University currently offers a BSc (Hons) Esports which places significant emphasis on the development of knowledge and real-world skills needed in sport technology, analytics, media, marketing, gameplay, and performance, to meet the growing demand for qualified graduates in the fast-paced world of Esports. In addition, there is a Esports & Gaming Society within the University Student Union, where the teams take part in tournaments organised by the National University Esports League (NUEL) and National Student Esports (NSE). This presents opportunities to build relationships and maximise the potential for esports and gaming in Northampton. Northampton Football Club also have an established Esports Team that compete in national FIFA tournaments. It is worth noting that the University of Northampton are looking to develop an Esports Arena in 2021. Figure 6.14 highlights artists impressions of the potential facility.

Figure 6.14: University of Northampton Esports Arena – Artist Impressions



In Northampton, there is currently no provision to meet the needs of the Esports community. In a number of large settlements, GAME usually have Belong gaming areas. However, the nearest site to the Weston Facility is based in Milton Keynes.

Virtual reality is also a market that is excelling with the market size of consumer virtual reality hardware and software projected to increase from 6.2 billion in 2019 to more than 16 billion by 2022. There are a number of virtual reality experiences that can be found within the market. These vary in size and offer, but all have a common theme. All of the VR experiences offer multiplayer options and are supported by a social aspect, such as a bar or a café. The provision is usually set around arcade games and immersive experiences. In Northampton, there is currently one main supplier of virtual reality provision, which is Fever VR. Fever VR is located within Northampton town centre and is an activities bar that predominantly targets young adults.

Both Esports and virtual reality provide an exciting opportunity for the Weston Favell Health and Wellbeing Hub, especially given there is little

provision within the borough. There is also the opportunity to build relationships with the University of Northampton. These are both growing industries that will attract a different clientele to the hub building and increase the footfall around the site. In addition, the public consultation highlighted the need to provide activities for younger people, which presents an opportunity for virtual reality and Esports.

6.9.3 Leisure Water

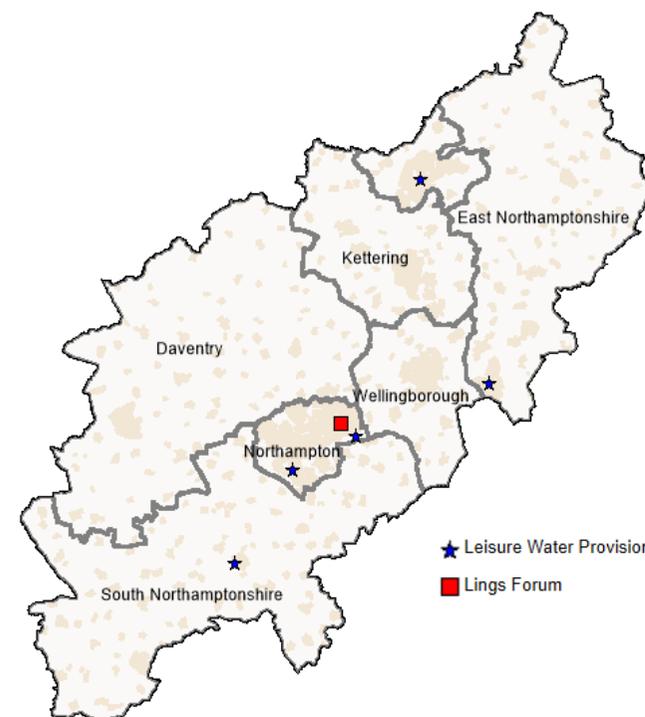
The provision of swimming at Lings Forum Leisure Centre is an integral part of the current offer. However, providing leisure water within the facility has the potential to increase the number of visitors and the operator’s income. Leisure water can be a positive income stream for operators as it can attract a wider catchment and encourages longer visits to the facility, which can support the increase of secondary spend. The Consultant Team have completed a supply and demand analysis of leisure water in Northamptonshire to understand the current provision available to residents in the borough.

Leisure water is provided in a variety of forms, including water features, air features, rides, and slides. There is a good level of leisure water provision in Northamptonshire with a total of six facilities providing a form of leisure water.

Figure 6.15: Leisure Water Facilities in Northamptonshire

Site	Facilities	Distance to Weston Favell
Danes Camp Leisure	200m ² leisure pool	7km
Billing Aquadrome	340m ² Leisure pool	1.8km
Corby East Midlands International Swimming Pool	32m ² Leisure pool	27km
Splash Leisure Pool	81m ² Leisure pool	16.3km

Towcester Centre for Leisure	150m ² Leisure pool	18.5km
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The nearest facility to Weston Favell is the Billing Aquadrome, which is located an approximately 5-minute drive from our study site. At this facility there is a large 340m² leisure pool, which has a number of water features predominantly aimed at children. The only other leisure water facility in Northampton is located at Danes Camp Leisure Centre, which is 10-15 minute drive from Weston Favell. At this facility, there is a pirate themed water factory, which is aimed at regular visits from families. Features installed included a pirate themed water ball with a two-arm interactive mast, three additional interactive masts each with two arms and a pirate ship toddler slide.

Outside of Northamptonshire there are a number of facilities that offer slides and rides as part of their leisure offer. It is important to consider large facilities that are located within a short drive from Northampton, as consumers will travel and spend prolonged visits at leisure water facilities. During our research we found a number of facilities located within a 60-minute drive.

Although there are a number of facilities within a 60-minute drive, a good proportion of these facilities are seasonal, which means they are only operational in the summer. The closest facility to Northampton is the Gulliver’s Splash zone based in Milton Keynes. This facility is predominantly aimed at families with young children. The facilities located at Box End Park, Ryde Leisure Events, Southlake Aqua Park, and The Wave is targeted towards teenagers and young adults.

Figure 6.16: Leisure Water Facilities within a 60-minute drive time

Site	Facilities	Distance to Lings Forum
Gullivers Splash Zone (Milton Keynes)	Indoor water attraction with water features, cannons and slides.	23.6km
Box End Park (Bedfordshire)	Aqua Park/Inflatable obstacle course (summer).	26.4km
Oasis Beach Pool	Indoor water attraction with water features and three slides.	32.8km
Ryde Leisure Events	Aqua Park/Inflatable obstacle course (summer).	42.3km
Southlake Aqua Park	Aqua Park/Inflatable obstacle course (summer).	43.5km

The Wave Coventry	Indoor water attraction with water features and four slides.	45.8km
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There is the opportunity to provide a leisure water offer within the overall development of the Weston Favell Health and Wellbeing Hub. However, the size of the leisure water will need to be explored further as the level of provision will greatly affect the size of the development area. For example, slides and flumes will require a much larger space and height clearance. The Consultant Team have considered developing leisure water on our study site in section seven of this report.

6.9.4 Bowling, Go Karting and Laser Tag

Throughout our consultation several stakeholders have highlighted the need to have more activities for younger people to participate in due to the lack of provision in Weston Favell and Northampton. The Consultant Team have reviewed the current commercial leisure provision in Northampton, which includes ten pin bowling, Go Karting and Laser Zone. It is important to consider the wider commercial leisure opportunities for the Health and Wellbeing Hub as these can attract more visitors and provide another revenue stream for the facility.

In Northampton there is currently one facility that offers Ten Pin Bowling provision, which is located at Sixfields Leisure and has 26 lanes. This facility is located to the west of the Northampton Town Centre and is approximately 7.3km from our study site. Ten Pin Bowling offers a range of provision, including bowling, pool and snooker, table tennis, parties and food and drink. The facility is predominately aimed at families and young adults. Northampton commissioned a Leisure and Retail study in 2018, which highlighted that Ten Pin Bowling was the fifth most popular leisure activity behind health and fitness, cinema, restaurant and pubs, bars, and nightclubs.

Ten pin bowling has generally experienced a decline over the last decade, with a gradual reduction in the number of facilities. The Northampton Retail

and Leisure Study highlights that the current provision of lanes exceeds the potential number of lanes that the projected population could support up to 2029.

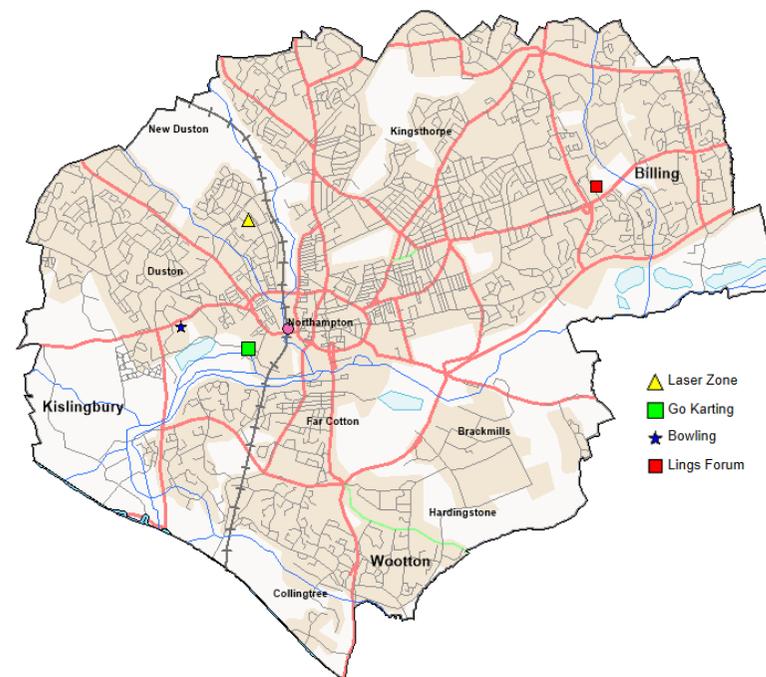
The inclusion of bowling provision in Weston Favell would service another area of Northampton as the current facility is located in the western side of the Borough. However, the Ten Pin Bowling facility has a monopoly in the market and an established brand identity, which will consistently draw consumers to the site. Following the review of the Leisure and Retail Study, the Consultant Team’s view is that the Council do not make any further plans for ten pin bowling facilities as part of this redevelopment.

Go Karting is another commercial leisure opportunity that is present within Northampton. There is a Go Kart facility located at Teamworks Karting Northampton, which is located on the western side of the Borough. This facility is located approximately 6.23km from our study site. It is usual for a Local Authority like Northampton to have one facility for the provision of Go Karting. Customers and participants expect to travel to access a Go Karting facility. Following the review of the Go Karting provision in Northampton and the available space on the study site, the Consultant Team do not believe that providing Go Karting provision in the Weston Favell Health and Wellbeing Hub is sustainable.

Laser Tag is a popular activity which is often participated by children, teenagers, and young adults. In Northampton there is currently one facility that provides Laser Tag, which is Laser Zone. This facility is located to the North of Northampton Town Centre, which is approximately 5.61km from Weston Favell. Laser Tag is an activity that people travel to access, as there is normally limited provision in each local authority. These facilities are usually in retail units as a large space is needed for the full immersive experience of Laser Tag. Therefore, the Consultant Team do not believe that providing Laser Tag provision in the Weston Favell Health and Wellbeing Hub is sustainable.

Figure 6.17 highlights the location of the bowling, laser tag and Go Karting provision in Northampton.

Figure 6.17: Bowling, Laser Tag and Go Karting provision



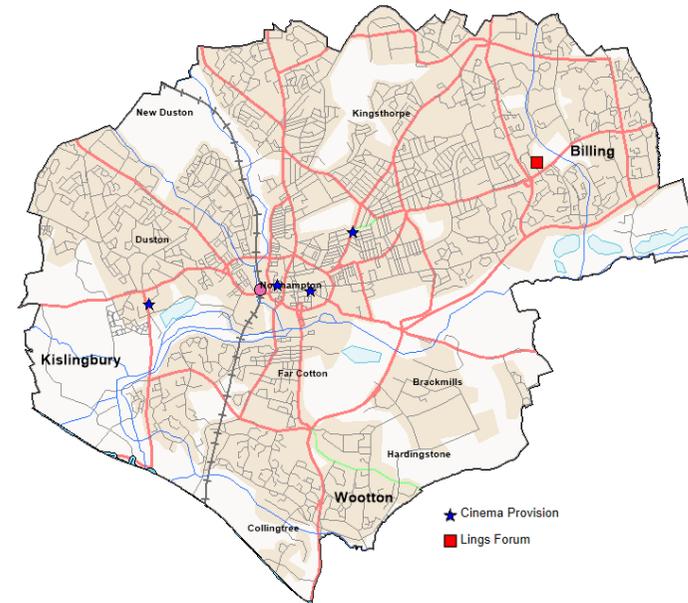
Due to the size restrictions of the study site, there are limited opportunities to provide commercial leisure opportunities within the current facility mix. Therefore, the Consultant Team have not considered bowling, laser tag, and Go Karting in the facility options for the Health and Wellbeing Hub.

6.9.5 Cinema

At Lings Forum Leisure Centre, the cinema plays an important role in attracting young consumers to the study site. In Northampton there are currently five facilities that provide Cinema provision. These facilities can be found in figure 6.18.

Figure 6.18: Cinema Provision in Northamptonshire

Site	Facilities	Distance to Weston Favell
The Forum Cinema	1 screen – 213 seats	0km
Northampton Filmhouse	2 screens, 90 seats	4.6km
Vue Cinema Northampton	10 screens, 2,547 seats	5.1km
Cineworld – Sixfields Leisure	9 screens, 1,816 seats)	7.3km
The Picturedrome	(1 screen, 130 seats)	3.44km



The Northampton Leisure and Retail Study highlights that the cinema was the 2nd most popular leisure activity behind indoor health and fitness. The most popular Cinema was the Cineworld in Sixfields Leisure. A total of 47.8% of residents within the Study Area visit the cinema. The most recently visited cinema across the Study Area is Cineworld, Sixfields Leisure Centre, Northampton (33%), followed closely by Odeon, Burton Latimer (27.2%). For residents of Northampton, 61.4% stated they had most recently visited Cineworld in Sixfields Leisure Centre, 19.6% that they had visited Vue, Doddridge Street, Northampton and 10.6% had visited Northampton Filmhouse.

Within the Leisure and Retail Study respondents were asked to state which facilities they would like to see more of in Northampton. Across the Study Area, better shopping facilities is the most requested leisure facility that

residents wish to see more of (6.9%), closely followed by a new cinema (6.6%) and a new swimming pool (6.2%).

This study demonstrates that Northampton's current supply of 4,796 seats is well above what could be supported by the residents of the Borough both at present, and in 2036. The study completed a benchmarking exercise, which estimates that there will be 614,606 cinema admissions in 2018, increasing to 741,567 admissions by 2036. Based on the national average of 210 trips per seat, we are then able to calculate that Northampton can support an average of 1,551 seats in 2018, rising to 1,872 seats by 2036. In consideration of Northampton's current level of cinema provision the Consultant Team would not recommend actively planning for additional cinemas at this time. Therefore, the Consultant Team recommend that the current 213-seater cinema at the Lings Forum is divided into two 100/120-seater cinemas to enable greater flexibility for the operator.

6.10 Conclusion

The supply and demand analysis highlighted several key issues surrounding the current and future provision of facilities on the study site that have influenced the emerging facility options and provision on site.

Overall, this section has help provide a supply and demand of analysis of key facilities in Northampton, which have highlighted the current and future needs of the population. There is a clear need to maintain and expand the existing offer most notably for swimming provision, enhanced health and fitness facilities, retention of a small, localised cinema offer, and creation of additional activities that will draw people, particularly families and young people, into the community hub.

Section 7 – Site Development Options



7. Site Development Options

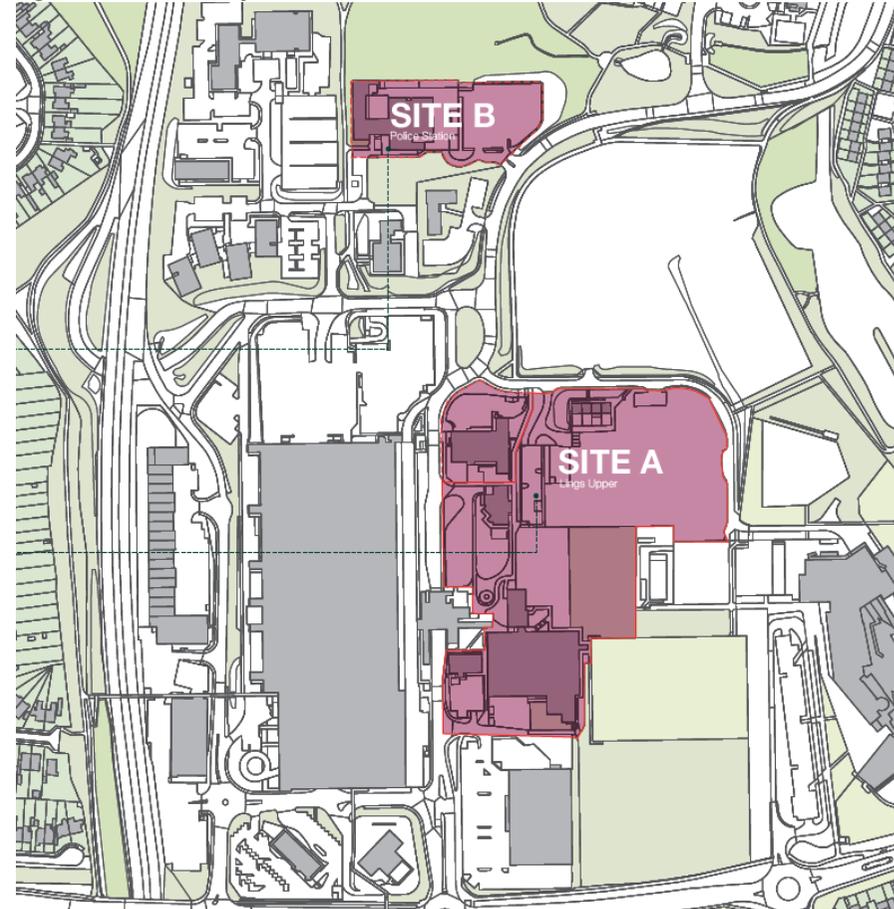
7.1 Study Site Options

The site analysis and consultation carried out during this feasibility study has highlighted across the whole study site two potential development sites for the proposed new Health and Wellbeing Hub. The two sites that have been identified as potential opportunities are the Northamptonshire Police Station site and the Former Lings Upper School Site as detailed earlier in Section 3. Both of these sites can be seen within figure 7.1.

Site A: Located on the Former Lings Upper site, this site has been vacant for a number of years. The site is predominantly hard standing overgrown scrubland on the former school site. The full site boundary includes 4 residential properties (and garages) with 3 under council ownership and 1 privately owned. The site's topography slopes down from West to East quite significantly, and a series of terraces still exist from the previous building's substructure. The site is in the current ownership of West Northamptonshire Council. Whilst the site was previously allocated for new housing the County Council property team have confirmed that the site would be a key consideration for the development of the new community hub.

Site B: This site is the current Police Station property, to the north of the Shopping Centre. There are 2x 2 storey buildings on the site, with a series of additional single storey garages and outbuildings. There is a surface car park to the east. The Northamptonshire Constabulary have confirmed that their intention is to vacate the site and they are looking to market the property during 2021. The NC have stated that ahead of the site going to market there would be a discussion regarding a sale or the potential of a land swap with the local authority.

Figure 7.1 Location of Site A and Site B



The Consultant Team has provided commentary on the pros and cons for both the Police Station site and the Former Lings Upper School site to help understand which location is best suited for the development of the Weston Favell Health and Wellbeing Hub.

7.2 Site Option A: Former Upper Lings School Site

Pros – Former Upper Lings School Site

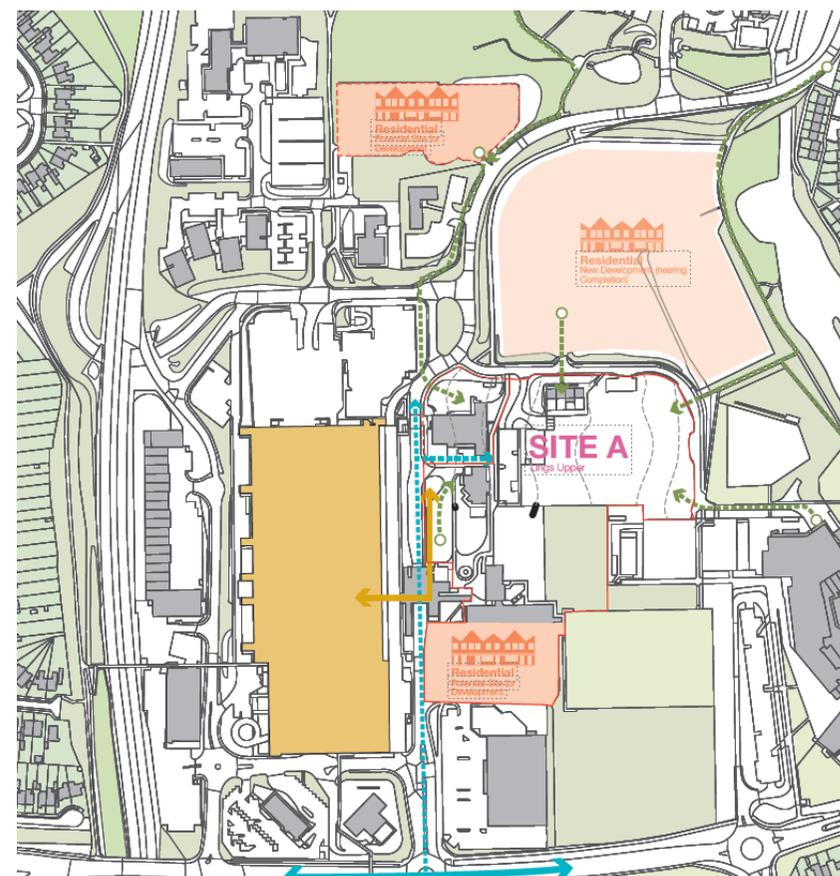
- *Located in the Heart of the Site:* With the shopping centre to the west, Northampton Academy to the east, and residential area to the north and south, this site has the potential to reorientate the centre of the surrounding area.
- *Ownership:* The site is currently under the County Council ownership to be West Northamptonshire Unitary.
- *Connection to the Shopping Centre:* The site is in close proximity to the shopping centre, and able to benefit from its footfall.
- *Main Entrance:* The site sits on the main vehicular access route into the wider site and a street side presence linked to the shopping centre.
- *Public Transport:* The site is opposite the existing bus stops which are adjacent to the Shopping Centre.
- *Site Area:* The site has the capacity to incorporate the emerging brief across all service areas and is notably larger than the police station site at 3.55 hectares.
- *Northampton Academy:* The site provides the opportunity to link with Northampton Academy and their 3G pitch widening both the leisure offer and links with the extended school offer for young people.

Cons – Former Upper Lings School Site

- *Topography:* There is a significant height change across the site, from West to East.
- *Ownership:* The overall site boundary includes the healthcare centre which is not owned by the Borough or County Council and would need to be potentially acquired to link the full site development. This is not insurmountable as considered later in this report looking at phasing options.
- *Services and Ground Conditions:* As with all development sites given its vacant nature the study has not had the scope to test the infrastructure and the conditions of the site as yet.

- *Housing Development:* The previous allocation for housing potentially reduces the development income associated with residential development on this site.
- *Existing Buildings:* The future of the current residential properties and garages within this site would need to be determined.

Figure 7.2: Site A: Former Upper Lings School Site Location



7.3 Site B: Police Station Site

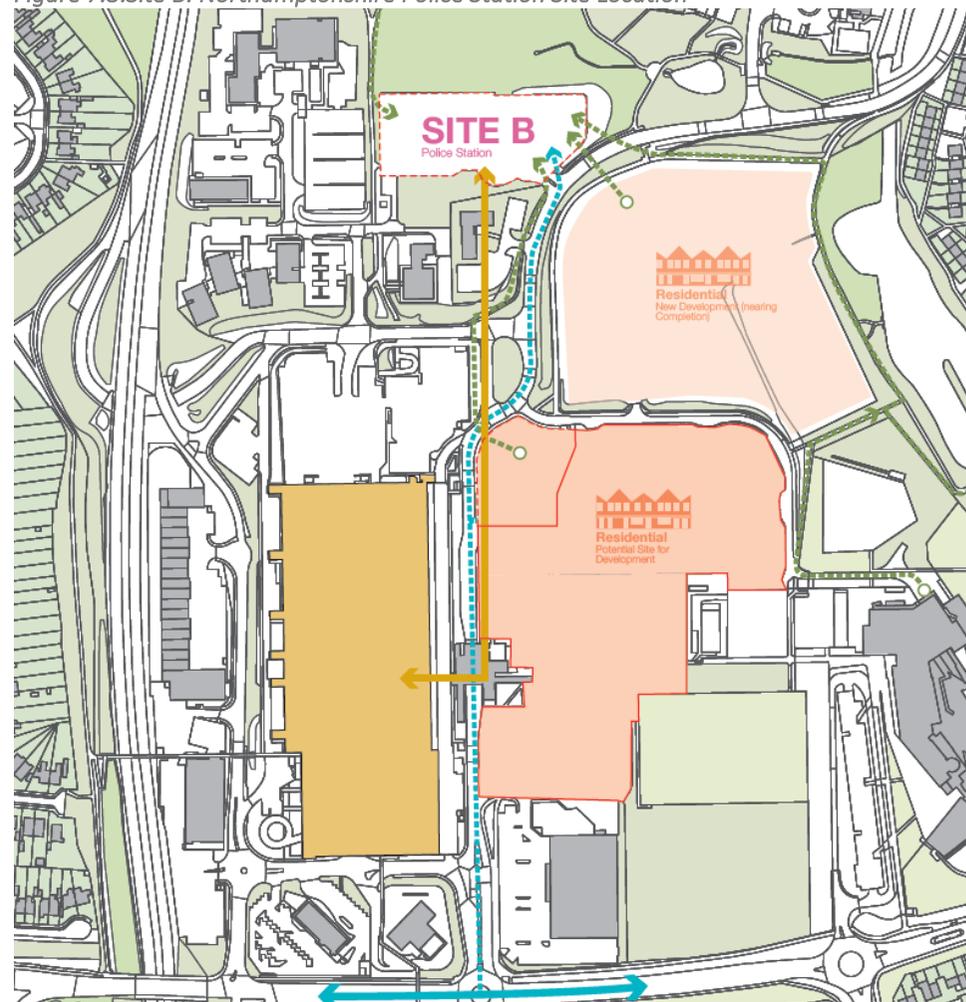
Pros - Police Station Site

- *Enables a larger critical mass of new residential development:* The land that will become available by any potential relocation has the potential to release a significant parcel of land for residential development across the current site and the former Lings Upper Site.
- *Current Operations:* There will be no disruption or closure of the current facilities and services onsite with any development on the police station site.
- *Location:* The site retains presence within Weston Favell and has a street side presence. Any development has an opportunity to link with the adjacent green space and local residential areas.

Cons – Police Station Site

- *Ownership:* The site is currently not owned by the Council, and the Northamptonshire Constabulary would be keen on achieving close to market price or a land swap with the Council. Either option would include potential additional cost.
- *Disconnected from the Shopping Centre:* The location is further away from the heart of the overall site reducing footfall spread from the shopping centre and important links such as pharmacy access, library footfall.
- *Small Site Area:* Depending on the emerging brief, the site's area is limited requiring a higher and more complex building design and potential cost.
- *Reduced Visibility:* The southern and western sides of the site are flanked by existing buildings that will remain, shielding potential views.
- *Planning Preference:* The initial view of the planners is that the police station site would be more suitable for additional residential development as opposed to the busy community site.

Figure 7.3.Site B: Northamptonshire Police Station Site Location



7.4 Site Evaluation

Both sites were reviewed in terms of a set of agreed criteria covering ownership, location, development potential and likely overall cost. As summarised in the table below, Site A, the former Lings Upper Site, scored higher on each of the criteria with notable differences in the ownership and development potential. This site is a clear front runner.

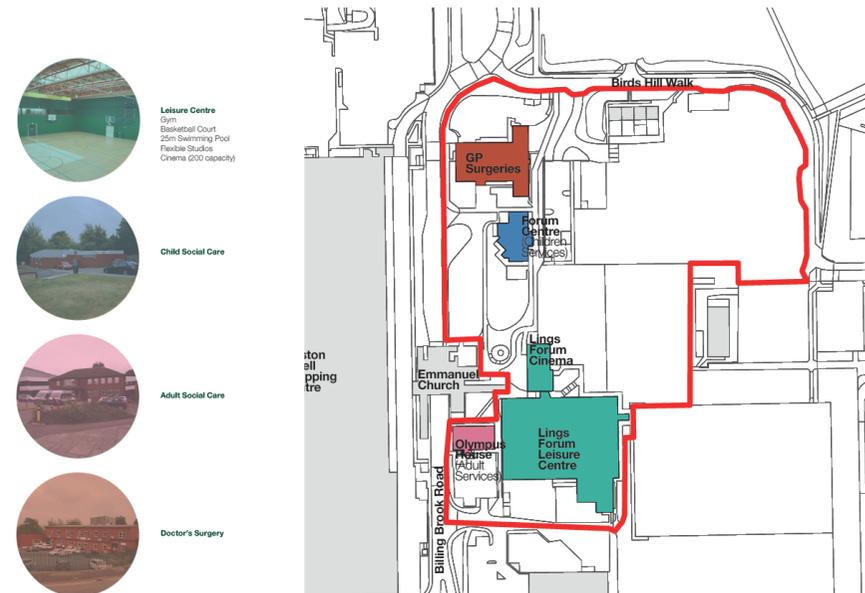
Figure 7.4 Site Evaluation Scores

Criteria	Notes on Scoring	Weighting	A		B	
			Score	WS	Score	WS
Ownership (30%)	LA Ownership = 5 Other Owner = 1	30	5	150	1	30
Location – including access to transport and geographical location (30%)	Score based on proximity/visibility to main road network and public transport (bus routes). 5 = very well located and visible with excellent transport links. 1 = poorly located with limited visibility and/or poor transport links.	30	4	120	3	90
Development Potential – including any heritage listing issues, size, ability to fit the leisure centre minimum requirements and ability to co-locate other facilities on the site (30%)	Leisure facilities and additional accommodation fits on the site and no heritage/townscape restrictions = 5. Site is unable to accommodate the desired leisure facility mix, additional development and/or has notable heritage/townscape restrictions = 1	30	5	150	3	90
Likely leisure centre development costs (10%)	Lowest likely cost compared to other site options explored in this study = 5. Highest likely cost compared to other site options explored in this study = 1.	10	3	30	2	20
Total				450		230

Following discussion with the Council and stakeholders, this study assumes that the land currently occupied by the Health Centre can be acquired by the Council in order to increase the site area for development. The Health Care facilities would be re-provided in the new health and wellbeing community hub.

The large area of Site A in comparison with Site B allows for more generously laid out facilities of a height and density appropriate to the context. It also ensures there is sufficient space for car-parking adjacent to the facilities as well as an opportunity to provide high-quality landscaping and external leisure spaces.

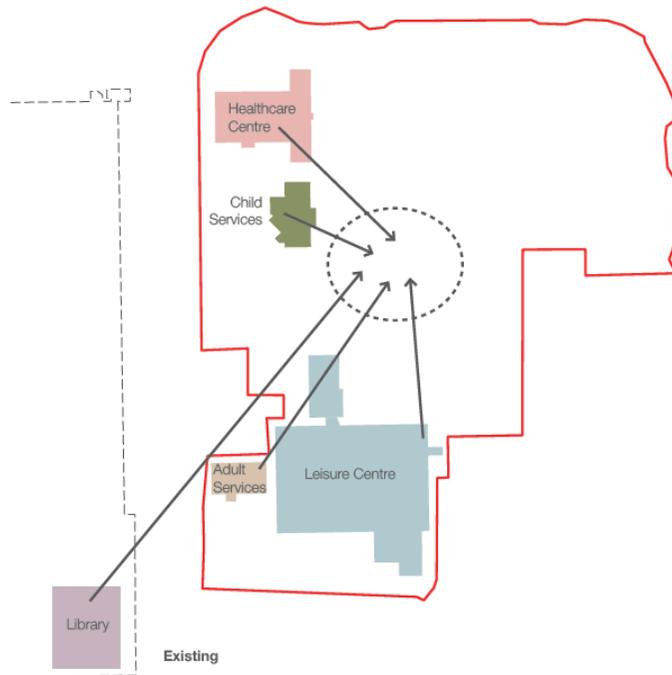
Figure 7.5 Site A Re-cap



7.5 Creation of the Community Hub

Returning to the original brief, the aim of the study is to re-provide the existing health, wellbeing and leisure facilities located around the Lings Forum and Weston Favell shopping centre in a new central hub on to the leading development site of the former Lings Upper school.

Figure 7.6 Current Locations



Based on the wider social and community aims the amalgamation of the services provides:

1. Greater integration of primary care, social care, mental health and

health and wellbeing services.

2. Lifelong learning provision
3. A social hub and meeting place
4. Leisure provision; swimming, health and wellbeing preventative-based services.
5. Community Police
6. Adult, Children and Social Care Services
7. Place-making regeneration reinforcing a sense of pride in the local area.

Figure 7.7 Proposed Amalgamation of Facilities and Services

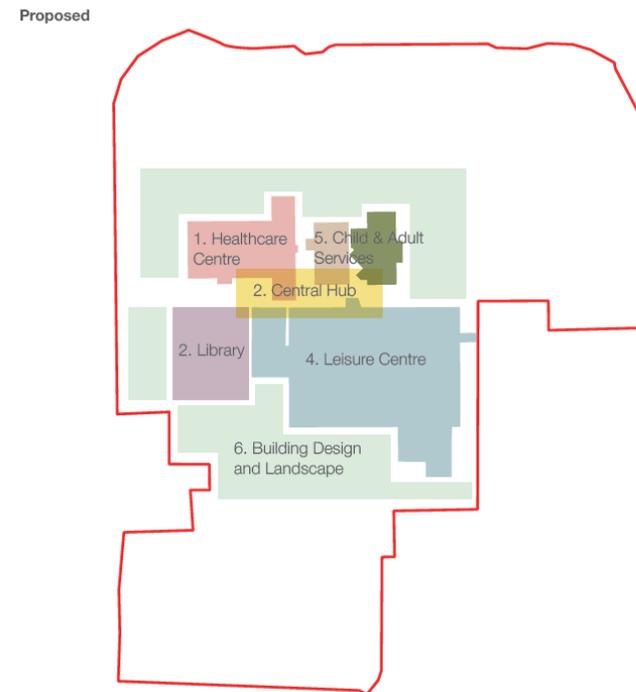
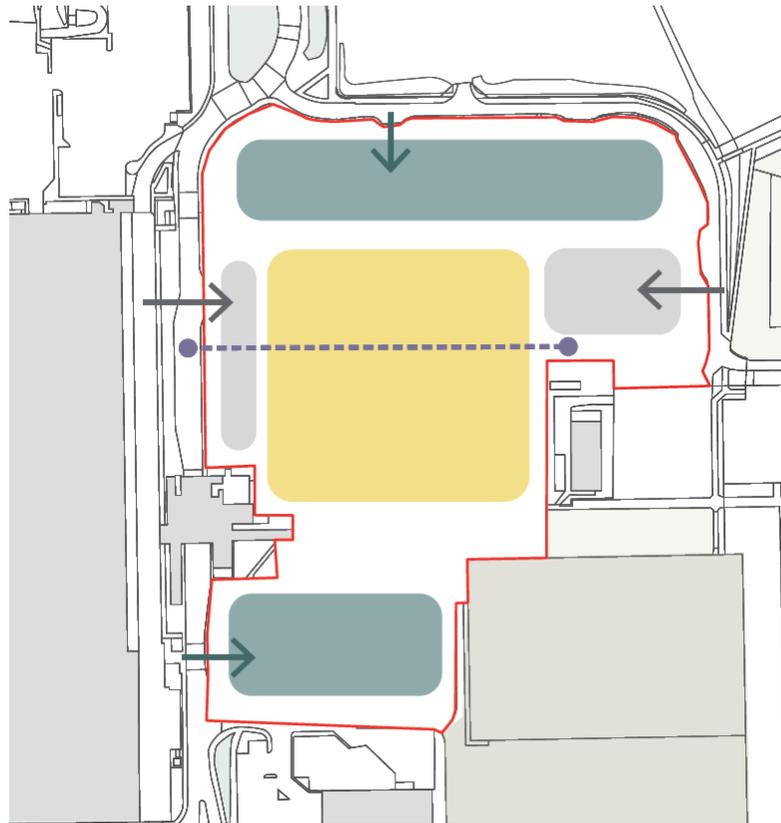


Figure 7.8 Design Development – Site Layout



The Yellow area indicates the new location of the Hub - centrally located within the site, with vehicular access to the east and west away from any residential access points. The Parking zones are either side of the central area - the main parking zone to the east to draw the vehicular traffic away from the main pedestrian entrance, accessible and emergency parking to the west.

The central area is set in between proposed areas of residential housing - using existing access points into the site, the zones flank the hub and are set within a new landscape.

Figure 7.9 Zoning and Connections

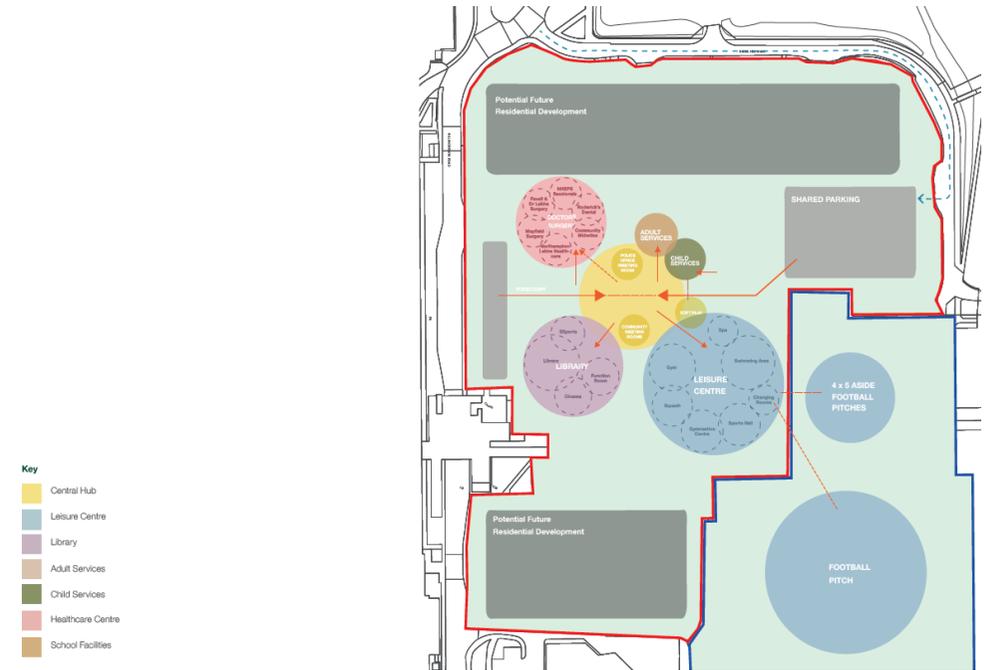
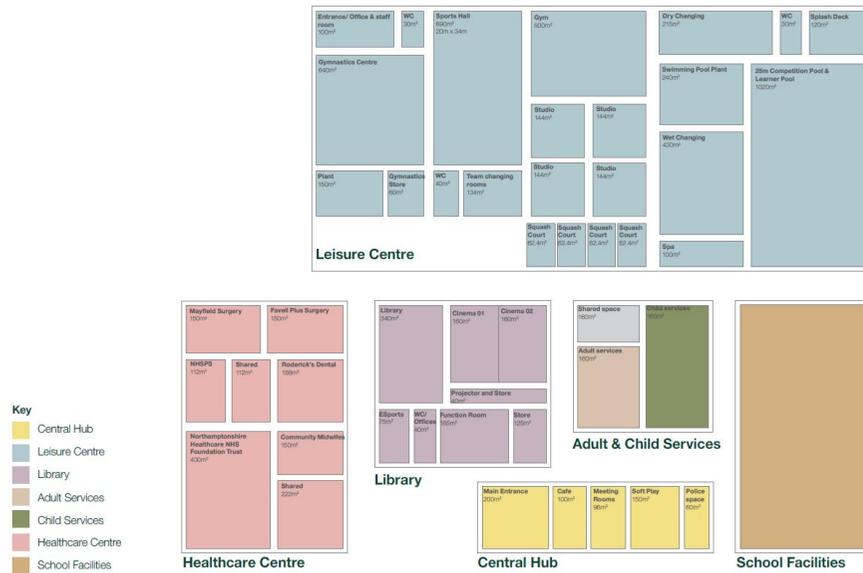


Figure 7.9 starts to bring these service areas and needs together to form the community health and wellbeing hub based on the initial building blocks and specification that the Consultant Team has researched and consulted on. Input from the key stakeholders and partners have influenced the location and position of the services.

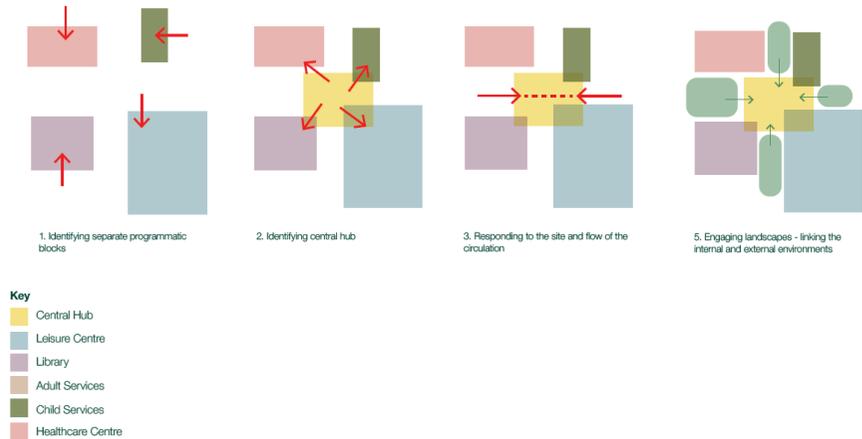
Figure 7.10 Building Blocks and Facility Specifications



The building blocks are based on Sport England and National Governing Body design guidance for the sport and leisure facilities, as well as input from the service providers on site and industry design standards and expectations across the different services and facilities.

The full schedule and further design considerations are provided in Appendix 1.

Figure 7.11 Massing Principles



The massing principles start with identifying a central community hub that links the facilities together. The facilities could be directly connected to and accessed from the central hub as shown in the diagram, or set apart slightly with connecting external space between, depending on stakeholder requirements.

Given the nature of the site there is a need to respond to the topography and orientation of the site and flow of the circulation. Following that the opportunity to engage with the landscape - link the internal and external environments, maximising views out across nature, and creating external social and leisure spaces. The site is also to accommodate potential residential developments to the north and south of the central area with

indicative site layout for residential development highlighted in Figures 7.12.

Figure 7.12 Indicative Residential Zones

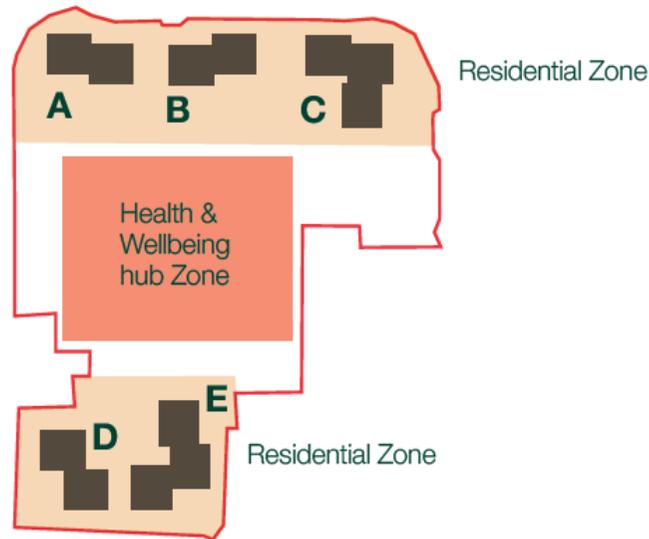


Figure 7.13 shows the site overview with the leading facilities across healthcare, sport, cinema, library, adult and children’s services. Figure 7.14 shows the proximity to the outdoor sports facilities at the adjacent academy site.

Figure 7.15 includes the option for a dedicated gymnastics centre and additional leisure waters to add to the swimming offer based on the demand modelling set out in Section 6. This can be seen with the additional dotted line on the aerial view. Figure 7.16 provides a concept section of the facilities and the overall site relationship.

The facilities include:

Facility	Content
Central Hub	Main entrance and lobby Café Meeting / Community Rooms Clinical Consulting Rooms Breakout / workspace Community Police Office Softplay
Leisure Centre	Sports Hall (4 badminton court) Studios (x4) Squash Courts x 2 25m Swimming pool (8 or 10 lane options) Health and Fitness (capacity for 120 stations) Spa and 4 treatment rooms Small sided football x 4 Refurbished full size AGP (on school land) Outdoor changing (on school land)
Library and Cinema	Library facility - study area, children’s library, small event space Cinema – 2 screens with 240 seats across two spaces E-sports and VR room and Gaming Area
Adult Services	Office space Activity Rooms x 3 Sensory Room Dedicated Function Space / High Needs Dining space
Children’s Services	Contact and family rooms x 5 Babies Rooms x 2 Meeting / interview rooms Dedicated outdoor play area
HealthCare Centre	<u>Mayfield Surgery:</u> Consulting Rooms x 7, Office and Admin space <u>Favell +</u> Consulting Rooms x 7, Office and Admin Space <u>Midwife</u> Dedicated room and admin <u>NHSPS Sessional</u> Treatment Rooms x 2 <u>Roderick Dental</u> Treatment Rooms x 7, Waiting, recovery and admin rooms Shared kitchen, toilets (staff and patients) and common waiting areas.

Figure 7.13 Site Plan and Facilities

Site Plan
Uses



The Central Hub

The hub is the heart of the facility and connects all the different uses. The double storey height space contains the cafe, the soft play and the communal meeting rooms. The wide steps and open space allow for visitors to meet, with large areas of glazing to bring the green surroundings into the building. A central walkway connects the east and west of the site.

Library

The Library holds a prominent position on the site and will contain the cinema, function rooms and Esports studios. The visibility of the library is important as it is a community space. The ground floor library could be glazed with the

upper floors designed to be a more solid construction to suit the requirements of the cinemas and Esports studios.

Leisure Centre

The leisure facility links to the sports pitches within the school grounds. Spread over three floors the location takes advantage of the site topography to ensure the building mass is not too overpowering as high ceilings are required in many of the spaces. The building is close to the main car park and links with the landscape to encourage external play and sport.

Healthcare Services

The Healthcare services will be located at the west of the site with an adjacent car park to ensure users are not forced to travel too far from their car. This building can either be connected to the Central Hub or separate depending on construction phasing and stakeholder preference.

Child and Adult Services

Surrounded by greenery, this three-storey building is situated away from the main road to the rear of the site. The facilities have separate entrances with the child services being accessed externally from the lower level and the adult services entrance from with the central hub at level 0. The position of the building allows for a direct link between the child services and the soft play area.

Residential Housing

The residential buildings are situated to the north and south of the site. Taking the form of pavilions in the landscape, they provide green spaces and quiet pedestrian routes through the residential zones. The large green spaces create a buffer between the retail zones and the housing.

Car Park

The car park will be designed to be part of the landscape, with trees planted between car park spaces and surrounding the area. The main car park will

provide child and parent spaces as well as accessible parking. There will also be a car park to the west of the site which will contain further accessible car parking for level access and deliveries.

Football pitches and school facilities

The proposed and existing football pitches will provide an additional offer and are close in proximity to the changing rooms situated in the leisure facility. The changing rooms can be accessed both externally and internally.

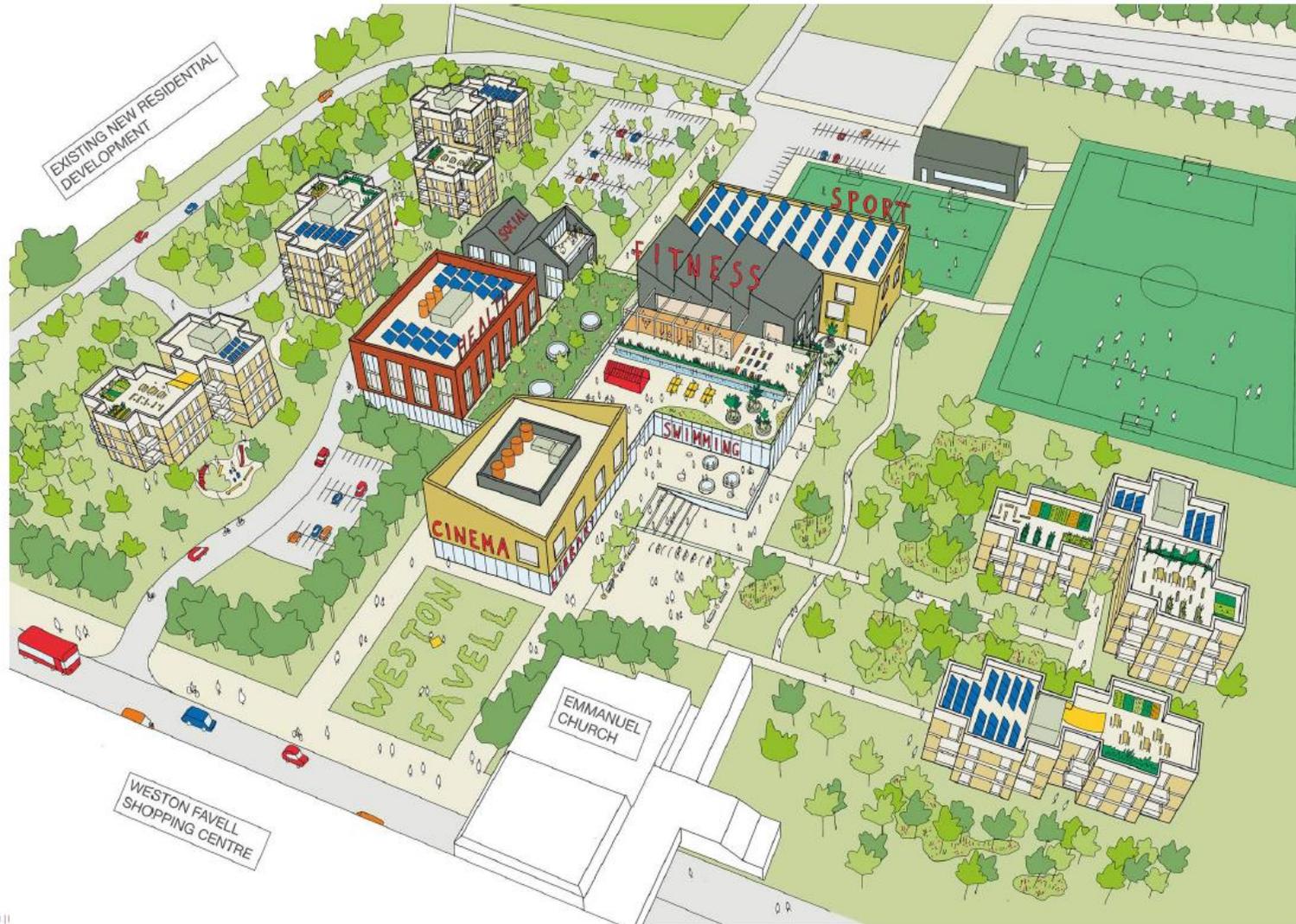
Landscape

The sloping topography of the site will create interesting landscapes and areas for wildlife. The landscape design will also create different areas for play, outdoor sports, relaxation and community use.

Figure 7.14 Aerial Site View – Option 1.

Design Proposals

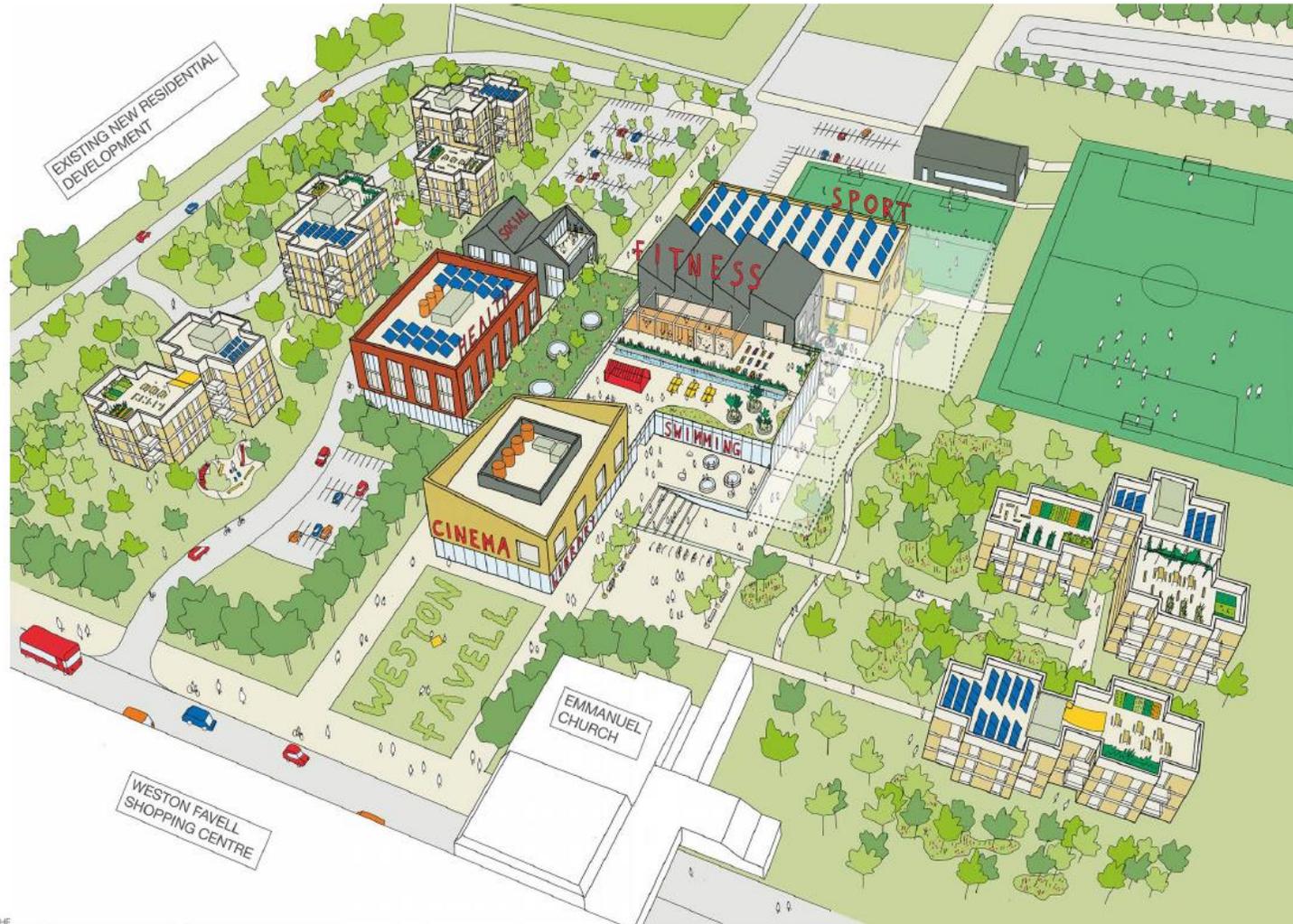
Figure 7.14 Aerial View Option 1



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Design Proposals

Figure 7.15 Aerial View Option 2



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Design Proposals

Figure 7.16 Concept Section



7.6 Site Delivery and Phasing

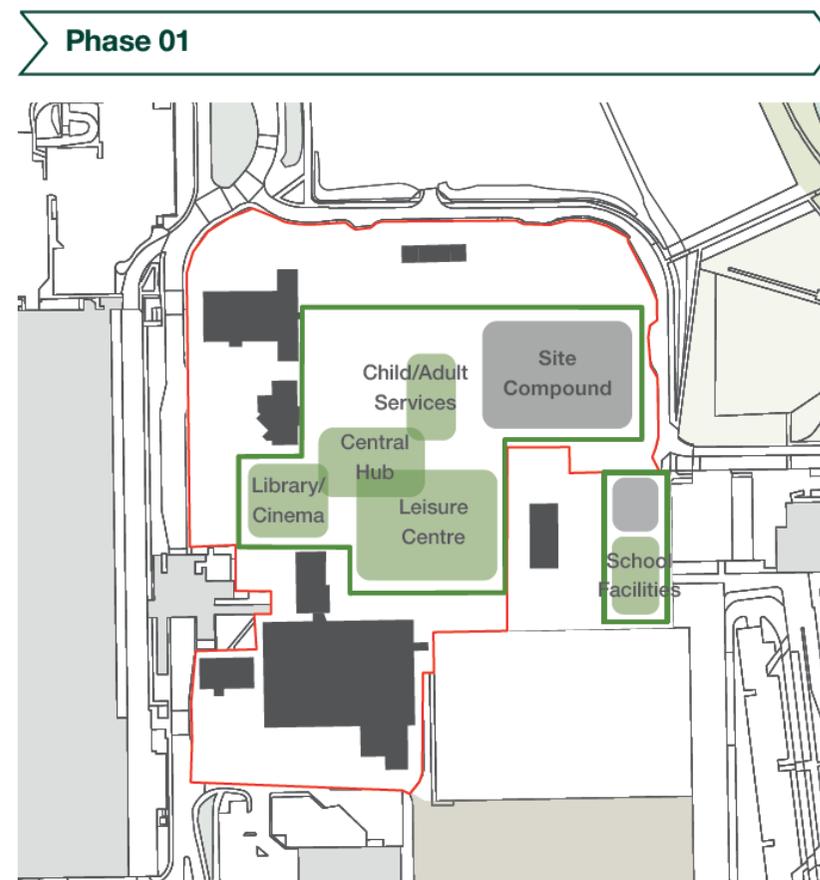
Bringing together the wide range of services is not only going to be a challenge in terms of finance, ownership and operations - it will be a key challenge to develop the overall site, the facilities, services, car parking and landscaping.

A key part of the site review and analysis has been to look at the physical delivery of the leading site options as set out in this section looking to take advantage and use the topography and characteristics of the land. Another very influential factor has been to plan for the continuation of these vital services during development.

The overall site planning is based on the development of the Community Hub ahead of any residential development (on the proposed vacated areas) and some initial consideration of phasing is set out below.

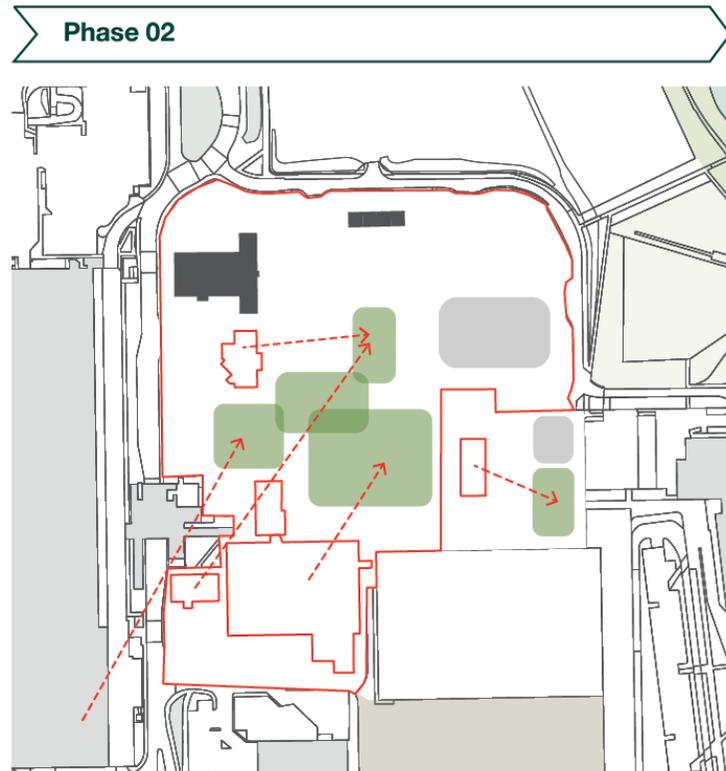
Phase 01

At Phase 01 the Central Hub, Child & Adult Services, Leisure Centre, Library and School buildings (subject to their funding and programme) are constructed while all existing facilities remain open on site. The site access and compound are at the East to keep construction traffic separate from the existing users and facilities. Careful planning is required to avoid disruption to Emmanuel Church and the Forum, close to the new Library. The new Healthcare Centre (shown dotted) could also be constructed during Phase 01 if the sale and transfer of the land, not currently owned by the Council, can be completed in time. This would result in a shorter programme overall and would also make it easier for the Healthcare building to be physically connected to the central hub if that is preferred by the client and stakeholders. The phasing shown on the following diagrams assumes that the Healthcare centre is constructed in a later phase.



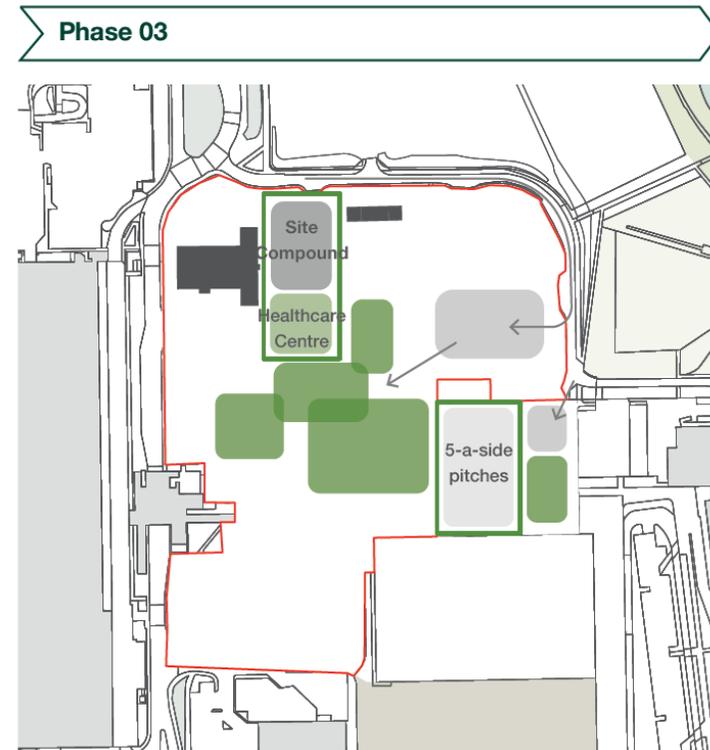
Phase 02

Following completion of Phase 1, the Child and Adult Services, Leisure Centre, Library move into the new completed buildings and the existing buildings are demolished. Access to the site is from the East, away from the demolition, and the main car park takes the place of the site compound.



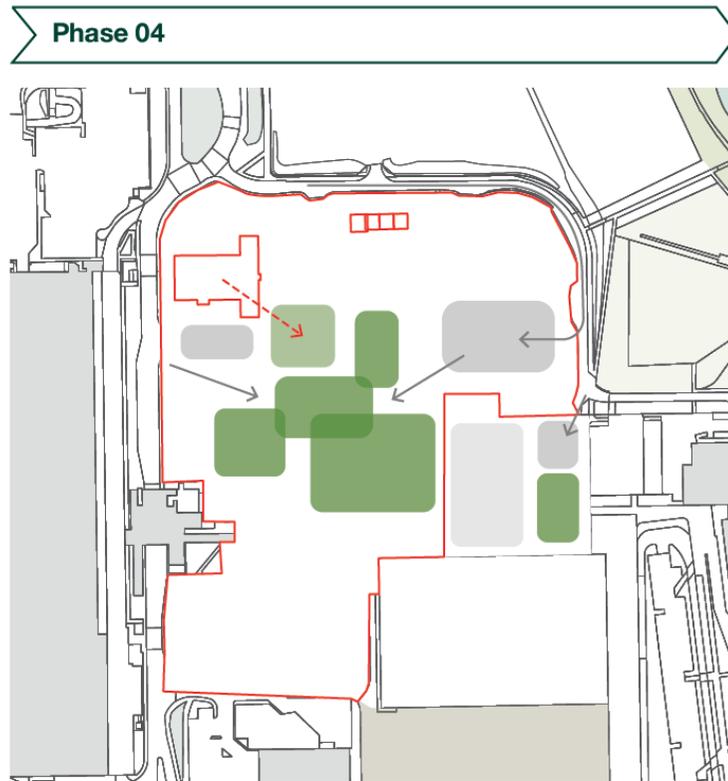
Phase 03

In Phase 03 the Healthcare Centre and 5-a-side pitches are constructed. The rest of the new facilities remain open on site and the construction site and traffic is managed carefully. The existing Healthcare centre remains open throughout Phase 03. This will require careful design and construction management to ensure that the new building is sufficiently set back from the existing to allow enough space to construct safely and avoid disruption to services. The Healthcare Centre can be physically linked to the central hub or could work as a separate building from the hub, directly adjacent and connected with an external landscape link.



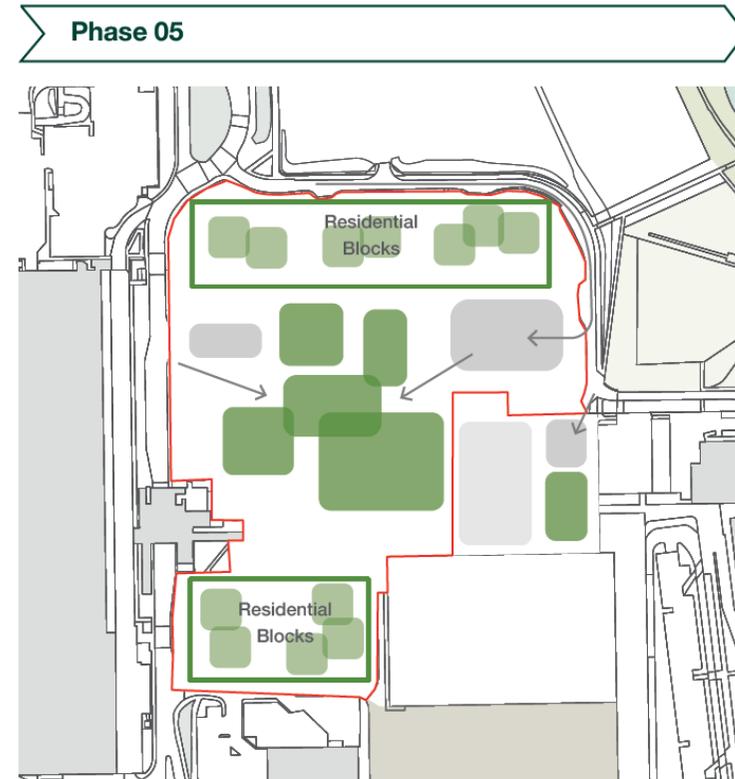
Phase 04

In Phase 4 Healthcare users move into their new building and the existing building is carefully demolished, along with the garages in the north of the site. The new Health and Wellbeing Hub is now complete and fully operational.



Phase 05

While users enjoy the new facility construction work can start on the residential pavilions to the north and south. These blocks can also be phased to ensure site compounds are within the residential zones and away from users.



Section 8 – Outline Business Case



8. Outline Business Case

8.1 Introduction

An Outline Business Case (OBC) has been prepared following the recommended format and approach as set out by HM Treasury and UK Office of Government Commerce, which breaks the business case down into distinct headings, namely:

- Strategic Case for redeveloping Weston Favell that aligns with local, regional and national strategies, and priorities, supported by a clear needs analysis and a clear definition of the outcomes and benefits sought.
- Economic Case for change based on a detailed options appraisal against a set of clear critical success factors that has identified a preferred redevelopment and future operating option.
- Commercial Case for the redevelopment of Weston Favell Community Hub that would enable an operator(s) to be procured who would deliver the financial, sporting, health and social value outcomes sought by WNC.
- Financial Case demonstrating that the preferred redevelopment and operating option is affordable and would deliver the best VFM outcome for WNC and its partners over the long term.
- Management Case demonstrating that the preferred redevelopment project and future operating arrangements can be successfully delivered by WNC and its partners and the outcomes and benefits sought achieved.

Weston Favell Community Health and Wellbeing Hub involves the redevelopment of a series of dated public and health facilities that are no longer fit for purpose to create a new integrated centre delivering leisure, learning, adult, children's and healthcare services in a more coordinated

and efficient manner to promote improved health and wellbeing outcomes for a local community facing a range of poor health indicators.

It should be noted that the business case is based upon the leading priority site already assessed and evaluated in the previous section (see section 7.4) with the focus on the most effective and efficient development options being considered on the former Lings Upper Site.

8.2 Strategic Case

National Strategic Context

'Sporting Futures' central government's 2015 strategy for an active nation looks beyond simple participation to how sport changes lives and becomes a force for good. The strategy seeks to increase the number of people who engage in sport and activity, not for its own sake but for the wider benefits it can bring, in terms of the physical and mental wellbeing of an individual, the community and its effect on wider economic development.

'Uniting the Movement' is Sport England's recently published 10-year vision to transform lives and communities through sport and physical activity. A key element of the strategy is the recognition that for too long people with the most to gain from being active have been the least able to take part:

- disabled people and people with a long-term health condition are twice as likely to be physically inactive than those without a disability or health condition.
- people in a lower socio-economic group are more likely to be inactive than people in higher social groups.
- women are less active than men, and this gender gap starts with girls being less active from a young age.
- people from Asian and Black backgrounds are far more likely to be physically inactive than people who are White.

The huge disruption the Coronavirus pandemic has caused has reinforced or even exacerbated inequalities, such as those around socio-economic

status and ethnicity. Uniting the Movement seeks to tackle these deep-rooted inequalities long seen in sport and physical activity, providing opportunities to people and communities that have traditionally been left behind, and helping to remove the barriers to activity.

NHS organisations and local councils in England are joining forces to coordinate services around the whole needs of each person and to ensure full population coverage of the services that they provide. Their aim is that people can live healthier lives and get the care and treatment they need from the right person, in the right place, at the right time. **Integrated care** is about giving people the support they need in a joined up and co-ordinated way across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services such as social care, housing, public health and wellbeing services. In the past, these divisions have meant that too many people experienced disjointed care.

Integrated care systems (ICSs) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces health and wellbeing inequalities between different demographic groups in the community.

Since 2018, there has been a deepening of the relationships in many areas between the NHS, local councils and other important strategic partners such as the voluntary, community and the social enterprise sector. They have started developing better and more convenient services, investing in keeping people healthy and out of hospital and setting shared priorities for the future.

The **NHS Long Term Plan** confirmed that all parts of England would be served by an Integrated Care System (ICS) from April 2021. **The White Paper 'Integration and Innovation: working together to improve health and social**

care for all' makes clear that ICS will become statutory organisations and be responsible for strategic commissioning, and this is expected to be from April 2022. Working together to integrate care, and population health, are at the heart of these White Paper proposals.

An important part of the NHS vision is that decisions about how services are arranged should be made as close as possible to those who use them and involve service users/patients in the design and evaluation of those services. For most people, their day-to-day health and care needs will be met locally in the town or district where they live or work. Partnership in these 'places' is therefore an important building block of integration, often in line with long-established local authority boundaries. But one of the strengths of the system is that arrangements can be adapted to reflect what makes sense locally.

Whilst demand for NHS services continues to grow, it is intended that integrated care will provide a key solution for meeting this continued demand, by doing the following:

- Redesigning healthcare so that people get the right care in the optimal care setting (for example, by providing better social care and community support to slow the development of older people's frailty; and fundamentally redesigning outpatient services so that both patients' time and specialists' expertise are used more appropriately).
- Improving upstream prevention of avoidable illness and its exacerbations. For example, diabetes prevention through obesity reduction by promoting healthy lifestyles, and reduced respiratory hospitalisations by reducing the incidence of smoking and from lower air pollution.
- Providing better support for patients, carers and volunteers to enhance 'supported self-management' particularly of long-term health conditions.
- Supporting GP practices to work together at scale with community, mental health, social care, pharmacy, hospital and voluntary services in

their local areas in groups of practices known as primary care networks (PCNs).

PCNs build on existing primary care networks and services, enabling greater provision of proactive, personalised, coordinated care and more integrated health and social care for people closer to their home. Clinicians describe this as a change from reactively providing appointments to proactively caring for the people and communities they serve.

The emergence of PCNs has provided significant new investment into new primary care roles, including additional clinical pharmacists, physician associates, first contact physiotherapists, community paramedics and social prescribing link workers. This will enable primary care to have the skills and capability to operate as part of integrated teams, including social prescribing.

Social prescribing is a key component of Universal Personalised Care set out in the NHS Long Term Plan and is a way for local agencies to refer people to a specially trained link worker, who can give people time, focusing on what matters to individuals and taking a holistic approach to people's health and wellbeing. They connect people to community groups, can prescribe fitness and wellbeing services and refer people to other statutory services for practical and emotional support.

Social prescribing works for a wide range of people, including people:

- with one or more long-term conditions
- who need support with their mental health
- who are lonely or isolated
- who have complex social needs which affect their wellbeing.

It therefore fits clearly with the development of integrated care and enhancing population health management locally with a focus on prevention. In particular it can be used to proactively address those health

and social inequalities which are known to have increased during COVID-19, and those groups who may have been disproportionately disadvantaged. These policy priorities are aligned very closely with the direction of travel for Weston Favell, with its aspiration as an integrated care hub, with close links to Primary Care Networks, social prescribing and addressing health inequalities.

The other key national policy development which is relevant to this study and our site is the introduction of Cavell Centres. **Cavell Centres** are in-community health and wellbeing buildings, offering a range of joined-up health and social care services, closer to home. The Centres form part of a national estates programme and are designed to promote the co-location of primary care, community services, outpatients, diagnostics and wider community services.

For example, the Plymouth Cavell Centre will have 3 GP practices, a range of community and mental health services, plus CAB and local third sector organisations, for a population of 30-50,000. The buildings will be system-owned and managed, and the direction of travel is that this would be done through the ICS.

The current Cavell Centres have been funded to develop their business case and await outcome of the autumn Spending Review regarding capital funding. There is likely to be another wave announced at the same time and sites such as Weston Favell would need to be ready to apply. This is likely to be a key funding stream for capital to fund the health element of the Weston Favell build and most likely, any application will be led by the CCG.

Local Strategic Context

The local strategic case for redeveloping Lings Forum Leisure Centre, the Library and the Healthcare Centre is focused around supporting the previous Northampton Borough Council's (NBC's) existing Corporate Plan,

which focuses on delivering a stronger local economy and working with partners to build more resilient communities. The options for the future of Lings Forum and the need for new provision were explicitly identified in NBC’s Leisure and Sports Facilities Strategy which aligns to corporate plans for the regeneration and growth of the area and sets out clearly the contribution leisure and sport will make to improving the quality of life of local communities. At the time of the report the transition has been made from Northampton Borough Council to the new Unitary – West Northants Council, and in the absence of current corporate plan, the importance of these services being planned for the new Community Hub the Consultant Team are confident will remain a priority for the new administration.

The development of the Weston Favell Health Centre is a key priority for the Clinical Commissioning Group (CCG). Whilst this needs to be developed within the current financial envelope, there is scope to significantly improve the way health and care services are delivered within the new facility.

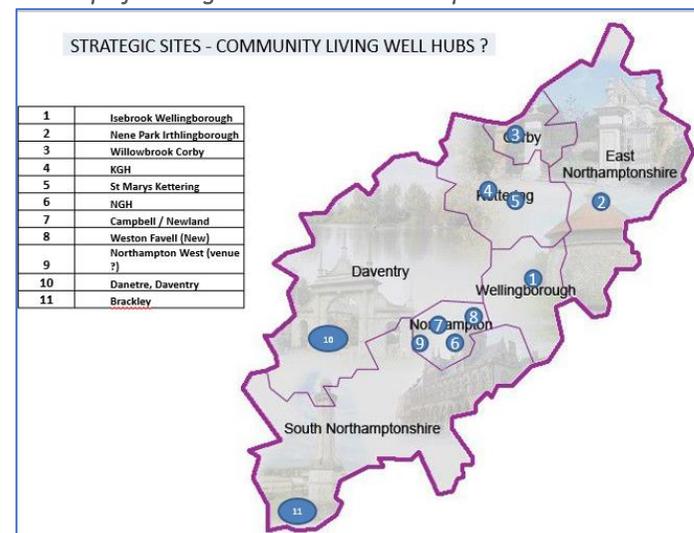
The **Northamptonshire Care Partnership** (the ICS) has developed the following key partnership themes of ‘**Choose well, Stay well, Live well**’:

- **Choose well** - Taking action before things happen: Making sure the right services and the right choices are available to help us look after our own health and prevent illness.
- **Stay well** - Understanding the causes of ill health and getting the right treatment: Putting the right health and care services in place locally to detect, diagnose and treat illness as early as possible.
- **Live well** - Keeping you well supported and cared for: Providing the right care and support in the right place to help us to manage our health as we get older or live with long-term illness.

The project presents an opportunity to have a collective health and care estates solution for Weston Favell to deliver the themes of the Partnership. The ICS is developing the idea of a small number of strategic sites which

would deliver integrated services in the future. **Figure 8.1** shows that Weston Favell is being considered as one of these sites.

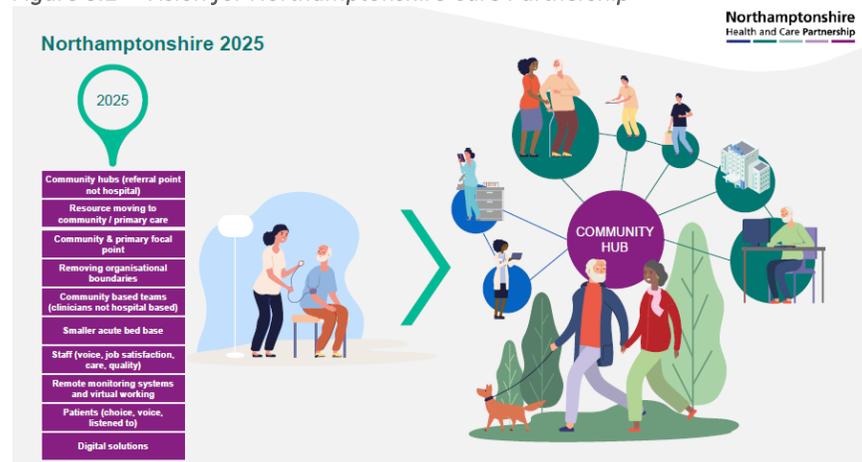
Figure 8.1 – Map of Strategic ICS sites in Northamptonshire



The ICS Strategic Estates Board has supported a direction of travel in which the Weston Favell development is one of the key community hubs which would provide flexible space both clinical and non-clinical services in a ‘non-health specific’ environment, able to deliver integrated care and enable appropriate services to move out of an acute setting into the community.

This is in line with the **Northamptonshire iCAN Programme** shown in **Figure 8.2**, which sets out the vision for a community hub by 2025 as the focal point for community and primary care, removing organisational boundaries and housing community teams.

Figure 8.2 – Vision for Northamptonshire Care Partnership



This is exactly what the development at Weston Favell is intended to address: providing the facilities to enable integration in a way that is focused on what residents want and need in order to manage their own health.

The other key policy driver is the development of **Primary Care Networks** and the new roles within the PCNs. Weston Favell will provide a hub for the Northampton PCNs and flexible space for staff to engage with residents in a setting that is not perceived to be a traditional ‘health centre’. Providing an environment that is not stigmatised as a ‘health centre’ with a range of activities that promote health, such as leisure, recreation, advice and information, having the potential to improve the population’s quality of life, mental and emotional wellbeing and help with depression, anxiety and isolation issues. This will reduce patients’ reliance on NHS services, easing pressure on acute and primary care services. This, in turn, means financial savings to the NHS in Northamptonshire and wider beneficial social impact for society such as reduced welfare spending and increased employment.

Local Demographics, Needs and Demand

NBC’s Leisure and Sports Facilities Strategy assessed the needs of local users and demand for better provision. This has been further supported by additional needs analysis undertaken as part of this study which clearly identifies the demand for more extensive swimming, fitness and other leisure provision that is much better integrated with other health and public services. Detailed consultation with partners, as summarised in Section 5 of this report (and further detailed in the appendices) has highlighted the opportunities offered by the closer physical integration of leisure, health, learning, children’s and adult care services in helping address some of the inequalities in physical activity and breaking down barriers to exclusion.

- **Deprivation** - Around 40% of the population live in areas where levels of deprivation are above the England average.
- **Inequalities** - Children born in the most deprived areas can expect to live 7.8 years less than those born in the most affluent parts of the county. People in the most deprived areas are likely to spend 13 fewer years in good health than those living in the least deprived areas.
- **Mental health** - In 2018/19 more than 21,000 adults entered mental health services in Northamptonshire – around 4% of the total adult population.
- **Unhealthy lifestyles** - Around one in six people in Northamptonshire smoke. Two out of three people in our county are overweight or obese, while nearly one in four do not do enough physical activity.
- **Children** - Nearly 70% of children in Northamptonshire are reaching a good level of development by Reception class (age 4-5 years). This falls to just over half reaching good level of development if they are receiving free school meals.

Risk factors

- 30% of children aged 10 to 11 are overweight or obese, which is significantly higher than the Northamptonshire PCN average.

- 28% of the population are recorded as smoking, significantly higher than the Northamptonshire PCN average.
- 29% of patients accessing smoking cessation services successfully quit at 4 weeks -significantly below Northamptonshire PCN average.
- Blood pressure management for hypertensive patients is significantly below the average for all Northamptonshire PCNs and below the national expectation (80%).

Service use

- Just over 1 in 4 (29%) of hospital admissions, for patients registered to this PCN, are for patients with one or more long term conditions, just over half of these (54%) are for patients with multiple conditions (two or more).
- Emergency admissions rate (taking account of age differences) – significantly higher than the Northamptonshire PCN average.
- The percentage of children assessed by social care is significantly higher than the Northamptonshire PCN average.

Service provision and current limitations

The current services are delivered from numerous locations spread across Weston Favell and in most cases the facilities are approaching the end of their useful economic lives, are expensive to rent, heat and/or maintain, and will require substantial investment to bring them up to modern standards and extend their life.

Lings Forum Leisure Centre is more than 45 years old and whilst it is extremely popular with users and generates a substantial operating surplus, it is approaching the end of its useful economic life and will require substantial investment just to keep the facilities going with limited improvement in provision. In addition, it has a number of design limitations that constrain the leisure offer; there is only one pool which severely limits access for local swimming clubs and the capacity of the swim school, and there is limited dedicated studio space for exercise classes at peak hours.

The Library is located in the adjacent shopping centre and is expensive to operate as there is too much inflexible floor space for which the service has to pay a commercial rent and service charge. The library is also in need of a major refit to create a more flexible, welcoming space. Opening hours are constrained by staff costs and there is no opportunity to co-locate services within the existing library to enabled reception and other costs to be shared and opening hours to be extended.

Adult and Children’s Services are located in nearby accommodation that is owned by the Council. The current accommodation is limited in its flexibility and the public areas are not particularly accessible or welcoming for residents seeking to access these services.

The Healthcare Centre is located next to Lings Forum in accommodation which like the other facilities, which is dated, the rent and service charges are considered to be expensive and poor VFM considering the age and condition of the buildings, and it is becoming increasingly expensive to operate and maintain. There is a lack of flexible spaces which would allow some medical treatments and procedures to be provided on site, negating the need to send patients to district hospitals where the costs of outpatient delivery are much higher than within a dedicated community healthcare setting.

From a Patient Survey undertaken for this study (as detailed in Section 5) users of the building have commented on the following:

- It is an outdated building which is run down and in need of major refurbishment.
- The layout of the building is confusing and needs to be improved, particularly the waiting area.
- Disabled facilities need to be redesigned.
- There is a lack of parking.
- The environment is generally unpleasant and needs to be improved.
- Would like better links to wellbeing and mental health clinics.

More widely, Healthwatch Northampton asked what people thought and felt about local NHS services and what improvements could be made to how these services are delivered in the future.

Suggestions for improvement included:

- Coordinate care to enable patients to move seamlessly through and between services and make pathways easier to understand.
- Across all themes, the value of communities, local initiatives and having care and support close to home was highlighted, particularly to help people stay well and age well.
- Focus on the needs of the whole person to support people to stay well and live well, including physical and mental wellbeing and nutritional support.

The lack of any co-location means there are few opportunities to integrate services or share facilities. For instance, it is recognised that preventing many lifestyle conditions developing is far more cost effective than treating such conditions and it would be far easier for health professional to refer patients for physical activity interventions if the leisure facilities were under the same roof and designed to feel less like a typical leisure centre, as we know that many of those groups who do not take part in physical activity do not feel comfortable using a typical leisure centre.

Community, Social and Health Benefits

The development of an integrated public service hub offering a wide range of leisure, learning, healthcare, children's and adult services would bring huge benefits to the local community in terms of physical activity, learning, wellbeing and healthcare provision.

The project would provide enhanced leisure provision offering a much wider range of physical and leisure activities in a more modern setting, allowing more people to lead more active lives, especially those from groups with

lower rates of participation. The new library, children's and adult services facilities would provide the community with a better user experience. This process (and the related benefits discussed within this report) however is unlikely to happen without public sector intervention and the strength of the partnerships built up during this study will be key to delivering on this.

The new health centre would allow a more extensive range of health care services to be offered in a more efficient and convenient local setting, reducing costs to the NHS. It would also facilitate closer working with between the partners to offer more integrated health and wellbeing services that would encourage people to lead more active and healthier lives. The plan is to re-provide facilities for the GP practices and the dental surgery, within the new building. The GP practices, whilst they would welcome more space, have accepted a replication of the current footprint. However, given that the current space is not laid out optimally, there is scope to provide significantly more useful clinical space on the same footprint, particularly given the potential for digitisation of medical records. The only change is to add a minor ops suite to be shared by both practices. The dental practice would like to take a slightly reduced footprint, but still providing the same quantum of services. The community midwifery team are also seeking a similar footprint to the one they currently have.

Northamptonshire Healthcare NHS Foundation Trust (NHFT) would like to continue with a similar footprint within the health centre but are keen to expand the range of services provided on the Weston Favell site, through a suite of flexible bookable rooms in a 'central hub' accessible to a range of service providers and separate to the health centre. These rooms will be for the provision of mental health services, group consultations and meetings, and for the emerging Primary Care Network roles, such as social prescribing link workers. The other key addition to the NHFT footprint is a physiotherapy gym and options are being considered in order to incorporate this into the leisure centre, to achieve a truly integrated health and wellbeing service.

The idea of integrated, flexible space within a larger site is supported by a range of organisations including **the Locality Board** (comprising the Northampton PCNs), the GP Federations, Public Health colleagues and Northampton University.

The central hub will be the focal point of the building, from which residents will access all other services in the building. In addition to a café and area for meeting and relaxation, it will house the following:

- Small meeting rooms that can be booked by partner organisations or the community. These will enable social prescribing and other integrated care interactions.
- Large meeting rooms for group consultations, events and community activities. Again, these will be able to be booked by the partner organisations and the community.
- Clinical rooms within the central hub which can be accessed by any organisation and are separate to the health centre. These will be particularly appropriate for mental health consultations and remove the stigma that some people associate with going to a 'healthcare' building.
- Digital technology is a key enabler for the central hub so that data systems can be accessed by all partners, virtual consultations can take place, residents can use it as an information point, and it can provide a source of digital inclusion to the community.

Addressing Health Needs

As set out above, there are key health needs and wider determinant of health needs within the Weston Favell area. This new site is ideally placed to address these needs, as follows:

- Obesity and smoking - Linking a health centre with both a leisure centre and a library is the ideal way to tackle primary prevention. The centre

will provide the opportunity to engage residents in a wide range of physical activity and within the central hub and the library, there will be the capacity to have health prevention events, activities and interventions that engage people coming to the hub.

- Long Term Conditions - This site will provide both the capacity to run long term condition clinics but will also provide the environment to support people with long term conditions to improve their health: through information and advice at the library, through the leisure facilities and being able to access integrated, holistic care, including social prescribing.
- Mental Health and social isolation - The new site has been specifically designed to house mental health services in a way that reduces the stigma of accessing these services, but it will also allow professionals to refer to other services on site that will have significant mental health benefits such as physical activity, leisure, information and advice, and social connection. Having a café on site will enable a range of community activities to take place which can address social isolation in the community.
- Social care utilisation in children - Having the children's contact centre on site will allow a facility that is currently separate, to be integrated into normal, everyday activities. This will enhance the experience for families and support the service in progressing families beyond the statutory sector.

Benefits of the New Facility

This new way of working will have many benefits, some of which have already been set out above. The Economic Case will go into more detail about how this investment will benefit the system and are summarised as follows:

- Weston Favell will become a hub where people will be able to access high quality, holistic and integrated care.

- It will provide an environment which supports people to take control of, and manage their own health, through having access to leisure, library and other community facilities on site.
- People will have better access to community services in one place away from the acute hospital.
- It will provide a flexible environment, ensuring optimal utilisation.
- It provides the opportunity to develop new models of integrated care.
- The patient and resident experience will be enhanced by being treated in a fit for purpose, well designed building.
- Through the University, there is the opportunity for Weston Favell to become a clinical training site, used as a model for student placements to support the training of future clinicians. This could lead to the site becoming a wider employment and economic regeneration hub.

8.3 Economic Case

A detailed site analysis has been undertaken to identify potential redevelopment options for the Weston Favell Community Health and Wellbeing Hub which have been refined for further consideration against a set of clear critical success factors that has identified a preferred redevelopment and future operating option. These critical success factors include:

- **Ownership** – the land required for the preferred Weston Favell Community Health and Wellbeing Hub redevelopment option is almost all in the ownership and control of WNC or the NHS, minimising the costs of expensive site acquisition.
- **Redevelopment potential** – the initial design releases land surrounding the hub facilities for residential development that will meet existing demand for more housing for sale and rent locally, whilst potentially generating a contribution to help offset the net financing costs of the project.

- **Improved services** – the new health and wellbeing hub will facilitate the delivery of enhanced and extended services for the community in a more modern, attractive and welcoming environment.
- **Shared/integrated public services** – the integrated design brings all of the public services together in one location, built around a central community hub from which each service can easily be accessed, and provides shared spaces for the partners to deliver health and wellbeing services in a more welcoming non-traditional environment.
- **Affordability** – the costs of financing the redevelopment project and funding the operating model is considered as affordable for the Council and each of the partners and is set out in more detail in the Financial Case. Each partner operates their own individual parts of the hub (leisure and learning, children and adult services, police and community safety, and healthcare) with WNC (or NLT/Leisure Operator) managing and maintaining the central community space and the external areas which has been identified as the most efficient and affordable operating model. Each partner will pay a rental and service charge for the use of their defined area within the hub and for access to the central community space and for the upkeep of the buildings structure, fabric and external areas. The rental fee and service charges are projected to be less than those currently being paid by the health centre and the library, with savings in utilities and day to day repairs and maintenance further improving the affordability of the project for each of the partners.

Social, Health and Economic Benefits

The development of the Weston Favell Community Health and Wellbeing Hub is an investment into buying greater capacity and integrated service capability which will have the following benefits:

- Enabling delivery of appropriate services out of hospital.
- Enabling a population health management approach through the PCNs

- Providing a site for integrated care, not just between health and social care but those services addressing the wider determinants of health, including leisure, library, other advice services such as housing and CAB.
- Enabling the Northamptonshire model of social prescribing with its significant aims to address frequent attendance to primary and secondary health care, long term conditions, mental health and support carers.

The outcomes of this way of delivering care are expected to be:

- Improving the population's physical health, mental health and wellbeing, impacting on the use of services but also wider impacts such as increasing employment rates.
- Building more resilient communities.
- Reducing reliance on NHS services and releasing capacity through a prevention-focused approach.

Social Prescribing Benefits

The economic impact of the Weston Favell development is very closely linked to the wider social prescribing interventions in Northamptonshire¹. The new building will provide an ideal environment in which to undertake social prescribing, given the co-location of:

- Health services (GP, Dental and Community Services)
- Leisure and recreation facilities,
- Library with access to information, advice and guidance,
- Community café; and
- Central hub with meeting rooms, bookable consulting rooms and the opportunity for group consultations and interventions.

Therefore, this case has used some of the assumptions from the Northamptonshire social prescribing programme and brought these to a

local level. It has assumed that the Weston Favell site will be one of the key social prescribing solutions in the Weston Favell area, and working with NHFT, the emerging ICS and the PCNs, this case assumes that it will serve a population of approximately 90,000 people who live in the East Northampton area surrounding Weston Favell.

The value to the health system of the social prescribing intervention has been estimated based on assumptions around the level of complexity of the beneficiaries that will take part in the social prescribing programme and the expected reduction in their use of the health system. Reductions are based upon the learning and experiences from other social prescribing interventions, national evaluation pilots and other evidence of the impact of the use of health and care services attributed to social prescribing.

It is estimated that the net impact on the health system for the whole of Northamptonshire will be a saving of £2.65m per annum from Year 6 onwards. Given that this closely aligns with when the Weston Favell development would be completed, this figure has been used to calculate the impact this development could have on the health system. The figure of £2.65m relates to the whole of the county with a population of 730,000. If it is assumed that the Weston Favell hub could serve a population of 90,000, the savings to which Weston Favell could contribute could be in the region of **£326,000 per annum**.

The social prescribing programme is expected to have a broader impact beyond reductions in the use of health and care services, including benefits to the central government departments and local authority social care:

- Department of Work and Pensions (DWP): 59% of people with long-term conditions are in work in the UK, compared to 72% of the general population. For some beneficiaries, the improvement of their wellbeing will allow them to enter into employment. The avoidance or delay of benefits claims will be an immediate saving to DWP.

¹ Northamptonshire Social Prescribing Full Business Case

- Social Care: For some beneficiaries of the intervention, an improvement in their physical and mental health and wellbeing and an increased engagement in community activities will delay or reduce their use of social care services, a saving that will accrue to WNC.

These wider benefits have been estimated to be £6.1m for the 5-year programme or £1,105 per patient on average. The assumption is that 6,585 people will have an improvement in their wellbeing within the first 6 months, across the county (730,000 people). If it is assumed that the Weston Favell hub could serve a population of 90,000, then social prescribing associated with this scheme will be able to attain an improvement for approximately 808 people. **The wider benefits for the 5-year programme would be £1,105 x 808 people = £892,840.**

Whilst it could be argued that not all of the social prescribing benefits described for the 90,000 population above will be delivered through Weston Favell, there is no doubt that this building will facilitate a significant part of the social prescribing for this area and will have a very positive contribution to attaining the outlined benefits.

The impact on the ICS system will be felt in terms of:

- A reduction in the burden of disease resulting from the top lifestyle risk factors amenable to impact from social prescribing interventions.
- A reduction in A&E attendances and non-elective admissions amongst the most complex patients.
- Reduced lengths of stay for those medically suitable for discharge from our hospitals.
- Reduced health inequalities across our system and improvements in overall health and wellbeing.

- Ultimately it is assumed that these improvements will result in cost avoidance, capacity release and reduced stress across the health and care system.

This business case has also used evidence from the Year of Care (YOC) Partnerships², which provide collaborative care and support planning for people living with one or more long term conditions (LTCs) or multi morbidity, linked with activities in a supportive community. The care described in this programme is similar to that described in the Strategic Case for Weston Favell: integrated care and planning for people with long term conditions, with the following components:

- Support for self- management.
- Productive interactions between ‘empowered and activated patients’ and ‘proactive systems’.

Delivering integrated care to people with long term conditions had the following benefits:

- improved experience of care
- real changes in self-care behaviour
- improved knowledge and skills and greater job satisfaction for health care professionals
- better organisation and teamwork
- improved productivity

In an example from Berkshire West, which has a population of 550,000, 70% of the practices within the area participated in an integrated care approach to the management of diabetes. The prescribing savings for this population over a two-year period were £800,000. If we translate that to Weston Favell, assuming the population of 90,000 and full practice participation the following savings could be achieved:

² NHS Year of Care Partnerships <https://www.yearofcare.co.uk/summaries>

Figure 8.3 – Projected Savings in Management of Diabetes

Berkshire population (70% of 550,000)	385,000
Weston Favell population	90,000
Berkshire prescribing savings on diabetes	£800,000
Assumed Weston Favell savings (2 years)	£187,000

This is a saving for a single long-term condition, so if we assume that new models of care could be delivered across a wide range of conditions as a result of the Weston Favell development, these savings start to be considerable.

Taking all these savings together, this provides an annual net saving to the system of:

Figure 8.4 – Projected Annual Net Health Savings

Health system savings	£326,000
Social prescribing 892k/5 years	£178,568
Diabetes prescribing 187k/2years	£93,500
Total annual savings	£598,068

Modelling carried out by Sport England³ estimates that the project has the potential to deliver in excess of £10m of social value across mental health, physical health, individual development and society impact based on the project resulting in 5,000 currently inactive people in Northamptonshire to become more physically active.

The projected increase in footfall at the new leisure centre would deliver a significant increase in the £3m+ per year social impact NLT already deliver

³ Measuring the Social and Economic Impact of Sport in England, Sport England 2020

through its activities, as measured by a 2018 independent study by the University of Northampton⁴

Based on modelling undertaken by Continuum on the impact of increased physical activity amongst the community, the project has the potential to deliver a positive impact worth £1 million per annum for WNC through a reduction in levels of childhood obesity, youth crime and disorder, and elderly frailty. These figures are based on small reductions in incidents for Northampton and the relative costs associated with each incident.

Figure 8.5 – Potential Community Savings

	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Reduction in Youth Crime	96,000	96,000	96,000	96,000	96,000	480,000
Reduction in elderly frailty	409,202	409,202	409,202	409,202	409,202	2,046,010
Reduction in childhood obesity	562,638	562,638	562,638	562,638	562,638	2,813,190
Total Savings	1,067,840	1,067,840	1,067,840	1,067,840	1,067,840	5,339,200

As has been stated before, a building in itself cannot achieve this magnitude of change. However, aligned with the aims of WNC and ICS and with a whole system approach to developing meaningful integrated care and supporting residents to better manage their own health, the Weston Favell development will have a considerable economic impact on WNC, the NHS and the wider system.

⁴ Social Impact of Northampton Leisure Trust, University of Northampton 2018

As detailed further within Section 8.5 the Financial Case, for a projected revenue commitment from WNC of less than £1m per annum the project has the potential to deliver social, health and related economic value worth many times this investment. The Consultant Team are of the opinion, again as discussed in more detail in Section 8.5, that this represents value for money for the Council in relation to the structural delivery changes and benefits to primary care, health and wellbeing of Northampton residents.

8.4 Commercial Case

The Commercial Case for Weston Favell Community Health and Wellbeing Hub is based on WNC leading the delivery of the project, in partnership with the healthcare partners and NLT, who are expected to take long leases for the facilities they operate, bringing the public services together in an integrated hub that would enable each of the partners to operate more effectively and deliver the financial, health, wellbeing and social value outcomes sought by WNC and the NHS.

Project Delivery

The redevelopment and creation of a new and enhanced leisure centre, library and cinema within the hub would deliver a substantial increase in footfall and usage, growing physical activity rates in Weston Favell, and generating more income and an increased operating surplus for NLT.

The enhanced surplus would be used to support the costs of financing the upfront investment, noting that the current operating surplus achieved at Lings Forum is used by NLT to support the other leisure facilities it operates within Northampton on behalf of the WNC. The healthcare facilities will be more efficient to operate enabling the health partners to reduce their overall accommodation costs, releasing resources to invest in improving local healthcare and facilitating closer working with leisure, children's and adult services to deliver better health outcomes.

A refurbishment option involving investment to extend the life of the various facilities and enhance their appearance and purpose would not deliver the outcomes sought. The leisure centre would not generate any significant growth in income and hence operating surplus compared to a new build solution. The impact of a prolonged closure during the refurbishment works also needs to be factored in with no income generated during the closure and much of the costs remaining such as staffing. A refurbishment of the health centre, library and children and adult services facilities would leave the partners with substantial financial commitments and would not release resources to reinvest in frontline care and services. Nor would a refurbishment facilitate closer integration and sharing of services to promote more active and healthy lifestyles amongst target groups. The project would it is assumed be led and delivered by WNC who would take responsibility for:

- Project Management
- Design and Planning
- Site assembly and acquisition
- Procurement of the build programme for the community health and wellbeing hub
- Appointing a development partner to deliver the residential elements of the project
- Commissioning of the operator of the leisure centre, library, cinema and the community hub and shared spaces, and facilities management services for the site.

We have however, given the potential partnership and interest by Northampton Partnership Homes in the site looked at a range of options related to the delivery of the whole site and / or sections of the site split into community facilities and residential. This is set out later within this sub-section of the OBC.

Health Centre Development

The existing health centre is in the ownership of NHS Property Services. The intention is that WNC will purchase the site from NHS Property Services and develop the new health centre within the new Health and Wellbeing Hub, with extensive input and support from the health partners to ensure the new facilities meets the requirements of the healthcare tenants. The health partners will be solely responsible for funding the fit out of the health areas, by way of a capital grant from the NHS. This is considered to be the quickest and most straightforward process to deliver the healthcare facilities. Also, it should accrue financial benefits to the project associated with undertaking a development at a larger scale. The funds used to purchase the health centre are expected to be reinvested in the project via the health partners.

Site Delivery Options and Considerations

Overview

Having considered the site options, the programme, and the various projects that form part of the development, there are two headline routes WNC could consider to deliver the scheme. This is based on the direction the Consultant Team has been given initially on the development of housing in Northampton.

- Option 1 – NPH deliver the residential units and WNC deliver the rest of the community and leisure facility projects; and
- Option 2 - WNC sell the residential land to a developer and deliver the rest of the community and leisure facility projects themselves.

The advantages and disadvantages of these options are outlined within this section. There are numerous ways the above options could be split into sub-options by, for example, further splitting down each project into sub-projects that are delivered by individual teams. For the purposes of this stage of the project, where a decision is required on the holistic approach

to delivering the programme, these leading options provide the basis for a discussion. This decision should be concluded before moving onto a more detailed discussion on the procurement strategy for the project.

Key considerations for all options

The key considerations for all the options are:

The assumption is that the land where the current healthcare centre is located is acquired to remove the dependency on NHS central decision-making processes. NHS approvals processes, Outline through to Full Business Case, do not align well with local government funded and delivered projects and the approvals WNC will need to obtain as they progress.

The leading options (and subsequent sub-options) should be considered in more detail during the subsequent next detailed stages to understand which option would be the most cost effective, and if any of the options have a material impact on the timescales for delivering the programme.

The value of the residential site should be checked further through market testing to ensure it is not undervalued in the financial model; and ecology, initial site investigation and transport / highways works should start early to inform the viability of delivering the programme.

Option 1 – NPH deliver the residential, the Council deliver the community infrastructure.

NPH could be instructed by the Council to deliver the residential schemes and then the Council would deliver the leisure centre and central hub, library, cinema, adult and children's services and health centre directly.

Advantages

1. The Council will have complete control over the delivery of the leisure and health projects. They will be able to input closely on design, costs, the construction phases and so forth. This control would enable the

Council to appoint a team with the correct experience to deliver the complex leisure and health projects;

2. The residential projects would be delivered separately from the community hub. Therefore, if for any reason the residential scheme were delayed or stopped in the future, it would be easier for the Council to continue with the main project;
3. The Council can use NPH to deliver a residential scheme that is a more socially driven project as opposed to a profit-making venture;
4. Potential funders and tenants, such as Sport England and the NHS, may prefer this governance structure as it is simpler for their future agreements/contracts with the Council.

Disadvantages

1. The Council will have to procure a team to design and deliver each of the projects. This will require more procurement and legal resource than Option 1, but this exposure could be mitigated by using frameworks for both consultant and contractor appointments;
2. One planning application from two applicants, or a series of applications, will need to be made which is more cumbersome and riskier than the approach outlined in Option 1;
3. Moving funding between individual projects, if required, to manage over / under spend may be more difficult.

OPTION 2 The Council sell the residential land and deliver the community infrastructure.

The Council sell off the residential sites for development and then the Council deliver the leisure centre and central hub, library, cinema, adult and children's services and health centre directly.

The Council could approach this option in a number of different ways, for example:

- i. The Council could sell the land;

- ii. The Council could form a Joint Venture with a development partner to develop the site;
- iii. The Council could enter into a Development Agreement; or
- iv. The Council could progress the project through a Development Management approach. This may involve the Council developing certain aspects of the project / site prior to receiving a receipt. For example, the Council may wish to obtain an outline planning consent prior to disposal, or they may wish to develop infrastructure, highways and so forth on the site, to de-risk the site, prior to entering a Development Agreement.

These options, and others, come with different risk profiles. Further considerations should be given to these sub-options at the next stages for the overall development.

Advantages

1. The Council can achieve best market value for the residential sites as the land could be competitively tendered;
2. The Council will have complete control over the delivery of the other facilities, being able to input closely on design, costs, etc;
3. The risk of the residential receipt and value can be removed earlier in the programme timeline;
4. The risk of the residential projects is removed from the delivery of the leisure and health facilities. For example, if for any reason the residential scheme was delayed or failed in the future, it would be easier for the Council to continue with the projects whilst the residential scheme was brought back on track; and
5. Potential funders and tenants, such as Sport England and the NHS, may prefer this governance structure as it is simpler for their future agreements/contracts with the Council.

Disadvantages

1. The Council will have to procure a team/s to design and deliver each of the projects. This will require more procurement and legal resource than Option 1, but this exposure could be mitigated using frameworks for both consultant and contractor appointments;
2. One planning application from two applicants, or a series of applications, may need to be made which is more cumbersome and riskier than the approach outlined in Option 1;
3. Moving money between individual projects, if required, to manage over / underspend may be more difficult; and
4. The Council will have less control over the final residential design.

Preferred Route

Subject to further commercial analysis the Consultant Team are of the opinion that the preferred route would be for the Council to partner with NPH with NPH leading the residential element and the Council leading the delivery of the community infrastructure. NPH have stated that there is a compelling argument for the residential element to be developed up in the Housing Revenue Account. Given the integrated nature of the scheme, NPH can legitimately utilise HRA funding for the next stages of technical feasibility work such as ground investigation, utilities assessment and so forth. This has the scope to allow much more design and funding work to be undertaken with the OPE8 funding that the Council has secured.

Furthermore, the focus of Weston Favell Hub is to drive a range of local strategic objectives but has to work commercially. Whilst at this stage the financial benefits from the residential side are a bit unclear, however, if this were led by NPH/the HRA funding could be used to undertake design development to optimise this. It may be that the scheme 'ends up' as a mixed tenure scheme but it should not be assumed that having affordable housing in the mix reduces the land value. It would be possible therefore to:

- a) attract external subsidy.
- b) capitalise rents over a long period of time.
- c) raise PWLB loan finance or private investment (L & G/Aviva type model) and the HRA can pay the general fund a capital receipt in the same way that it is paying external landowners for sites at present; examples including the former university site.
- d) Explore the potential for cross-funding and cross-subsidy between the residential and the community (non-resi) infrastructure.
- e) Explore the potential for delivering any shared housing objectives with adult health and social care. This could be for adult health and social care customers or even for staff, building on the key worker objectives of housing within the local area.
- f) There is an opportunity to bid to Homes England which can bid for alongside the OPE8 funding as it helps de-risk the scheme significantly.

Procurement Process

WNC will take on the responsibility for the procurement process which shall relate to the purchase of land and the development of the Community Health and Wellbeing Hub, including the development of the health centre facilities. NHS Property Services is not expected to play any role in the procurement or be the landlord of the new health facility, however they may be either appointed by the local health system to ensure that the health element of the building specification meets the required standards and/or their involvement maybe required by the local system or Cavell Centre Project Governance to provide assurance in respect of the design and procurement that the health element complies with requirements of any capital grant received. As well as complying with the relevant public procurement regulations, the process will also need to comply with local and national NHS Standing Financial Instructions, regulations and guidance. The procurement will not involve any specific health services that will be delivered from the site, and the procurement of any such clinical services will remain a CCG/PCN/NHS England activity governed by separate contractual arrangements.

To supplement limited internal resources and expertise, WNC will procure external support to deliver the project management, site assembly and acquisitions process, and develop the detailed designs and planning approvals. WNC will then procure a contractor to construct the new community health and wellbeing hub.

The project management function will include the role of ensuring that the design and delivery of the new facilities meet the requirements of the individual tenants, particularly in relation to specialist elements such as the clinical spaces that will need to meet regulatory requirements. To support this process specialist surveyor input will be required to ensure specific building requirements necessary for compliance with HBNs and other health contractual and regulatory requirements are met.

Phased Development

As detailed previously in Section 7, the initial designs will enable the delivery of the project to be phased to allow each of the services to continue to operate as normal, whilst construction takes place before the services decant into the new facilities. This will then release the original sites for redevelopment to create the external areas and release the sites for residential development. More detailed work is required in this area as the design progresses to allow the partners to develop their decanting plans, which may involve a gradual move into the new facilities to ensure service continuity, especially in relation to healthcare.

Service Requirements and Outcomes

The outline service requirements and outcomes for each facility within the community Health and Wellbeing Hub are set out below.

Figure 8.6 – Service Requirements and Outcomes for each Service

Service	Key requirements	Key Outcomes
Leisure Centre	New 25m swimming pool, learner pool, gym, exercise	Enhanced leisure facilities that will increase footfall

Service	Key requirements	Key Outcomes
	studios, sports hall, spa, outdoor 3G pitch, changing rooms, and ancillary accommodation (with scope for additional leisure waters and dedicated gymnastics hall)	and generate more income in an energy efficient building
Library	Main library area, quiet study areas, exhibition space, meeting rooms and staff areas	A flexible, more efficient space with plenty of natural light that will attract more footfall with lower accommodation costs
Cinema	2 screen cinema, located close to café and central hub, with ticket sales kiosks	Modern, comfortable space that will attract more visits and secondary spend
Community Hub	Lobby area, Public Seating, Café, Meeting/Consultation Rooms	A welcoming space that attracts the public and encourages use of the facilities
Adult and Children Services	Office space, and consultation/meeting rooms	Fit for purpose premises, improved utilisation of space, lower service charge costs
Mayfield Practice	General Practice Surgery Site of similar size, with access to additional clinical space and minor operations room.	Fit for purpose GP premises, improved utilisation of space, lower service charge costs
Favell Plus Practice	that complies with HBN	
Rodericks Dental Practice	Dental Practice Surgery Site of similar size that complies with HBN	Fit for purpose Dental premises, improved utilisation of space, lower service charge costs
NHFT	Site for location of current community services provided by	Fit for purpose site for the delivery of Trust services,

Service	Key requirements	Key Outcomes
	the Trust with additional space for service delivery expansion including Physio Gym that complies with HBN	improved utilisation of space, lower service charge costs per sqm
NGH	Site for the location of Maternity Services that complies with HBN	
ICS	Site for location of community services in the Central Hub that complies with HBN	Fit for purpose site for the delivery of community services
University of Northampton	Potential requirements for physiotherapy services.	Suitable high quality physio clinic space and training areas

Risk	Allocation
Leisure Centre and Cinema Library, Adult and Children Services Health Centre	WNC Health tenants
Internal repairs and maintenance (TIR) External repairs and maintenance, insurance and central hub	Tenants WNC as landlord
Payment of Annual Rent and Service Charges GP Practices Other occupiers	CCG Tenants
Annual Rent and Service Charges for Bookable Health Spaces	Northamptonshire ICS/(CCG)
Rent and Service Charges for Bookable Spaces in the Central Hub	All users based on use and agreed hire rates

Risk Allocation

The initial allocation of risks for the project are set out in the table below (based on WNC leading the development).

Figure 8.7 – Initial Risk Allocation

Risk	Allocation
Funding	WNC
Design development	WNC (shared with Northamptonshire ICS)
Site assembly and acquisition	WNC
Procurement and Delivery of Construction	WNC
Fit out of Buildings Leisure Centre and Cinema Library, Adult and Children Services Health Centre	Tenant NLT WNC Northamptonshire ICS/(CCG)
Operational Costs	NFT

Charging Mechanism

A contribution to costs incurred by WNC of financing and maintaining the Community Health and Wellbeing Hub will be recouped from tenant rental fees and associated service charges. The costs of financing the investment to develop the health centre within the project will be fully recovered through the rent paid by the health partners. The rental costs are based on a TIR lease (internal repairs only) based on an indicative rate of £13.00 per square foot. Service charges are set to fully recover the costs of insurance, grounds maintenance and the cleaning and maintenance of the shared central hub space.

Key Contractual/Stakeholder Arrangements

To enable the project to progress to the procurement and construction stages a number of financial and legal commitments will be required to protect the interests of each party. These are:

- MOU between WNC and NLT for the future provision of community leisure in Northampton and the treatment of the projected revenue surplus that will be generated by NLT.
- Agreement to Lease between WNC and NLT for the leisure centre, cinema (and potentially the library).
- Declaration by the local ICS that the current Weston Favell Health Centre site is surplus to requirements.
- Capital Grant Agreement issued by NHS England for capital expenditure (re-investment of receipts of current Weston Favell surgery site back into the local health system for fit out of new development).
- Contractual/Grant Agreements for Cavell Centre Funding to be advised.
- MOU between WNC and Northampton ICS for the contribution by Northampton ICS into the fit out of the new development.
- MOU between WNC and Northampton ICS to underwrite the rental costs of the Flexible Bookable Space.
- Agreement to Lease between WNC and Health Partner Tenants (NB. NHS Property Services is not expected to hold the lease for the Health domains of the building and sublet to Health Tenants).
- Lease and FM Service agreements between WNC and Health Partner Tenants.

Accountancy Treatments

- WNC will be freeholder of the Community Health and Wellbeing Hub.
- Long term leases will be agreed with NLT and the health partners.
- Fit out of health centre will be funded by health partners to be met by a non-recurrent capital Grant.
- Cavell Centre Funding accounting treatment to be advised.
- Rental fees for health centre will be sufficient to fully recover WNC costs associated with financing the development of the health centre.
- NLT will fund part of the fit out of the leisure centre and cinema, such as fitness and loose equipment.
- A proportion of the projected increased operating surplus is expected to be paid to WNC by way of a rental payment/income share

arrangement subject to wider discussions around the provision of leisure by NLT in Northampton.

8.5 Financial Case

The Financial Case for the Weston Favell Community Health and Wellbeing Hub is based on the preferred redevelopment and operating option securing an affordable and best VFM outcome for WNC and its partners over the long term, largely through the delivery of new accommodation that will have lower running costs, and leisure facilities that will increase footfall and income generation.

The additional residential development may deliver a capital contribution towards the scheme. This will become clearer once a detailed financial appraisal has been undertaken and there is more clarity over the preferred delivery model, scope of accommodation and forms of tenure.

The principles of the financial approach to the scheme are:

- A community entrance and lobby with a café and community rooms for hire will form a central hub space at the core of the scheme.
- Leisure centre, cinema and library will form the largest element of the scheme.
- Adult and children services will occupy a self-contained space, paying a service charge and hiring space within the community hub.
- Healthcare centre (including NHFT) will occupy a self-contained space, paying rent and service charge and hiring space within the community hub.
- Local police will occupy a small space within the community hub.
- Service charges will cover the cost of communal areas and the central hub, as well as insurance and maintenance costs.

The business plan assumes that WNC can raise the funds for the new build through borrowing, grants and is not (at this stage) based on any direct development contributions. The business plan also assumes the additional

revenue surpluses generated through the leisure facilities can be used to help finance the borrowing costs.

8.5.1 Current Provision

- Lings Forum is operated by NLT on behalf of WNC and in 2019/20 prior to Coronavirus it generated a surplus in excess of £415k per annum to support the Trust’s operations across Northampton including other leisure facilities without recourse to any financial support from WNC. Without investment it will become increasingly difficult to sustain footfall and income and inevitably the revenue surplus will reduce.
- The library is located within the shopping centre and it costs WNC £194k per annum in rent, service charges, rates and other property costs.
- The health centre costs of £466,000 per year, 62% of which is FM, rates and service charge.
- No conditions surveys have been undertaken to ascertain the full liabilities of the current building stock or the costs of refurbishing the facilities to modern standards.

Capital Requirements

The capital costs of the project are currently estimated at £37.35m inclusive of fees. A breakdown of the capital costs is set out in the table below.

Figure 8.8 – Health and Wellbeing Hub Capital Breakdown

Element	Capital Costs
Leisure	£16,180,000
Library /Cinema	£4,500,000
Adult Services	£1,090,000
Children Services	£560,000
Communal Space	£230,000
Health Centre	£4,800,000

Community Hub	£2,370,000
Externals	£2,630,000
Demolition	£1,590,000
Fees	£3,400,000
Total	£37,350,000

- WNC will finance the development and delivery of the Health and Wellbeing Hub through a long-term Public Works Loan Board Loan.
- WNC will seek external funding such as a Sport England grant.
- There is an anticipation that Health Partners will contribute capital of between £500,000-£700,000 (based on recent site valuation) towards the development from sale of the current Health Centre site.
- NHS Property Services currently own the Health Centre Asset on behalf of the local health system. They will be able to sell the site to WNC if the ISC declares it surplus to requirements. The proceeds from the sale are returned by NHS Property Services to NHS England and Improvement.
- NHS England can, following application by the local ICS, approve the reinvestment of capital funds in other premises in the local area.
- This scheme anticipates the approval of such a re-investment of funds and direction of those funds by the local ICS into the fit out of the Health domain of the Weston Favell development.
- This Business Case also identifies a potential source of capital for the development of the site from the Cavell Centre Capital Development Scheme, proposed by NHS England and NHS Improvement. Currently there are no published details of how this scheme will operate, but it is assumed that it will take the form of an application process for a capital grant towards the cost of a health site development, to be allocated from fixed, earmarked regional/national funds. It is hoped that more detail will be available (likely to be in the autumn 2021).

8.5.2 Revenue Projections

The revenue projections for each area of the project are set out in Figure 8.9 below. The business plan projects that the scheme will generate a combined revenue of circa £2,994k p.a. in income from leisure centre, cinema and library users, and rent and service charges from the partners, to help offset costs of £2,243k to operate the leisure centre, cinema and library, and maintain the central community hub, the building structure and fabric, and the external areas. The project is therefore estimated to generate a surplus of circa £751k per annum.

Figure 8.9 – Summary of Income and Expenditure for Project

Area	Income	Expenditure	Net Income
Leisure	£2,394,165	£1,812,095	£582,070
Library & Cinema	£128,004	£257,288	-£129,284
Health Centre*	£273,128	£0	£273,128
Community Hub/Police*	£141,142	£0	£141,142
Adult and Children Services*	£57,926	£0	£57,926
Facilities Management Services	£0	£173,770	-£173,770
Total	£2,994,366	£2,243,153	£751,213

* Income relates to estimated rent and service charges payable. Excludes any costs associated with delivering soft FM services such as cleaning and utilities as each partner will be responsible for these costs within their service area.

Based on an upfront capital investment of £37.35m, financing this through a 30-year loan with a fixed interest rate of 2.5% would cost £1.78m per annum. Assuming a Sport England grant of circa £1m could be secured and all of the projected operating surplus could be applied to the project, it would leave a net annual cost of £0.99m for WNC to fund.

Figure 8.9 – Summary of Revenue Position for Project

Revenue Position	Amount
Financing Costs	£1,784,495
Less Savings if £1m Sport England grant	£47,778
Operating Surplus	£751,213
Delivery Costs	£985,504
Net Position (taking into account current known liabilities of library, children's and adults)	£533,273

The estimated additional revenue costs of the proposed new community hub are based, at this stage, on the known liabilities of the services being delivered by West Northants Council namely the library, children's and adults services. At the time of this report the cost to the Council of Lings Forum Leisure Centre is zero based on the management structure in place. However, the future liabilities of all of the building stock across the study site – which has not been tested in this study – are likely to increase once further analysis has been undertaken. Therefore, the net position (based on likely future liabilities) and additional cost is likely to be reduced.

Comparison of new build versus refurbishment of leisure centre, cinema and library

Based on a cost estimate of £20.68m for the new build option and an estimated £4.35m for the refurbishment of the leisure centre, cinema and library option, and allowing for the financial impact of the closure of the facilities for around 12 months, the new build option would have comparable costs to a refurbishment over 25 years (in net present value terms). Furthermore, a number of factors need to be considered that favour a new build option:

- A refurbishment would only extend the life of the buildings by up to 15 years and further substantial investment would be required again in later years.

- The refurbishment of leisure centres can often cost far more than originally envisaged as the works can reveal further problems in the building that need to be addressed.
- The likelihood is that there would be a desire from stakeholders to improve the leisure offer through a refurbishment instead of simply maintaining the status quo. For instance, a £2m-£4m increase in the costs of refurbishment to £6m-£8m would cost £485k-£646k per annum to finance, resulting in Lings Forum no longer generating a revenue surplus. In NPV terms a refurbishment of Lings Forum could cost more than a new build option once the library and cinema are factored into the figures, with a £6m leisure centre refurbishment costing an estimated £2,303k over 25 years in NPV terms and an £8m refurbishment costing up to £4,956k.
- A more extensive and expensive refurbishment would be required to deliver any substantial increases in footfall and income generation.
- No costs have been allowed for investment in the shopping centre by its landlords which would be reflected in future rents/service charges.
- A new leisure centre, cinema and library is crucial to the development of the integrated community hub. This could not be achieved with a refurbishment project.

Therefore, it is considered that a new build project would offer more cost certainty over a refurbishment scheme and would allow the delivery of the additional financial health, social and economic benefits for a comparable cost over 25 years.

Figure 8.10 - Leisure and Library Refurbishment Costs

Refurbishment	Lings Forum	Library	Combined
Income	£1,677,756	£34,600	£1,712,356
Expenditure	£1,046,966	£399,500	£1,446,466

Support Costs	£215,586	£0	£215,586
Surplus/(Cost)	£415,204	-£364,900	£50,304
Financing Costs	£323,066	£28,268	£351,334
Net Costs	£92,138	-£393,168	-£301,030
25 Year NPV Net Costs	£359,150	-£6,945,948	-£6,586,798

Figure 8.11 – Leisure and Library New Build Costs

New Build	New Leisure	New Cinema & Library	Combined
Income	£2,394,165	£128,004	£2,522,169
Expenditure	£1,588,250	£257,288	£1,845,537
Support Costs	£223,845	£0	£223,845
Surplus/(Cost)	£582,070	-£129,284	£452,787
Financing Costs	£725,265	£214,999	£940,264
Net Costs	-£143,194	-£344,283	-£487,477
25 Year NPV Net Costs	-£984,182	-£5,674,336	-£6,658,518

8.5.4. Coronavirus

The revenue projections in the business plan do not at this stage factor in any long-term impact of Coronavirus on the services or revenue streams. The model assumes that demand for leisure will be back to pre Covid-19 levels ahead of any new facilities being delivered. At this stage it is uncertain as to whether Coronavirus will have a long-term impact on demand, but footfall data from re-opened sites and user surveys so far undertaken suggest the leisure industry will return to normal once the pandemic ends and restrictions are lifted. It is likely to be late 2021 before there is a more accurate picture of the long-term impact of Coronavirus on demand for leisure activities. It has been well documented as to the longer-term impacts on public health as a result of the pandemic, not only in terms of the virus itself and longer-term health related issues but also the delays in

appointments, diagnosis, and people's own delays in coming forward with other health issues.

8.5.5 Financial Impact on Leisure Provision

The financing of the leisure centre element of the project needs to be seen in the context of wider leisure provision within the WNC authority area. NLT operate 4 leisure centres in Northampton in addition to Lings Forum on behalf of WNC. The surplus currently generated by Lings Forum is used to support the Trust's operation of the other leisure centres, removing the need for the Council to provide any ongoing revenue support towards these facilities.

Whilst any additional surplus arising from the operation of the new leisure centres could in principle be applied to supporting the financing of the project, any decision to utilise more of the operating surplus would potentially have a material impact on NLTs ability to operate the wider leisure portfolio at zero subsidy.

8.5.6 Financial Assumptions – Leisure and non-health facilities

The revenue projections are based on a series of assumptions for the facilities and within the leisure centre each activity area. These set out the growth in additional footfall and income that the new leisure centre could achieve. The assumptions are based on benchmark data from comparable community leisure facilities, amended to reflect local circumstances and performance in recent years.

The range of assumptions underpinning the revenue projections include:

- The leisure centres and cinema will be operated by NLT with similar staff structures and terms and conditions as currently in place.
- Leisure fees and charges based on current NLT prices.
- An allowance for modest revenue growth subject to further latent demand analysis for fitness and swimming.
- Additional staffing costs to reflect the extended provision.

- No savings in energy as the existing costs are already low compared to benchmarks.
- An allowance has been made for a contribution towards NLT's central costs.
- Financing costs are annual revenue costs of funding the investment based on 30-year PWLB fixed loan at 2.5%.
- No site acquisition costs (at this stage noting the health centre position)
- The site has good access and sufficient parking.
- Sport England grants of £1m.
- Development contributions estimated at circa £1.66m based on a desk-based valuation report have not been factored into the figures. Further work is required to estimate the potential contribution of the residential development based on the scale of accommodation and forms of tenure.
- Rental income based on a rent of £13 per square foot per annum.
- Service charges based on share of insurance, maintenance and shared space costs of £174k per annum.
- Refurbishment of the leisure centre would require a 12-month closure with loss of all income during these periods offset by some property and casual staff cost savings.

Project Specific Set Up Costs

The project will have additional set up costs for WNC and the partners (health, NLT) associated with professional fees for technical and legal advice, such as for the funding agreements leases, as well as SDLT which will need to be factored into the project budget.

Although it is anticipated WNC will lead in the overall project management of the site development, it is recognised that there will need for specific specialist health input to ensure that the new site is fit for purpose, meets the needs of health partners and complies with relevant Health Building Notes, guidance and contractual requirements.

There will also be costs associated with decommissioning and moving sites and of communication with service users and patients.

Financial assumptions – Healthcare facilities

- The scheme is not expected to result in any significant increase in rent charged to the health sector tenants of the building.
- Space allocations are similar or the same as current building occupation and design considerations reflect the need to maintain tenant rent as close to current levels as possible.
- The planned approach involving a direct relationship between WNC and the health tenants, under a TIR lease should minimise service charges, reducing them to below the level tenants pay for their occupation of the current health centre building.
- Given rent and service charge costs for health service providers will be tightly controlled there should be minimal impact on provider prices, and therefore in terms of cost to the local health system.
- The flexible bookable space will be underwritten by Northampton ICS, but analysis suggests that the per hour booking cost will be very competitive allowing for the commissioning of cost-effective community-based services on site as either an alternative to Secondary Care Provision or as additional system capacity.
- There should be no material recurrent revenue requirements for Health Partners associated with this scheme in addition to the annual rent fees and services charges.

Impact on Balance Sheet

- There should be no impact on the balance sheet of any of the health organisations involved in this project.
- Any Capital receipts either by way of reinvestment of sale proceeds of the current Health Centre or from the expected Cavell Centre Scheme will be by way on non-recurrent capital grants that are not reflected on the balance sheet of recipient organisations.

Financial Impact on Health care

- There would be no direct impact on the income of the Health Partners associated with construction or leasing of the site itself, although it is anticipated that Health Partners (with the possible exception of the Dental Provider, Rodericks) will be able to expand service provision from the new site. This may, dependent on the associated contract arrangements, result in increased income for those providers.
- There would be no direct impact on the expenditure of the Health Partners associated with construction of the site, other than that associated with the release of sale proceeds of the current Health Centre and onward payment of any agreed Cavell Centre Scheme Capital Grant.
- It is not considered that there will be any material impact on rental expenditure for individual Health Partner tenants.
- It is anticipated that service and FM charge expenditure associated with the occupation of the site by Health Partners will be lower than current levels.
- In respect of Capital the input for health partners would be limited to capital receipts from the sale of the current Health Centre Building and any Capital Grant Funding received under the anticipated Cavell Centre Development proposals. The balance of cost of the Health domain of the development would be funded by WNC, as part of a loan secured for the overall development of the integrated site. The Capital costs should therefore be regarded as affordable by Health Partners.
- In respect of rent accruing from the need to service the capital cost of purchase and development of the site the revenue projections within this study assume similar to the current levels, which we understand would be affordable by Health Partners.
- In respect of Service and FM charges associated with the occupation of the new development by Health Partners, we anticipate that these will be less than the current costs, having calculated the needs for the overall new community hub and shared spaces, and therefore be affordable to Health Partners.

Confirmation of Stakeholder Support

- As part of the preparations of this Business Case, the various elements of this Financial Case have been discussed and agreed in principle with each of the proposed Health Service Tenants.
- CCG as funder of the GP Practice rent and rates have agreed this approach.
- The PCNs and nascent ICS have agreed in principle to this Financial Case including to
 - declare the current health centre site surplus to requirements,
 - re-invest capital receipts from the sale of the current health centre site if sanctioned by NHS England,
 - underwrite the rent for the new flexible, bookable space.

Residential Development

The residential element of the scheme will be delivered by a development partner appointed by WNC. This approach is considered to offer a VFM solution for WNC as it strikes a sensible balance between optimising the commercial value of the residential development to the project and managing the risk of successfully delivering this element of the scheme allowing WNC to focus on delivering the core project.

As discussed earlier in the Commercial Case, there are two development options for WNC to consider for the residential elements of the scheme: selling the land to a commercial developer in return for a capital receipt to invest in the core project, or to work with Northampton Partnership Homes (NPH), who would fund the development of the residential scheme for market and social rent using the rental income to finance the investment. Subject to completing a feasibility study and financial appraisal of the residential development, the preferred option would be for WNC to work with NPH to fund and deliver the residential development as this option would address the demand locally for homes at affordable rents and would create a steady long term revenue stream for the Council.

8.6 Management Case

The Management Case for the Community Health and Wellbeing Hub demonstrates that the preferred redevelopment project and future operating arrangements can be successfully delivered by WNC and its partners and the outcomes and benefits sought achieved.

The design and build of the new Health and Wellbeing Hub will be procured by WNC, on behalf of and in association with its leisure and health partners. The Council will lead the site assembly and land acquisition and as landlord will then enter into agreements with each of its partners who will lease their individual facilities from WNC paying a rent and service charge for insurance and maintenance of the structure, fabric and external areas of the site and access to the central community hub space.

Management of the Leisure Facilities

The expectation at this stage, is that NLT as the current Lings Forum operator will be closely involved in the process for WNC appointing an operator to manage the new leisure centre and cinema, and potentially the library. The health partners will lease the healthcare facilities as a self-contained unit.

The leisure operator will need to be appointed in line with the procurement regulations in place at that time and WNC obligations to obtain the best consideration and deliver VFM on behalf of residents. The new State Subsidy rules which have replaced the previous State Aid regime will need to be considered as public funds are being invested in the scheme.

The current leisure contract with NLT is not subsidised by WNC and the operation of the facilities at Weston Favell are part of an integrated cross Northampton leisure offer with the surplus Lings Forum generates supporting the other sites at Mounts Baths and Danes Camp. Any changes in the Weston Favell operation and how the surplus is utilised will need to

be considered in the context of the impact on the other community leisure in Northampton.

WNC as the new Unitary Authority also incorporates the former Daventry and South Northants District Councils and their leisure facilities, which are managed by separate commercial operators, Everyone Active in Daventry and Parkwood Leisure in South Northants. The expectation is that at the appropriate time linked to the expiry of the various management agreements, WNC will undertake a review of its leisure provision to ensure it remains sustainable and fit for purpose. It is not expected that any such review would impact on the project as the outcomes being sought should not be affected by the leisure operating model. Whoever operates the leisure facilities would be required to work closely with the health and other partners to improve physical activity rates and promote better health and wellbeing.

The options for the management of the leisure elements of the project are therefore:

- **NLT directly appointed.**
Pros – service continuity, retains linkages with other leisure facilities in Northampton.
Cons – May not deliver the best VFM solution, may not satisfy Public Procurement and/or State Subsidy rules.
- **A new leisure operating contract is procured.**
Pros – Likely to deliver the best financial outcome and addresses any Public Procurement and/or State Subsidy rules.
Cons – Would impact on the wider NLT leisure contract which may not be viable without inclusion of a proportion of the Weston Favell surplus.
- **Interim contract with NLT until review of leisure provision across WNC undertaken and then implement a new leisure operating model for all of the WNC leisure portfolio.**
Pros – Service continuity, retains linkages with NLT facilities, allows most efficient model of leisure provision to be implemented at a later

date, should address any Public Procurement and/or State Subsidy rules.

Cons – delays delivery of best value solution.

Management of the Health Facilities

The health centre building is currently owned and managed by NHS Property Services. They are happy to consider selling the site and to recommend receipts are reinvested in Weston Favell, although this is ultimately an ICS decision. The Strategic Estates Board for the ICS has given its preliminary agreement to this process and to ensuring that the proceeds of sale would be reinvested into the Weston Favell development. The next step is to have this formally endorsed by the ICS when it is fully formed.

As stated earlier in the report, it is not envisaged that NHS Property Services will be involved in the management of the new building. Instead, the intention is that WNC will develop and own the building as a whole.

The Health Partners will manage and operate the health centre as a separate entity. WNC will have no involvement in this part of the building other than in relation to its landlord obligations under the TIR lease. ICS will manage and underwrite the rental cost of the clinical rooms within the central hub which can be accessed by any organisation and are separate to the health centre. These will be particularly appropriate for mental health consultations and remove the stigma that some people associate with going to a 'healthcare' building. The ICS will recover their costs from hiring out these clinical rooms to the health partners and other organisations, with the ICS responsible for managing bookings.

Management of the Community Hub Space

WNC will be responsible for managing the community hub spaces, although it is likely that they will sub-contract this responsibility to NLT as this is likely to offer best value. WNC/NLT will manage the meeting rooms that can be booked by partner organisations or the community for group consultations,

events and community activities, as well as for social prescribing and other integrated care interactions.

WNC/NLT will manage the costs of operating the central hub, such as heating, cleaning and maintenance, recovering their costs through income generated from the hire of the flexible rooms. They will agree a pricing policy for the community rooms with commercial and community rates and discretion to offer spaces free of charge and manage the bookings so as to ensure the spaces are optimally utilised, particularly at evenings and weekends. There will be scope for the health partners to include use of these rooms within their service charges.

The café within the community hub is likely to be leased to a catering provider as this would offer the best VFM outcome as NLT have a limited food and drink offer across their sites. As well as providing an offer for users the café will also generate an income stream for the project.

8.7 Summary

This section of the report has set out the strategic, economic, commercial, financial and management business case for the Weston Favell Community Health and Wellbeing Hub. The project:

- Clearly aligns with the direction set out in the Government’s Sporting Futures strategy and Sport England’s Uniting the Movement vision in focusing resources on addressing the inequalities in opportunity that result in some groups leading less active lifestyles, and the NHS Long Term Plan around better integrating care services at a local level to improve health outcomes.
- Has been identified by the precursor authority to WNC in its Corporate Plan and by the Northamptonshire Care Partnership (the ICS) as a strategically important site in addressing health inequalities and building more resilient communities.
- Will replace existing accommodation which is no longer fit for purpose and expensive to operate with new integrated facilities that will

promote closer working. For instance, it is far more cost effective to prevent than treat many lifestyle conditions, and by making it easier for health professional to refer patients for physical activity interventions if leisure facilities are co-located and designed to be welcoming to those groups who do not take part in physical activity.

- Will deliver extensive social, health and economic benefits measured against a clearly defined criteria around site ownership, redevelopment potential, improved and integrated services and affordability.
- At a capital costs of £37.35 million and a net annual revenue costs to WNC of £0.99 million per annum (a potential additional cost of £0.53million based on current known liabilities), could generate £1.67 million of annual community and health benefits, demonstrating the long-term affordability and VFM of the project to WNC and its partners. It is important to note that the estimated additional revenue costs of the proposed new community hub are based, at this stage, on the known liabilities of the services being delivered by West Northants Council namely the library, children’s and adults services. At the time of this report the cost to the Council of Lings Forum Leisure Centre is zero based on the management structure in place. However, the future liabilities of all of the building stock across the study site – which has not been tested in this study – are likely to increase once further analysis has been undertaken. Therefore, the net position (based on likely future liabilities) and additional cost is likely to be reduced.
- Can be successfully delivered by WNC and its partners through a phased redevelopment of the Weston Favell site that will ensure continuity of provision throughout the project and has the support and commitment of all of the local partners.

Section 9 – Recommendations and Next Steps

9. Recommendations, Next Steps and Delivery

9.1 Recommendations

This detailed study has identified and considered the strategic and local needs, extensive consultation and service provider needs, site development options and the outline business case and have translated these into a series of leading options for the wider site which includes the Leisure Centre, Library, Cinema, Adult and Children’s Services, Healthcare centre, sports pitches, outdoor facilities, and an active outdoor environment for Weston Favell. It has also set out the advantages, disadvantages, operational issues, revenue implications and capital costs associated with the leading options.

The study has identified that the former Lings Upper school site is a clear frontrunner in terms of the overall development of the proposed new Community Health and Wellbeing Centre and that the creation of a central hub and the ethos of a single site development is physically and operationally achievable.

The business case has set out that whilst the new Unitary Authority will be required to support the additional debt financing costs required to facilitate the development, the overall operation of the site can generate a financial return to meet some of the debt finance. The remaining cost to the new Unitary Authority across the five different services, the wider social and health benefits, the increased capacity within the Primary Care Network and the delivery of a truly integrated care system at Weston Favell is considered to be value for money by the Consultant Team and will significantly improve the health and wellbeing of Northampton’s resident and specifically those within the Eastern Districts that are to be served by the proposed new development. It should be noted that the business case is not presented

and does not depend upon the provision of the residential development that is proposed flanks the new community hub.

The leading options, set out in Section 7, present a range of very exciting opportunities for all the partner involved in the project West Northants Council, the service providers, the CCG, NHFT and importantly the local community. The enhanced and expanded opportunities for people to get together, play, learn, be active and experience greater opportunities for physical activity alongside the increased capacity, efficiency and quality of primary care addresses not only the identified needs within the original brief, but also to address the strategic aims of the One Public Estate Round 7 funding from which this study was supported.

The site planning has also highlighted the opportunity to address the much-needed potential for housing in the Eastern district of Northampton meeting the growing demand for quality, affordable housing as directed again by the OPE policies and also the Council’s own planning priorities and policy.

The overall affordability has been tested against a ‘standstill position’ in terms of the on-going provision of unaffordable library provision for Weston Favell and also the projected future costs of maintaining the ageing leisure centre facilities. The current situation at the Healthcare centre, where both practices are in dispute with NHSPS regarding the service charges and high costs and the CCG have confirmed the re-provision of replacement primary care as a leading priority for Weston Favell. Alongside this both adult and children’s services have also confirmed that the current accommodation is not fit for purpose to meet the demands and quality of service that they both wish to address and maintain.

The leading services across leisure, library, adult and children’s services are all within the remit of the new unitary authority. Investment into these integral services remains a priority as supported by the Health and Wellbeing Board and the Borough Council’s Chief Executive’s office.

The primary care and clinical provision are of course influenced by a wider partnership and must go through what is often a more convoluted decision-making process. The concern at the early stages of this study was the lack of buy-in from health partners (notwithstanding the critical pressure these partner have been under due to Covid-19), however it is extremely promising that the ICS Strategic Estates Board has supported a direction of travel in which the Weston Favell development is one of the key community hubs which would provide flexible space both clinical and non-clinical services in a 'non-health specific' environment, able to deliver integrated care and enable appropriate services to move out of an acute setting into the community. This in line with the Northamptonshire iCAN Programme which sets out the vision for a community hub by 2025 as the focal point for community and primary care, removing organisational boundaries and housing community teams.

This is exactly what the development at Weston Favell is intended to address: providing the facilities to enable integration in a way that is focused on what residents want and need in order to manage their own health. The other key policy driver is the development of Primary Care Networks and the new roles within the PCNs. Weston Favell will provide a hub for the Northampton PCNs and flexible space for staff to engage with residents in a setting that is not perceived to be a traditional 'health centre'. This will reduce patients' reliance on NHS services, easing pressure on acute and primary care services.

In light of this detailed study, the impending transition from the borough Council to the new unitary authority and the successful allocation of OPE8 funding towards the Weston Favell Community Hub, the following recommendations for the new Unitary Authority to considered are therefore summarised below:

- West Northants Council agree that investment into new facilities for leisure, library, adult, children's and healthcare services are confirmed as a continued priority for WNC (the Council).
- The Council facilitates and enables the CCG to confirm the healthcare centre land is surplus to requirements on the back of agreeing the development option and recommendation within this study.
- The Council agree to lead and facilitate the priority next stages and agreed target programme following the proposed staged approach (as detailed later in this section).

9.2 Key Next Steps

The study to date has established the Strategic and Business case supporting development of the Weston Favell Community Health and Wellbeing Hub in principle, and subject to WNC progressing with the recommendations above and the funding, the project remains a priority for the Council and the stakeholders engaged within this study.

However, further technical and commercial evaluation is required to develop a more detailed understanding of cost implications and associated with developing this complex site. There are some leading next stages that the Consultant Team are recommending for WNC to achieve greater cost, commercial, land assembly and technical certainty.

Given WNC are in a very positive situation in terms of future funding support having been successful of the back of the progress of this study in securing OPE8 funding towards the development of the next stages, much of the additional technical and commercial needs for the emerging masterplan for Weston Favell can be covered by this funding.

The potential involvement of Northampton Partnership Homes also has the opportunity to release development funding towards the residential element of the scheme both in terms of assessing the capital generation as

well as the potential for housing revenue to be part of the overall site management and operations.

Central also to progress is to engage with the ICS as it develops and forms into a statutory organisation, to agree how the new approach outlined in the management case will be supported in practice. In particular, it has been set out that the ICS will have both financial and managerial responsibility for the Central Hub element (or a key part of it) of the new centre. Whilst this has been tested at the Strategic Estates Board and with a number of partner organisations, this needs to be tested once the ICS is a fully formed statutory organisation.

Key next steps include:

- Further work on valuations (housing) and site technical studies (site surveys) to be commissioned to address cost certainty, commercial viability, potential delivery and procurement (for property, management and residential including the future of the healthcare centre land with NHSPS) with a further aim to reduce the capital gap as a part of the aim to deliver the Community Hub.
- The establishment of **working group** formed from the service providers on site from leisure, library, GP and dental practices, adult and children's services, NHFT, ICS, Public Health and the CCG. The working group will need to be led by a dedicated resource either in the form of a project manager or a senior officer from WNC. The working group will need to establish the key initial step of planning for the healthcare centre land acquisition.
- **Health Centre Land** - It is important to agree with the CCG the process for declaring the health centre surplus to requirements so it can be acquired (by the Council). It is also vital to agree with the CCG that they will lead the process for taking the case to NHSE/I, to approve any proceeds of sale being reinvested into the Weston Favell development. Alongside this the Council need to plan out the process of potentially

becoming the landlord of the current building during the development phase for Weston Favell (ideally for a minimum lead in time before the new centre is operational).

- **Services and Support:** The business case refers to the types of services that will be able to use the Central Hub, which includes Primary Care Network new roles. However, this has not been fully tested with the CCG and it would be helpful to have confirmation from CCG leadership that the assumptions made in the business case are aligned with their plans for the PCN new roles and any other integrated services planned for that hub.
- **Funding Opportunities:** It is important to agree with the CCG and the ICS how any Capital Funding request associated with Cavell Centres would be managed. It is anticipated that this will require a business case submitted by the CCG/ICS and commitment is needed that the local health system will both support, resource and lead on any funds application process.
- **Other Clinical Services** : It has not at this stage been assumed that any specific out of hospital services will move to the Weston Favell development but instead a Central hub of flexible, bookable rooms, both clinical and non-clinical, has been developed, which can provide space for the development of integrated care and out of hospital services. The CCG needs to confirm that this aligns with their strategic estate and commissioning plans.
- **Project Brief and Scope** - Building on the findings and recommendations of this study, the partners need to further confirm an agreed Project Brief. This should include desired project outcomes, sustainability outcomes, quality aspirations and overall spatial requirements.
- **Technical Studies** - Before starting Concept Design stage, information should be gathered on the existing (preferred) site. This will inform the project Brief and designs, increasing cost certainty and reducing risk. This should include – topographical survey – underground utilities survey – geotechnical investigations – arboricultural survey – ecology survey.

- **Concept Design** - Once the Project Brief is confirmed and site information has been collected, the concept design for the health and wellbeing hub should be developed. This will build on the vision established in this study. The concept design will incorporate architectural proposals and landscape strategies, as well as strategic engineering requirements. This also needs to be supported by updated cost estimates based on the designs developed during the concept stage.
- **Valuations** – Further valuation works are required to gain greater clarity on residential development opportunities associated with the areas identified in the report. It is recommended to undertake site capacity tests and determine an urban design strategy to ensure that spatial cohesion can be achieved and capital estimates for funding are attained. The residential sites could also be soft market tested to gauge market interest and to benchmark the valuations.
- **Planning** – Re-engage with the Council planning department for pre-application advice on the emerging vision, including the housing proposed for the north and south of the site and how best the overall scheme should be presented.
- **Revision of Business Case, Delivery and Funding Strategy** – Following on the technical studies, revisions to the site planning and greater clarity on the capital position (via development and more detailed residential assumptions) a revision of the overall business case to update this study and assess the funding and financing position for the Council. An overall commercial, delivery, funding and procurement strategy will need to be updated.
- **Procurement Strategy** - As part of the detailed procurement strategy that is developed, there will be a need to carry out detailed due diligence on the delivery options outlined in this paper. The procurement strategy will look at sub-options under each of the three key options outlined, to ensure the optimum strategy is arrived at. This strategy should be developed in discussion with the Council’s lead project, procurement and legal officers;
- **Leisure Management** - the Council to review the position of the leisure contract in relation to Lings Forum and the wider Northampton portfolio and the proposed options for the new community health and wellbeing hub. The figures within this study assume the diversion of surpluses towards repaying the debt finance which is contrary to the current arrangement. This has been set out intentionally focused on the single site options appraisal and not reviewing the wider implications on leisure provision in Northampton. The future management of leisure facilities in Northampton may be subject to further review in the medium to longer term in relation to the new Unitary Authority and other contracts and management.

9.3 Indicative Project Programme

The business plan and revenue projections detailed in Section 8 have been prepared based on a phased redevelopment with the new leisure centre, cinema and library, healthcare centre and adult and children services progressing before the residential developments. A phased development is essential as it allows the existing facilities to remain operational during construction to ensure service continuity for each partner. Following completion of the construction and fit out of the facilities the services would be decanted into the new accommodation.

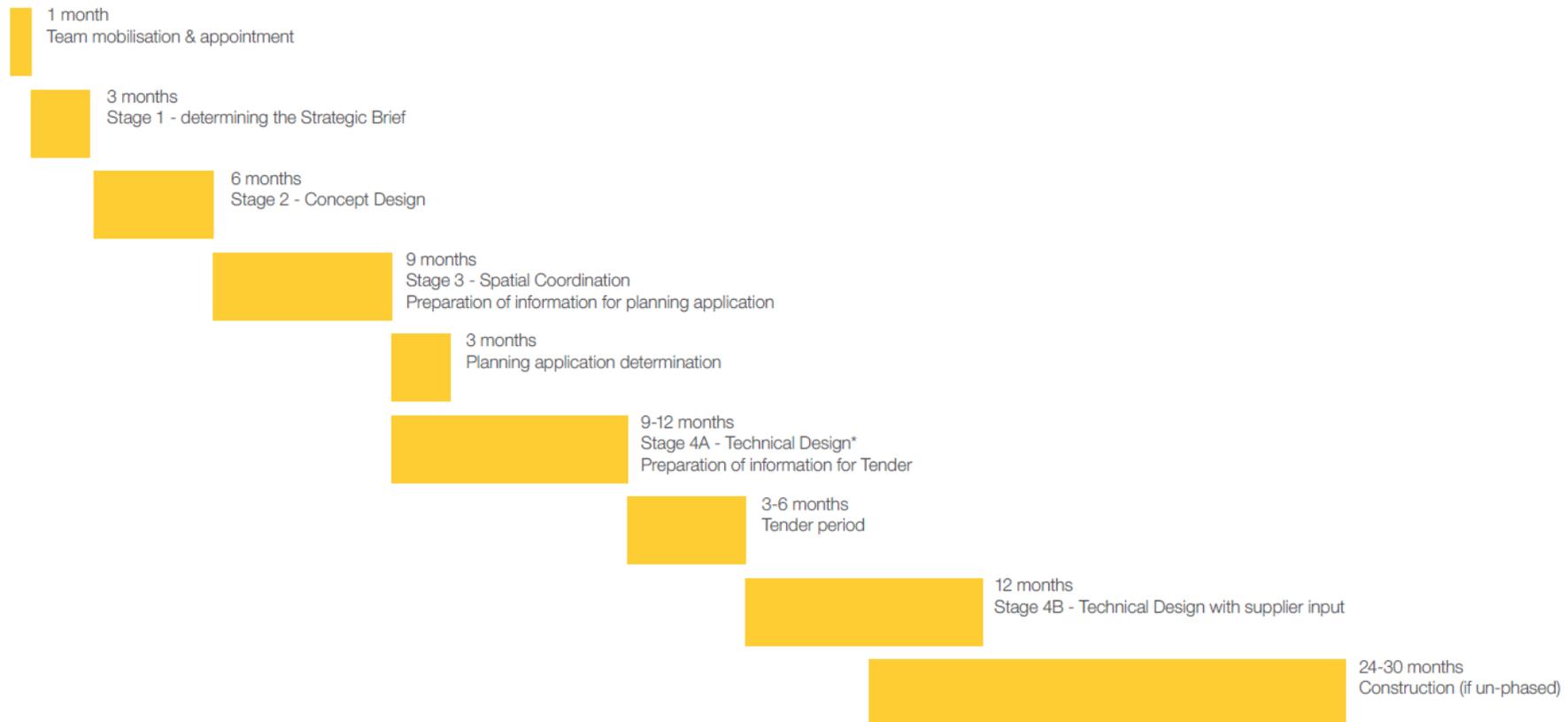
Once the services have moved into the buildings the existing facilities would be decommissioned and demolished freeing up sites for the residential development phase of the project to commence.

The programme below gives an indication of timescales for each stage of the project from design through to construction and completion. This is indicative, and the actual durations are dependent on multiple factors including the timing and success of stakeholder engagement, funding, purchase of the Healthcare Centre land, procurement method and processes. All timescales would need to be coordinated with and verified by

other design disciplines, and construction periods by a project manager and a suitably qualified main contractor.

The opportunity of the funding from OPE Round 8 to cover various these activities over the next 11 months is focused on giving the Partners and Stakeholders further detail to agree their own business cases and secure approvals – thereby enabling the scheme to ultimately move forwards to potential design and planning during 2022.

Figure 9.1 Indicative Programme



Section 10 – Summary

10. Summary

It is clear from this detailed study and the overall options appraisal that investment into replacement facilities for leisure, health, library, adult and children's services should continue to be focus for the new Unitary Authority. The proposed development of the new Community Health and Wellbeing Hub is in direct alignment with national NHS policy for the Integrated Care System bringing together the wide range of services and has received continued support via the detailed consultation process from member of the local community, key partners and stakeholders, the service providers delivering on the site and also the leading organisations who will be influential in the funding, development and delivery of this exciting and ambitious scheme. This includes the CCG, NHFT and the emerging ICS for Northampton.

The project is also very closely aligned to new national policy from Sport England which continue to place significant importance on the link between greater levels of physical activity and physical wellbeing, mental wellbeing and community development. The proposals for Weston Favell strengthen the connections between sport, physical activity, health and wellbeing, with the end goal of more people experiencing the benefits of, and becoming advocates for, an active life. The Sport England strategy highlights sport and physical activity's ability to make better places to live and bring people together, connecting communities and having direct positive impacts on people's lives and life chances.

This project closely aligns with the strategic objectives of OPE given the ultimate aim of co-location of these vital services and organisational change with the partners and service providers looking to collaborate and work together to improve service delivery whilst generating revenue savings, potential capital receipts and facilitating much needed housing growth. The ability of this project to address the needs of the OPE strategy is further

strengthened by the securing of OPE8 funding towards the next stages as highlighted in Section 9 previously.

The study report has set out the leading options for consideration and the full financial appraisal focusing on the full delivery costs from both a capital, revenue and financing perspective. The starting point for the Council is clearly to examine the overall affordability of such a large-scale project and redevelopment of these important facilities and services. There remains some degree of uncertainty at this stage over the most commercially viable route for the delivery of such a complex site and the options to develop the site. This report has set out some initial thoughts within the Outline Business Case as well as the next steps and programme which will require more detailed scrutiny and review.

The Consultant Team have however demonstrated that the provision of a new Community Health and Wellbeing Hub, alongside significant enhancements to the open space and opportunities for residential development at the site, can and should be, a deliverable aspiration for West Northants Council.

Whilst any decisions regarding the potential redevelopment will be governed by further financial viability and affordability assessments, the wider social and health benefits and ability that the proposed new development has to play in helping the Council meet their aspirations across a wide range of agendas should not be overlooked.

This is exactly what the development at Weston Favell is intended to address, providing the facilities to enable integration in a way that is focused on what residents want and need in order to manage their own health. The other key policy driver is the development of Primary Care Networks and the new roles within the PCNs. Weston Favell will provide a hub for the Northampton PCNs and flexible space for staff to engage with residents in a setting that is not perceived to be a traditional 'health centre'. This will

reduce patients' reliance on NHS services, easing pressure on acute and primary care services.

The Consultant Team are of the opinion that the opportunities for securing external funding for physical activity, health, social care and children's services will very much be present for the Council alongside the wider regeneration funding opportunities linked to the whole site's redevelopment.

The significant contribution by the Community Health and Wellbeing Hub and the development of this leading site within Northampton to a wide range of priorities for national partners requires further exploration and work by the Council and its partners using the evidence base that is detailed in this full study report. The future of the Weston Favell Community Hub and the evident priorities and needs for the provision of improved leisure, health, library, adult and children's services will require some key actions and decisions to be taken by West Northants Council building on the evidence and initial direction provided within this study report and as presented in the previous section.

The Consultant Team consider that the main issues and key challenges associated with the overall project, and the actions that need to be taken to assess the full commercial viability and reduce the affordability gap in the first instance, are all within the sphere of influence of the Council and it is clear that there is a strong desire and will to deliver extended leisure, health, library, adult, children's services and overall community offer within Weston Favell and for Northampton that meets the needs and demands of a growing population and this evolving and developing town for many years to come.

Throughout our consultation on this study the area surrounding Weston Favell and the Easter district of Northampton has been seen as a forgotten part of the town, suffering from years of under-investment and always

playing second fiddle to investment and focus on the town centre. The local community partners we have engaged with talk of low aspirations of residents, low expectations and limited opportunities to break out from this negative cycle of low paid employment, poor health and limited access to good quality community facilities and support services.

This study has been delivered under the shadow of a global pandemic which has devastated lives and will have a lasting impact on our economy. The pandemic has also shown that at the end of a decade of austerity it has exposed further the underlying inequalities within our society.

Despite the challenges facing public sector finances, the purpose and focus of the new Unitary Authority is to influence, facilitate and deliver systematic change to reduce those inequalities and improve the wellbeing and lives of the residents of both Weston Favell and the whole of West Northants. The proposals presented within this study can not only create a focal point for these very improvements but will result in systematic change in the way health and wellbeing is accessed, delivered and improved for many thousands of residents of West Northants leading to system-wide savings and longer-term positive impact on the lives of everyone that accesses the services proposed in the new development.

Significant and hard-won support has been generated throughout this study during a very challenging 12 months. The new Unitary Authority needs to ensure momentum is maintained with the leading stakeholders and partners and confirmation of on-going senior level support within the Council will be key to continuing to facilitate these positive changes.

The new Unitary Authority is committed to investing in the future of Northampton and despite the key economic and budget challenges being faced in the public sector, the proposals for the development of the new Community Health and Wellbeing hub represent an exciting and achievable opportunity to deliver on that commitment.