

Agenda Item No:	5	
Committee:	CABINET	
Date:	19 October 2026	
Report Title:	Fenland Inspire! — Manor Leisure Centre Redevelopment Project; Pre-RIBA Stage 4 Completion Update Report	

1. PURPOSE / SUMMARY

- 1.1 This report summarises the considerable work undertaken since Cabinet last considered the project on 23 February 2026, sets out the current financial position and potential delivery programme timeframe.
- 1.2 This report is for information and precedes a final options and governance report due at Cabinet in December 2026. The substantive December report will be presented with significant detailed project information including legal, financial and equality information sufficient for Cabinet to decide which option to take forwards.
- 1.3 This report informs Cabinet about project progress with a focus on:
 - The works of RIBA Stage 4 and the change of construction partner from Curo Construction to Speller Metcalfe;
 - The crystallisation of two previously reported risks into live issues — construction cost inflation and a fundamental structural engineering issues associated with the existing swimming pool tank;
 - Revised financial positions for three options, together with a potential enhanced Sport England Place Capital grant of an additional £500,000 for Option 2;
 - The revised General Arrangement floor plan with some additional software generated images;

2 KEY ISSUES

- 2.1 In May 2026 Curo Limited, the main contractor, went into administration at no notice. Alliance Leisure acted swiftly, with the Council's input, to appoint Speller Metcalfe as replacement main contractor. Whilst the actions to put a new contractor in place was handled exceptionally smoothly and quickly, a new contractor picking up the work has understandably led to a delay in the RIBA 4 works.

Manor Leisure Centre Options

- 2.2 The Options to be presented to Cabinet once RIBA Stage 4 is completed consist of the following. It should be noted that the Option 2 cost is a Greatest Maximum Cost (GMC), not a firm contractual cost, and was based on a start on site date of November 2026. That date is no longer possible, so the cost is likely to change accordingly, due to ongoing inflation within the economy.

2.2.1 Option 1:

Carry out a refreshed conditions survey assessment of the current facility, replacing the 2021 assessment, and to then maintain the existing facility, enacting necessary conditions survey works (i.e. to maintain the facility Status Quo). This Option consists of 2 routes; 1A - replacing the cracked pool tank to deliver a warrantable scheme or 1B - carrying out an unwarranted patch repair.

Both options do **not** attract any Sport England Place Grant.

Option 1A: *Option 1A – Maintain Existing Facility with Pool Tank Replacement (£7.35m)*

This cost to include the replacement of the pool tanks and is estimated based on 2021 condition survey reports, inflationary increases added to that sum and an estimated £1.5m cost to replace the pool tanks and all associated pipework.

Or

Option 1B: *Option 1B – Maintain Existing Facility with Pool Tank Repair (£5.2m)*

This cost is to reline the existing pool tank with a crack repair that is unwarranted, with an expectation of further failure at an undeterminable point in the future. This cost is based on the 2021 conditions survey uplifted for inflation.

2.2.2 Option 2: Comprehensive Redevelopment (£20.506m)

Total projected Greatest Maximum Cost £20.506m, *net* of a £2.5m Sport England grant for a full replacement and extension of the pool building and demolition of the sports hall facility.

Discounted option due to loss of grant:

2.3 Full redevelopment with pool repaired

This was the Council's original approach to the larger redevelopment project. However, given the engineering issues identified with the pool tank, a repaired pool is not warrantable. This would mean that Sport England would *not* offer a grant on an asset with a known issue. The removal of the grant then made this option *more expensive* than the replacement of the pool tanks, net of the grant.

That being the case, this option has been discounted as the resulting facility would cost more, for a worse outcome.

2.4 The predicted total cost of RIBA stages 1 to 4 is now at c.£1.2m and whilst this in itself is a significant spend, it was an unavoidable requirement of getting to the point in which a final decision will be possible regarding Option 2.

2.5 The existing pool tank cannot be warranted. Structural engineering advice is that the pool tank built in 1965 cannot be brought to a warranted condition by repair. This is not a function of the repair specification or of the sum spent on investigation, it is a function of the evidential position. The original construction, wall construction and founding arrangement are unknown. The structure has been substantially modified at least three times without full record, it is cracked, and it is leaking into Fenland's high water table. A liner warranty is conditional on the

underlying tank being demonstrably fit for purpose and free from ongoing movement, and that condition cannot be evidenced.

- 2.6 The work to develop detailed design and engineering assessments for this work is costing an additional £105,000. It also includes the full replacement of the structural steel in the pool hall and the work has added further delay into the programme.
- 2.7 The pool tank replacement and structural steel replacement means that the project is no longer a 'partial' demolition of existing buildings and for planning law purposes has been determined to constitute a full demolition. That being the case the project team could not rely on the planning permission consented for a partial demolition. In September a further full planning application was submitted to the Local Planning Authority. This adds delay into the programme with the determination of the new planning application now expected at the 9 December Planning Committee.
- 2.8 Construction costs have risen materially since the RIBA Stage 3 cost estimate. Price increases across trade packages have averaged 8% – 10% over the last two quarters, with structural steel rising between 30% and 50% because of supply, demand and tariff pressures following the conflict in the Middle East. Design development since December 2025 has added further cost, principally in landscaping, highways and entrance works, pool changing room provision, Biodiversity Net Gain, acoustics, drainage and necessary dewatering for the site prior to construction.
- 2.9 Sport England has indicated an increased grant that is only available against Option 2 and a warranted full reconstruction of the pool tank, pipework, plant and pool hall steel frame. Sport England has indicated a further £500,000 grant, taking the total Place Capital support to £2.5m for Option 2. The additional support will only be formally applied for following a Cabinet decision regarding which option to pursue in December.
- 2.10 Finally, as part of the Council's ongoing due diligence, as the project moves closer to understanding the overall confirmed cost of the proposed development including;
- The unexpected engineering costs of the swimming pool;
 - The recent inflationary pressures in the construction industry; and
 - The related need to revisit the planning consent

the Council is now commissioning a value for money (VfM) assessment which will compare the incremental cost and benefits of Option 2, with the cost and benefits status quo of Option 1. In considering the future of the Manor Leisure Centre, the Council must satisfy itself that its preferred option represents Best Value, having regard to economy, efficiency and effectiveness. The commissioned Value for Money assessment will assist Cabinet in understanding whether the additional investment required under Option 2 secures proportionate community, health, wellbeing and operational benefits when compared with the status quo options.

- 2.11 This will demonstrate whether the additional cost of Option 2 above that of Option 1 secures sufficient additional benefit. This is not a costing exercise or an affordability exercise, rather it will demonstrate whether the additional benefits that a full redevelopment offers the community offer VfM above Option 1, allowing the Council to discharge its Best Value responsibilities.

The Value for Money assessment will not determine affordability. Affordability will be considered separately through the Council's Medium-Term Financial Strategy, Treasury Management arrangements and the availability of funding and borrowing.

3 **RECOMMENDATIONS**

It is recommended that Cabinet gives detailed consideration to the content of this report and:

- 3.1 Notes the progress made since February 2026.
- 3.2 Notes that costs and delivery programme will be revised for a future Cabinet paper, expected in December 2026, at which time Cabinet will be presented with considerable detailed information that is anticipated to allow Cabinet to select the preferred option for the Council to follow. The figures presented in this report remain provisional and subject to final quantity surveyor review, contractor pricing validation and completion of RIBA Stage 4;
- 3.3 Notes the replacement of the original main contractor, Curo, with Speller Metcalfe;
- 3.4 Notes the engineering findings relating to the existing swimming pool tank;
- 3.5 Notes the increase in the cost of £105,000 to complete RIBA Stage 4 due to the engineering issues confirmed with the swimming pool tank and the replacement of the pool hall structural steel works;
- 3.6 Notes that the Council has submitted a fresh planning application for the complete demolition of the existing pool building;
- 3.7 Endorses the completion of the Value for Money assessment and remaining due diligence work;
- 3.8 Notes the further cost increases due to inflationary pressures in the construction industry and some design changes in the past 8 months;
- 3.9 Notes the final floor plan within the attached schedule;
- 3.10 Notes the revised delivery programme due to the necessary delay in the project for reasons highlighted above;
- 3.11 Notes that a substantive options report will be presented in December 2026 seeking a decision on the Council's preferred option.

Wards Affected	Whittlesey and the surrounding area. Users of the Manor facility also travel from the March area as well as from Peterborough and Stanground. The rifle range has a further reach across Fenland and the Peterborough area and may be viewed as a regional facility.
Forward Plan Reference	• Redevelopment of the Manor Leisure Centre - KEY/29JUL26/01 • RIBA Stage 4 additional £105,000 cost - Manor Leisure Centre redevelopment project - KEY/16JUL26/01 • Further grant funding of £500,000 from Sport England for redevelopment of the Manor Leisure Centre - KEY/17JUL26/01

	- Acceptance of a Sport England Grant of £2m to support the redevelopment of the Manor Leisure Centre if the process proceeds to construction - KEY/23MAR26/01) Previous Forward Plan references: - KEY/24AUG23/02 - KEY/22JAN25/02 - KEY/22JAN25/03 - KEY/22JAN25/04 - KEY/22JAN25/05 - KEY/8DEC25/01 - KEY/8DEC25/02	
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Background Papers	- Cabinet Report November 2023 - Cabinet Report January 2025 - Cabinet Report February 2025 - Cabinet Report June 2025 - Cabinet Report November 2025 - Cabinet Report February 2026 (RIBA Stage 3 Progress Update)	

REPORT

4 BACKGROUND

- 4.1 The Council commenced its enquiries into the future possibilities for the Manor Leisure Centre as well as the Council's other leisure facilities in May 2024.
- 4.2 The redevelopment of the Manor Leisure Centre is a Fenland Inspire! project. Due to their age, the existing Manor Leisure buildings have reached the end of their useful lives. A condition survey cost was previously identified at £4.331m simply to allow the existing buildings to "stand still"; that figure was established in 2024 and would now be in the order of £5.2m due to inflation in the intervening period. Option 1A includes works to replace the 1965 swimming pool tank, pushing that cost to £7.35m.
- 4.3 The existing pool was constructed as an outdoor lido and opened in 1966 and was covered in the early to mid-1980s, with the gym added after this date. The pool tanks are 60 years old. The 1974 sports hall building contains the hall, soft play in converted squash court, the spin room and changing rooms built for football, which is no longer played at the Manor. Both buildings are well beyond their expected useful life and their condition and presentation to the community reflects that. Managing two buildings thirty metres apart is inefficient, is not customer focussed, and increases operational and maintenance costs. The current leisure offer to the community in Whittlesey does not reflect customer expectations of a modern facility.
- 4.4 A leisure centre just for sport is no longer a financially viable proposition. Future leisure provision requires a broader service offer than traditional sport and recreation activities alone — opportunities for community youth activity, rehabilitation from injury or surgery, group classes for older and frail residents, education on movement and healthy food, opportunities for GPs and other health professionals to work closer with the community in support of the NHS priorities, and a flexible community space capable of hosting community events as well as bookings such as the NHS blood service or community meetings where a larger space is required due to the expected attendance.

Integrating the facility into wider community life is critical to its ongoing financial viability.

- 4.5 In February 2025, further ratified by a report in June 2025, Cabinet approved the project to move through the RIBA pre-construction phases (Stages 2 to 4) to deliver a redevelopment scheme that would have planning consent, a contractual construction cost and a construction partner on board. A RIBA Stage 2 report was presented in November 2025 and a RIBA Stage 3 progress update in February 2026.

5 **A summary of recent project events is set out below:**

Planning	- Planning permission has been granted (application reference F/YR26/0179/FDC). - However, the replacement of the pool tank and structural steel within the pool hall has necessitated a further application, with it's anticipated determination in early December 2026.
Contractor	- Curo Construction Limited ceased trading and entered administration in May 2026. - Alliance Leisure acted promptly, cancelled all pre-contract activity and appointed, Speller Metcalfe in their place. The transition to Speller Metcalfe has been managed successfully and project delivery arrangements have stabilised. - All other project partners remain unchanged. - The Council avoided a standalone re-procurement exercise that would otherwise have followed a contractor insolvency of this kind which would have meant considerable cost and significant delay. - An approximately two-month slippage resulted.
Engineering	- A second Furness Partnership Report (24 June 2026) tested the RIBA Stage 3 assumption that the existing pool tank could be retained, repaired and relined, and found that that assumption would carry material and only partially quantifiable residual risk. - This is a significant finding impacting project cost and delivery programme and this is reflected in the Options presented.
Cost	- Construction cost inflation, tariff exposure and supply and demand pressures following the conflict in the Middle East have materially increased the Option 2 greatest maximum cost estimate. - Design development has added further scope and cost. - Pool tank issues have added further, significant cost
Grant	- Sport England is currently offering capital support to the value of £2m and will, if accepted, be subject to entry into a grant funding agreement. - Sport England will only provide the funding if the pool tank is replaced and warranted in Option 2. - A further £500,000 has been offered, with a formal application to be made once the Council has decided which option to follow for the facility.
Governance	- The Equality Impact Assessment has been completed ready for the future Cabinet report regarding option selection. - Detailed legal due diligence has been undertaken and will be contained in the future Cabinet Options Report. - A Value for Money report using current costs has been commissioned.
Design	- The General Arrangement floor plan has been developed through RIBA Stage 4. It reflects Sport England's design input, the resolution of the accessible pool steps risk, and the changing provision analysis and design iterations undertaken through the Equality Impact Assessment. It also demonstrates a small change in the pools if redevelopment proceeds.

- 5.1 The existing facility is not constructed to modern standards and, as indicated by condition survey assessments, Option 1 (A or B), a cost of between £7.35m and £5.2m is required to maintain the existing buildings. A zero cost option is not available. The centre remains a well-used and valued community asset that provides an important contribution to the health, wellbeing and social cohesion of Whittlesey and the wider Fenland area. It does not, however, offer the opportunities of a modern leisure centre.
- 5.2 The Council's condition surveys and subsequent feasibility work have identified that substantial investment will be required simply to maintain the continued operation of the existing facility. The existing buildings have exceeded their anticipated asset life. Whilst such investment would address identified asset condition issues, it would only maintain the current service offer and operational arrangements, rather than delivering wider benefits in terms of customer experience, accessibility, financial sustainability, participation, energy efficiency or community use.
- 5.3 During the RIBA stages, lifespan issues have recently come more sharply into focus as a result of concerns relating to the existing pool tank. Specifically:
- 5.3.1 The scheme approved at RIBA Stage 3 assumed retention of the existing pool tank, repair of cracks within it, removal of the existing lining, installation of a new waterproof lining, formation of new accessible steps to the main pool and construction of a new dividing wall within the learner pool. That approach was carried on the Project Risk Register throughout.
- 5.3.2 The central finding of the further engineering work is that the retained pool tank cannot be brought to a warranted condition by repair. A liner warranty is conditional on the substrate being demonstrably fit for purpose and free from ongoing movement, and that condition cannot be demonstrated for this structure. Although the facility remains operational, these findings raise questions about the long-term sustainability of the existing asset and suggest that future intervention will be required irrespective of any decision regarding wider redevelopment. Members should therefore note that some investment will be required to address these identified issues and to safeguard the continued operation of the pool.
- 5.4 The options presented below provide the opportunity to move beyond asset maintenance alone and secure wider strategic benefits, including extending the operational life of the facility, improving accessibility and inclusivity, reducing future maintenance liabilities, improving operational and energy efficiency, broadening participation in sport and physical activity, enhancing community use of the site and creating opportunities to attract external investment. The options represent differing approaches to balancing cost, risk, service improvement and long-term sustainability.

6 Freedom Leisure

Freedom Leisure operates the Council's leisure facilities under an agency agreement which commenced in December 2018 and is due to conclude on 31 March 2034. The structure of the arrangement is such that:

- Freedom pays a substantial agency management fee to the Council on a monthly basis.
- Any over-performance of the service generates additional revenue income for the Council. Under performance does not alter the financial baseline payment from Freedom.
- FDC remains responsible for the capital aspects of building maintenance.
- FDC remains responsible for some retained Health and Safety responsibilities, holding Freedom to account for their management of facilities and the safety of customers and staff.

- 6.1 It should be noted that Option 2 will have an *initial* negative impact on Freedom Leisure's business and productivity during the construction phase due to the closure of the pool, which in turn will impact upon the level of management fee payable to the Council whilst the works are ongoing. During construction all other facilities will remain operational in the Sports Hall building.
- 6.2 Conversely, significant increased income and efficiency cost savings are anticipated to be delivered by Option 2, following completion of any redevelopment works which modernise and increase the community offer. This will provide an opportunity to offset some or all of the lost income in the future, as well as part-finance the borrowing cost of that Option. This will be a contractual increase in management fee, following discussions already in hand with Freedom Leisure and will form a Deed of Variation to the existing contract.

7 The Existing Pool Tank: the Engineering Position

- 7.1 The scheme approved at RIBA Stage 3 assumed retention of the existing pool tank, repair of cracks within it, removal of the existing lining, installation of a new waterproof lining, formation of new accessible steps to the main pool and construction of a new dividing wall within the learner pool. That approach was carried on the Project Risk Register throughout.
- 7.2 The central finding of the further engineering work is that the retained pool tank cannot be brought to a warranted condition by repair. This is not a function of the quality of the repair specification, nor of the sum of money spent on investigation. It is a function of the evidential position: a liner warranty is conditional on the substrate being demonstrably fit for purpose and free from ongoing movement, and that condition cannot be demonstrated for this structure.
- 7.3 The engineering basis for that conclusion may be summarised as follows:
- The tank originated as an open-air lido constructed in 1965 and is at or beyond the end of its original design life. The original construction details, wall construction and founding arrangement are not known, and no reliable as-built information exists.
 - The tank has been substantially and repeatedly modified — enclosure within the leisure centre circa 1984; conversion from scum-channel to level-deck; reduction of the deep end from approximately 3.5m to approximately 1.8m; and sub-division into separate main and learner pools.
 - Dye testing by a diving team during filtration pipework investigations confirmed loss of water through a crack in the pool walls. This is a live leak through the substructure, not a

defect confined to the wall finish. Cracking is reflected through the pool surround slab finishes and the level-deck channel is visibly out of level, indicating historic and possibly ongoing movement.

- Cracking was repaired during the previous relining works at the start of the century and has since re-presented through the liner. The movement mechanism has therefore either continued or recurred; repair to date has treated symptoms and not cause.
- In Fenland's ground conditions — silts and peat with a high water table —leakage can wash fine material from the bearing strata, creating voids or zones of softened ground of unknown extent. A repaired tank would sit on ground whose competence cannot be verified.
- Further investigation cannot close the gap. The engineers advise that although coring, laboratory testing and full visual inspection following removal of finishes would provide additional information, it is unlikely that any level of investigation would permit full validation of the existing tank given its age and the unknowns associated with it. The gap is structural, not informational.
- The designer expressly declines the liability. Furness Partnership cannot accept design responsibility for the original design, construction, durability, watertightness, movement or foundation performance of the existing tanks, surround slabs, buried pipework or historic modifications.

7.4 The consequence is that there is no counterparty holding this risk. The liner manufacturer excludes the substrate. The structural engineer excludes the existing structure. The contractor prices the works, not the asset. The residual risk would remain with the party electing to retain the existing structure — Fenland District Council. The Council now faces a strategic asset decision as the existing pool tank cannot be warranted and therefore carries an ongoing residual risk should it be retained.

8 Planning Consent

8.1 As highlighted in the cover sheet to this report, the pool tank replacement and structural steel replacement means that the project is no longer a 'partial' demolition of existing buildings and for planning purposes a full demolition means that the Council could not rely on the planning permission consented for a partial demolition.

In September a further full planning application was submitted to the Local Planning Authority. This adds delay into the programme with the determination of the new planning application now expected at the 9 December Planning Committee.

9 Value for Money Assessment

9.1 As part of the Council's ongoing due diligence, as the project moves closer to understanding the overall confirmed cost of the proposed development including;

- The unexpected engineering costs of the swimming pool;
- The recent inflationary pressures in the construction industry; and
- The related need to revisit the planning consent

the Council is now commissioning a value for money (VfM) assessment which will compare the incremental cost and benefits of Option 2, with the cost and benefits status quo of Option 1. In considering the future of the Manor Leisure Centre, the Council must satisfy itself that its preferred option represents Best Value, having regard to economy, efficiency and effectiveness. The commissioned Value for Money assessment will assist Cabinet in understanding whether the additional investment required under Option 2 secures

proportionate community, health, wellbeing and operational benefits when compared with the status quo options.

- 9.2 This will demonstrate whether the additional cost of Option 2 above that of Option 1 secures sufficient additional benefit. This is not a costing exercise or an affordability exercise, rather it will demonstrate whether the additional benefits that a full redevelopment offers the community offer VfM above Option 1, allowing the Council to discharge its Best Value responsibilities.
- 9.3 The Value for Money assessment will not determine affordability. Affordability will be considered separately through the Council's Medium-Term Financial Strategy, Treasury Management arrangements and the availability of funding and borrowing.

10 OPTIONS AVAILABLE

- 6.1 Three options are set out below. These will be presented at a future Cabinet meeting where further details, including the independent Value for Money report will support Cabinet's understanding of the options in considerable depth.

Option	Scope	Warranty and risk	Cost and programme
Option 1A and Option 1B Status Quo	Undertake condition survey works on the existing buildings. Option 1A to include replacement pool tank Option 1B to include repair to existing pool tank	The higher cost would be required to mitigate the pool tank issues requiring replacement within the existing building — a piling operation within a standing structure assessed as challenging and costly	Option 1B c. £5.2m incl. pool tank repair-only; Option 1A c. £7.35m including tank replacement; Leaves two inefficient, elderly buildings requiring substantial further investment in subsequent years.
Option 2 Full reconstruction with new pool tanks and replaced steel frame	New pool tanks and piling, new pipework and plant, complete removal and replacement of the pool hall steel frame. Effectively an entirely new facility on the consented footprint.	Entirely new, fully warranted asset across tank, structure, pipework and plant. No retained elements of unknown condition. Latent defect and warranty risks eliminated.	Net £20.506m after £2.5m grant. [Subject to alteration due to revised start on site date and also review final contractual costs are issued by FDC's appointed quantity surveyor (QS), the project team QS and Sport England QS.] Padel and skate park handovers in late spring 2027 Full building completion October 2028. Sports hall building demolition complete January 2029. Replacement car park on sports hall footprint complete March 2029.

OPTION 1(A and B): MAINTAIN THE EXISTING FACILITY (STATUS QUO) – CARRY OUT CONDITIONS SURVEY WORKS

10.1 Overview

- 10.1.1 Both Options A and B under Option 1 would retain the facility substantially in its current form, with the Council continuing to undertake necessary condition survey informed maintenance, statutory compliance works and essential capital repairs as required to keep the facility operational. No significant redevelopment or transformational investment would be undertaken. Negotiations in relation to Whittlesey Rifle Club's current lease would cease and there would be no requirement to amend the existing contractual terms with Freedom Leisure.
- 10.1.2 Option 1 would not deliver Padel Courts, a larger car park, add a safer access gateway, or a new skate park.
- 10.1.3 The principal benefit of Option 1 is that it avoids the substantial capital expenditure and borrowing commitments associated with the redevelopment Option 2. The existing service offer would be retained, disruption to customers would be minimised (though subject to closure for a replacement pool tank under Option 1(A) and a replacement pool roof as well as a replacement roof on the sports hall in either of Options 1(A) and 1(B)).
- Any future successor authority would retain flexibility to determine its own long-term approach to the facility.
- 10.1.4 Option 1 does not address the age of the buildings or the operational inefficiencies associated with the current layout. The existing lack of car parking will also not be addressed. Future maintenance liabilities would remain and may increase over time.
- 10.1.5 In light of the recently identified issues relating to the pool tank and associated structural elements, capital investment will be required even if no wider redevelopment is pursued.
- 10.1.6 This option is split into Option 1 (A) or Option 1 (B), with;
- Option 1A replacing the pool tank to remove any future risk of failure and pool closure with no notice or planned approach to addressing the failure and;
 - Option 1B patch repairing the pool crack and leaving an asset with a known issue and no warranty for the works completed
- 10.1.7 Options 1A or 1B are not zero-cost options and are unlikely to present a solution which safeguards the facility into the longer-term future. The anticipated cost of Option 1A is £7.35m with the replacement pool tank, with Option 1B being £5.2m with a pool repair.
- 10.1.8 They are on a simple capital comparison, more financially attractive than Option 2. However, either of the Option 1 projects;
- Leaves the authority with two inefficient, elderly buildings;

- Delivers limited modernisation, limited accessibility improvements and no broadening of the user base;
- Forfeits the Sport England grant entirely;
- Moves investment from the short term into the medium term rather than removing it.
- Investment will also likely to be reviewed and carried out by a future Authority if mLocal Government Reorganisation recommences in the future.

OPTION 2: REPLACEMENT AND EXTENSION OF THE POOL BUILDING AND DEMOLITION OF THE SPORTS HALL BUILDING

10.2 Overview

- 10.3 This option would deliver the full redevelopment proposal developed through the recent RIBA Stages design work. Proposals include the complete replacement and expansion of the existing pool building, and the creation of a modern leisure and community facility designed to meet current and future community needs. The redevelopment proposals have been developed with a focus on improving accessibility, increasing participation, improving operational efficiency and enhancing the long-term sustainability of the facility.
- 10.4 The general arrangement floor plan and 3D system images may be found in the Schedules to this report. The principal facility comprises:

Wet side	• Six-lane 25m main swimming pool with accessible steps; • Learner pool (76 m²) with step entry and warmer water; • Pool-side stores; wall-mounted pool covers, first aid room
Changing	Swimming Changing hybrid model: Private cubicle changing village (253 m²) with single, double and family cubicles, WC's, showers and vanity; Changing Places facility (12 m²) accessible changing, accessible baby-change and accessible WCs Single-sex female and male group changing rooms (41 m² and 40 m²) also to be used for schools, clubs and galas. Both facilities include showering, private changing cubicle and WC, as well as vanity space.
Dry side	• Fitness suite (270 m²); • Studio 1 (152 m²); • Studio 2 (139 m²); • Community Hall / badminton court (174 m²), (with the 2 studios and badminton space combinable into a single large events space) • Community room (65 m²); • Soft play (155 m²) with seating area. • Commercial kitchen for community events and private functions within the flexible hall

	Dry facility changing; Dedicated single-sex female and male changing, showers and WCs; All-gender private changing room; Accessible changing and accessible WCs
Front of house	New entrance and lobby; Reception (31 m ²); Café and social space (193 m ²); Pool viewing (169 m ²) with tiered seating, glazed guarding, accessible viewing and modesty screening; Consultation / first aid room; Commercial kitchen (71 m ²); Café kitchen (48 m ²).
Rifle range	Replacement 25m smallbore range (201 m ²); New 10m air range (96 m ²); Club room, office, gun room, store, accessible WC and lobby.
External	Three covered, outdoor floodlit padel courts; Replacement skate park; Landscaping and drainage; Security fencing and gates; Subsequent demolition of the sports hall and development of an approximately 64-space car park extension on the footprint remaining.

- 10.5 Option 2 comprises a proposal to rebuild and expand the pool building and demolish the sports hall building and increase car parking, add in 3 outdoor covered Padel Courts and a replacement skate park, leaving the local community with a facility fit for the future. The focus has been on developing a wider user base by modernising the facility and improving the offer substantially, broadening the attraction of the facility to more potential customers from the local area while also importing users from the surrounding area and keeping operational and maintenance costs low.
- 10.6 The principal benefits of this option include the opportunity to provide a modern facility capable of serving the community for the long term, addressing known condition liabilities, reducing future maintenance requirements, improving energy efficiency, increasing customer usage and supporting wider health, wellbeing and community objectives.
- 10.7 Drawings from architectural software and the Option 2 floor plan are available in the attached Schedules to this report.

OPTIONS SUMMARY

- 10.8 Each option identified above presents a different balance of capital investment, affordability, operational risk, asset longevity, customer and service outcomes and future liabilities.
- 10.9 Options 1(A) or 1(B) would avoid redevelopment expenditure in the short term but would nevertheless require significant ongoing investment in the existing facility and would not address the longer-term challenges associated with an ageing asset. Conversely, Option 2 requires greater upfront investment but offers the potential to secure an extended asset life, remove future

short to medium term maintenance liabilities, improve operational efficiency and deliver wider community, health and wellbeing benefits.

11 PROGRAMME

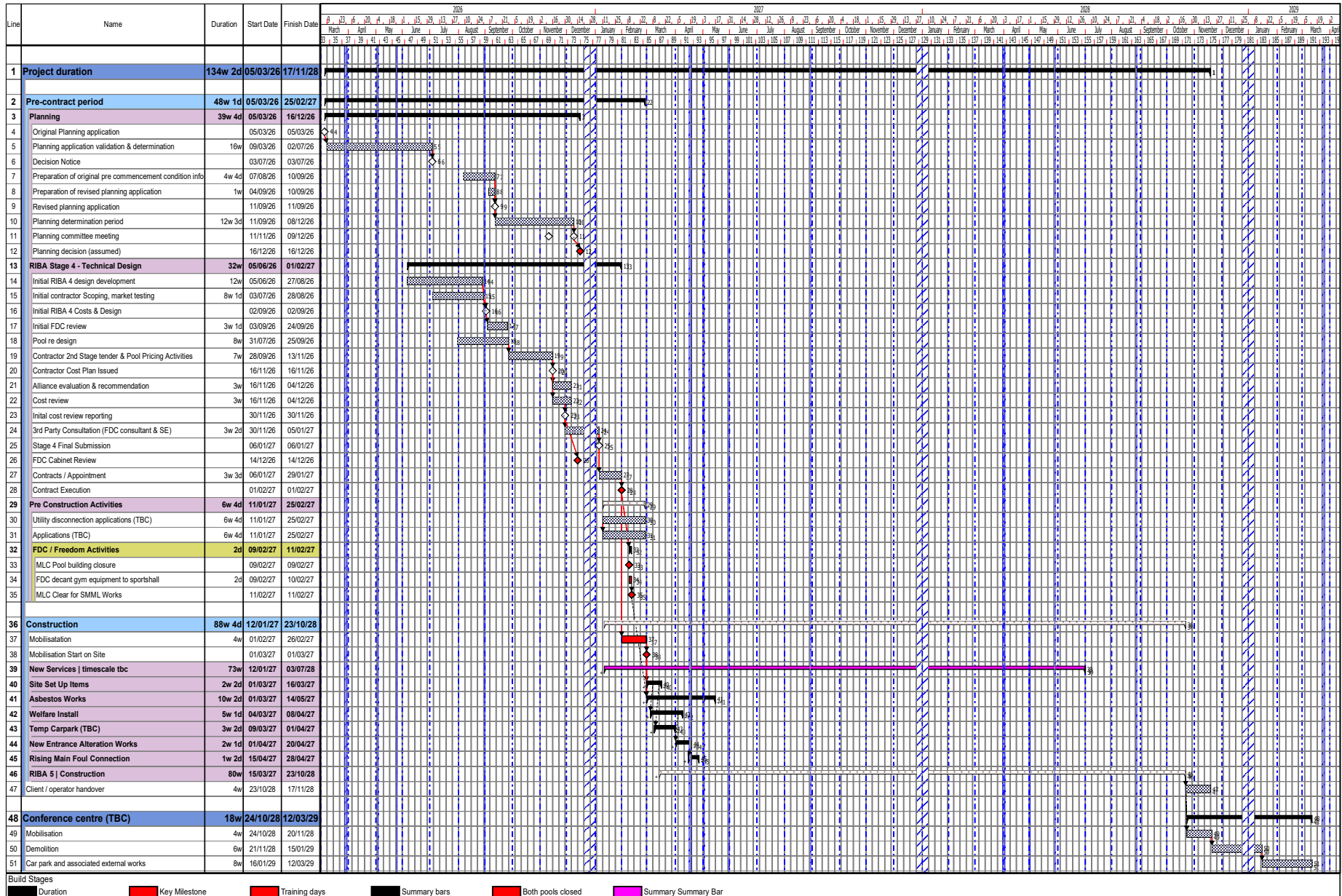
- 11.1 When the final Options Report is before Cabinet for a decision in December, the project programme for either of Option 1A or Option 1B will remain to be determined, but will split work across the two buildings over 2027, 2028 and later years.
- 11.2 Should the Council move forwards with Option 2, the current detailed project Programme may be found in a Schedule to this report and is summarised below. By the December Cabinet date this will be a confirmed programme and is subject to Planning Committee determination of the planning application, Cabinet's decisions regarding moving the project forwards as well as the Council entering into various legal agreements with Alliance Leisure, Sport England, the Rifle Club and Freedom Leisure.

Summary Option 2 Project Programme

Activity / milestone	Start	Finish
RIBA Stage 4 – Technical Design (includes pool re-design)	05/06/26	30/11/26
Revised planning application – preparation, submission, decision anticipated for 9 December Planning Committee	04/09/26	19/12/26
Contractor second-stage tender and pool pricing; Contractor Cost Plan issued		16/11/26
Alliance evaluation and recommendation, cost review and third-party consultation	16/11/26	4/12/26
Sport England and Daniel Connell Partnership Cost quantity surveyor cost analysis review, supporting Alliance Cost review	30/11/26	4/12/26
FDC Cabinet decision	14/12/26	14/12/26
Stage 4 final submission		
FDC / Alliance Leisure / Sport England / Freedom Leisure / rifle Club contract / grant execution	6/01/27	01/02/27
Pre-construction activities, including utility disconnection applications	11/01/27	25/02/27
Contractor mobilisation	01/02/27	26/02/27
Pool building closure	09/02/27	
Decant gym to sports hall building	09/02/27	11/02/27
Pool building clear for construction start	11/02/27	
Decant rifle club equipment into on site secure storage (note this will not include and ammunition or rifles)	09/02/27	11/02/27
RIBA Stage 5 – Construction start on site	01/03/27	
Temporary Car park set up	09/03/27	01/04/27
New entrance works	01/04/27	20/04/27
Padel courts and skate park and external works		Summer 2027
Soft landings and handover protocols	23/10/28	17/11/28
Practical Completion and client / operator handover	23/10/28	17/11/28
Leisure Centre reopens		
Conference centre (TBC) – mobilisation, demolition, car park and associated external works	24/10/28	12/03/29

SCHEDULE 1

Fenland District Council & Alliance Leisure Manor Leisure Centre redevelopment Indicative project delivery programme



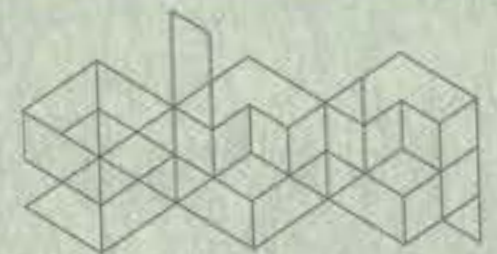
Drawn by: EL

Date issued: 06/10/2026

Revision No. 08

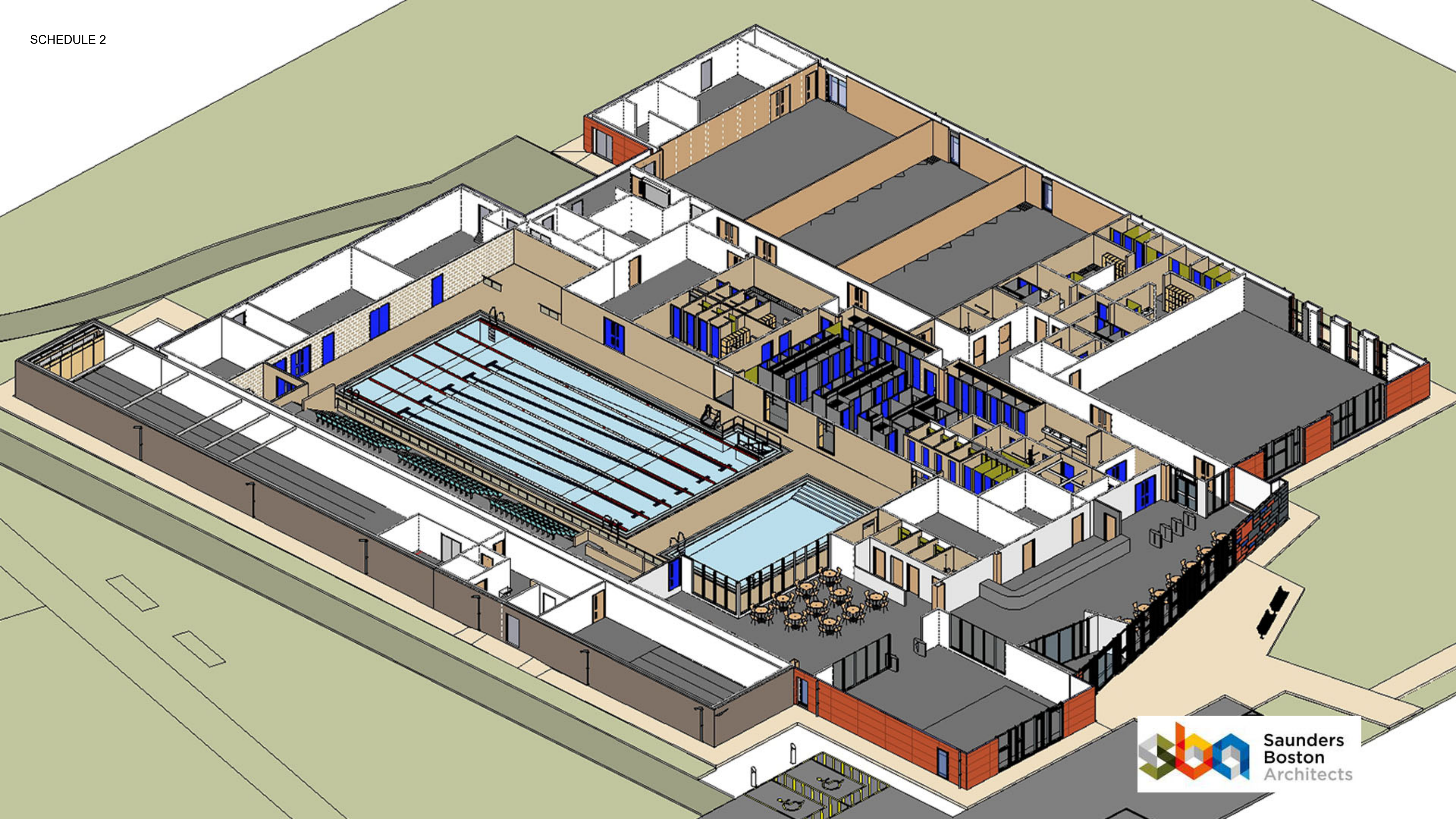
Notes:

SCHEDULE 2



**Saunders
Boston**
Architects

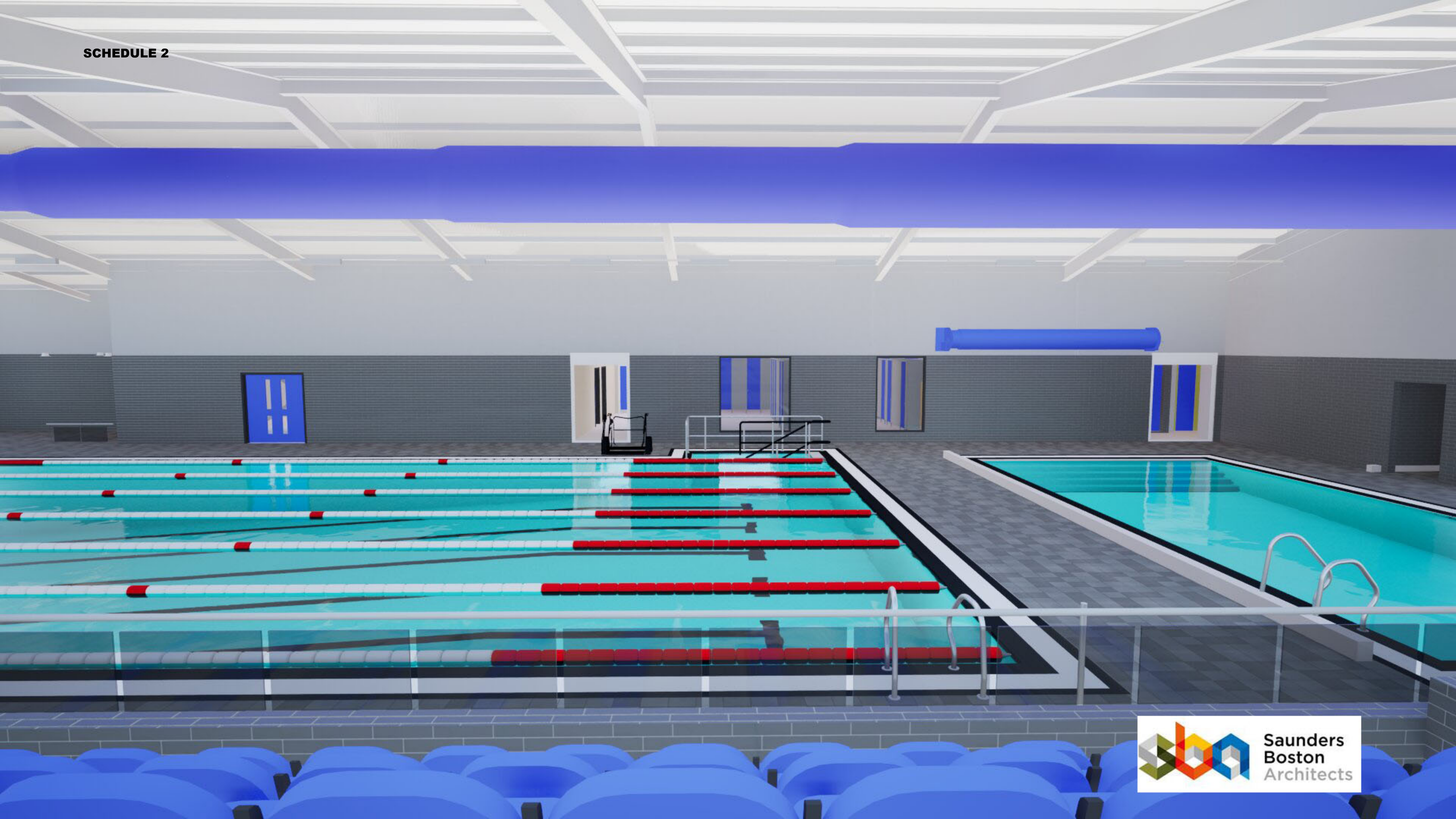
PLANNING IMAGE / VISUALISATION SUBJECT TO CHANGE



SCHEDULE 2



SCHEDULE 2



SCHEDULE 3

No.	Note
1	All dimensions to be verified on site by GENERAL CONTRACTOR prior to any work, setting out or shop drawings being prepared.
2	Drawings not to be scaled. Work to figured dimensions only.
3	© copyright SAUNDERS BOSTON LIMITED. All rights reserved. This drawing remains the property of SAUNDERS BOSTON LIMITED at all times and may not be reproduced or copied in whole or in part without their prior written consent.
4	This drawing and related specifications are for use only in the stated location.
5	This drawing is to be read in conjunction with all other Consultants drawings and specifications.
6	Drainage has not been surveyed and any/all pipe locations and below ground drainage runs are indicative.
7	It is assumed that all works will be carried out by a competent contractor who will be working, where appropriate, to an approved method statement.

