

**CONSULTATION REPORT**  
**THE FUTURE OF FORT REGENT**  
**- THE JERSEY SPORTS VILLAGE -**  
**COMMUNITY SPORTS CENTRE**  
**INTO THE MILLENNIUM WITH 20:20 VISION**

Presented to: **States of Jersey Sport, Leisure and Recreation Committee**

From: **Roger Quinton Associates Ltd**  
**April, 1997.**

**RQA**

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*RQA - the Positive Management of Change - Developing Quality Partnerships!*  
*Training, Consultancy, Research and Trouble Shooting in the Sport, Leisure and Tourism Sectors*

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## 1.0 INTRODUCTION

1.1 **RQA - Roger Quinton Associates Ltd was invited by the States of Jersey Sport, Leisure and Recreation Committee in August, 1996, to express interest in and then bid for the completion of an Initial Feasibility Study of Fort Regent Leisure Centre becoming a Community Sports Centre for the Island's population.**

1.2 The Proposal included two key partners with *RQA* - Saville Jones, Leisure Architects and Alex Sayer Ltd, Quantity Surveyors. *RQA* has worked and is working successfully with each organisation, without any vested interest in either.

1.3 *RQA* was awarded the Project, with a relatively short timescale and the requirement to liaise with Consultants Price Waterhouse, who had been appointed to carry out a Service Efficiency Review on the Sport, Leisure and Recreation Department, including Fort Regent.

1.4 **This Consultation Report sets out:**

**-the methodology we have used to meet the Brief;**

**-our appraisal of the future of Fort Regent as a Community Sports Centre, with options; and**

**-our initial conclusions and recommendations to develop the exciting Jersey Sports Village.**

1.5 For the purpose of consultation we have not included a number of more detailed Appendices. However, there are two major factors that will influence the consideration of these findings by the States. They are:

-it has been difficult to identify and analyse the individual cost centres of the Fort's operation to date with any accuracy; and

-the tenders by potential developers for major leisure swimming facilities on the Waterfront were not received until January 20, 1997. **Having seen the preferred proposal, we believe that the case for the Jersey Sports Village as the Island's Centre of Sport is strong.**

1.6 **We are grateful to those who have shared with us their differing opinions, facts and figures, and for their commitment to the Study and to the future of Fort Regent as a Community Sports Centre.**

## OUR RECOMMENDATION

1.7 It is clear that there are many different ideas about the future of Fort Regent, and that any preferred option will need the support of the different leisure interests on the Island. The Fort could and should provide a unique facility complementary to those facilities which exist and those that are planned elsewhere on the Island. It does not at present! The opportunity of the Jersey Sports Village is presented below, and developed in detail within this Consultation.

- 1.8 Fort Regent is a fort with all its disadvantages, yet the future is exciting, and Sport can play a significant part in contributing to the quality of life of local people and to the local economy. The proposals demonstrate those benefits, and show how the States' objectives are met.
- 1.9 The Jersey Sport Village will be the accessible Home of Sport, with exceptional competition and training facilities, with key resident clubs, yet open and inviting for all ages. Free access to the building's public areas, and to the Visitor Centre via the panoramic lifts, will provide Jersey with a unique destination for local people and for visitors to the Island, with operational efficiencies.
- 1.10 Our recommendation to implement the findings of this Report, if adopted, will mark the future of Fort Regent as a Sporting destination of European importance.

#### AIMS

- 1.11 Subject to the Strategy agreed for SLR, we recommend the Aims of this Jersey Village be to provide:

1. An internationally recognised Sports Centre of Excellence, providing opportunities for sustainable development of play, sport and recreation for people of all ages and ability.

This will be the Centre for coaching, offering courses from the foundation to excellence levels.

2. Sports Development advice and specialist services to athletes, sports people and the public at large on matters of fitness, health and performance, marketing, league and club management, training, event organisation and fund raising, for example, working with GPs, the General Hospital and sporting organisations at all levels.
3. A unique and marketed venue on the Island and in the Channel Islands for major indoor participant events and occasional conferences of in excess of 1,800 delegates, provided another smaller conference venue is developed on the Island.
4. An attractive Visitor and Information Centre interpreting the history of the Fort with appropriate retail opportunities.
5. A valued destination for people to visit informally.
6. An efficiently managed Centre used to its optimum capacity.

#### STATES OF JERSEY OBJECTIVES

- 1.12 In addition the new facility is designed to meet the Objectives of the States by:

##### STEWARDSHIP

- safeguarding the Fort and its environs by presenting the Napoleonic heritage;
- providing high standard facilities replacing the swimming pool building, and bringing it together with other activity Centres within the Fort surrounds;
- complementing the Island's infrastructure of Sport, acting as the focal point of Sports Development;

- improving the net revenue costs on a year by year basis, providing original cost effective and modern facilities for the residents and businesses of Jersey and their Quality of Life;
- making better use of existing facilities;

#### ECONOMIC

- enhancing the choice of leisure activities for local people, and the opportunity for sporting visitors to stay and compete on the Island;
- providing 7 day a week, 52 week a year employment opportunities for residents;
- ensuring the image of Jersey Sport is developed internationally;

#### ENVIRONMENTAL

- protecting the Island's architectural and archaeological heritage, and improving the aesthetics of sites;
- being energy efficient;

#### SOCIAL

- complementing the Quality of Life of residents, working closely with schools, clubs and local organisations;
- encouraging participation and spectating in Sport for healthier, fitter and happier communities;
- providing programmes of activities, courses and events, with access for all irrespective of age, gender, ability and disability; and
- raising expectations of local people for higher standards in their physical and mental well being.

### UK SPORTS FACILITIES AND INVESTMENT TRENDS

- 1.13 Fort Regent requires updating and this Report has assessed the competition, and current trends in investment. Sports and Leisure Centres in the UK have been a feature of community life since the first one was built in Harlow in 1966.
- 1.14 There are over 2,400 Sports Centres and 1,700 Indoor Swimming Pools in the UK, and to our knowledge every one of the first generation centres, other than Fort Regent, has been substantially refurbished, redesigned or rebuilt.
- 1.15 In spite of major spending constraints on local authorities, the investments in these buildings have:
- met enhanced safety standards;
  - ensured higher standard of reception, comfort, decor and specialist areas;
  - met increasingly sophisticated expectations of the public and of commercial competition from clubs, hotels and major centres; and
  - reduced net running costs and brought greater economies.

- 1.16 Of interest, the current trends in investment by the private and public sectors include:

#### Themed Developments:

- Sega World, Royal Armouries and Sea Life Centres;
- specific high-tech developments include innovative use of virtual reality, including skiing on a virtual piste and virtual reality fitness equipment, for example, information provided via the Internet, a monorail gravity ride and video walls; and
- they are currently enjoying a period of expansion, again with the support of commercial finance.

Themed Restaurants:

- Sports Bars and Fashion Bars, for example, and specific brands such as Planet Hollywood, Hard Rock Café, Bill Wyman's Sticky Fingers, Fatty Arbuckles and Brewers Fayre; and
- increasingly the approach being taken to catering facilities, often specifically targeted at key markets such as families, children or sports fans, for example.

Health and Fitness:

- industry reports suggest that rapid growth is continuing;
- this assertion is supported by David Lloyd centres investing in this area; and
- this is one of the few areas where both the private and public sector are investing significantly, although still targeting different user groups.

Children's Indoor Play:

- this is now a significant area of private sector investment;
- many developments are associated with large retail developments, such as the Metro Centre in Gateshead and Lakeside in Thurrock;
- smaller scale facilities are increasingly common, linked to catering outlets serving the children's and family markets; and
- there are a number of small facilities within public leisure centres, often utilising under-used space such as a squash court, and often not permanent.

- 1.17 **A number of these factors have been taken into account in our Recommendation - to invest in the future of Fort Regent as Jersey's Sports Village in a most imaginative way, as well as interpreting the Fort's historical contribution to the Island's heritage.**



## 2.0 OUR APPROACH

### 2.1 In conducting this Project, the RQA multidisciplinary Team has:

- assessed the documentation regarding the past and present operation of the Fort as a Leisure Centre;
- invited a range of specialists in the UK to prompt what a modern Sports Centre should contain;
- visited Jersey, the Fort and other facilities on a number of occasions during the study period to meet and interview key personnel, to hold specific group meetings, to assess the site and to measure the daunting dimensions of the location;
- led an original discussion Mini Conference on November 6, 1996 with a wide range of Island sports specialists, the President of the Committee, SLR staff and others. The Mini Conference was attended by the full RQA Team;
- assessed existing and planned supply of indoor sports facilities, pricing and usage, with theoretical demand;
- led two original group discussions at Grainville and Hautlieu Schools, to assess the view of the younger Island population;
- liaised with Price Waterhouse, Consultants, dealing with the Service Efficiency Review and BDO Stoy Hayward, Consultants, dealing with the potential of a Conference Centre elsewhere on Jersey, with the Waterfront Enterprise Board, the Jersey Tourism Committee and with the Client on a regular basis, for example;
- summarised the impact of Jersey Sports Tourism;
- developed the potential options for the Fort's future with schematic diagrams and initial assessments of income, expenditure and visitor numbers;
- liaised with Public Services;
- made and tested ongoing general recommendations regarding facilities, operational, programme and management matters with SLR's Management Team, and with the President and Members of the Committee; and
- supported the Millenium Project proposal as the key to unlock the future of Fort Regent.

### 3.0 FORT REGENT PAST AND PRESENT

#### BRIEF HISTORY

- 3.1 Fort Regent was completed in 1814, and was built as a military fortress to repel invaders. This fact is one of the problems with the Fort as a sports and leisure facility. The building still tends to repel rather than invite visitors.
- 3.2 The Fort occupies a commanding location on top of a granite outcrop, known as Le Mont de la Ville, in the centre of St Helier, with impressive views across the town and St Aubin's Bay and Havre des Pas. The large site is some 22 acres (9ha) in area, including the ramparts and Glacis Field, but excluding South Hill.
- 3.3 The Fort has never witnessed conflict, but was garrisoned by the British Army until 1932, and, apart from during the second world war, was not occupied again until it was developed into the present leisure facility in the 1970s.
- 3.4 A cable car facility was opened in 1970, giving access from the town at Snow Hill, but was abandoned in 1991.
- 3.5 The swimming pool, built on Glacis Field, was opened in 1971.
- 3.6 The decision to develop Fort Regent as a Leisure Complex was taken in December 1967 with the following key stages in the development:
  - the roof put in place in 1974;
  - Piazza entertainment opened in 1976;
  - the Gloucester Hall opened in 1978 together with the bridge link to the Piazza;
  - the Main Reception was built in 1982; and
  - the Queens Hall opened in 1988.

#### THE PRESENT FACILITY

- 3.7 The Fort Regent Leisure Complex is today a large indoor facility, with a range of activities within it that have not realised the full potential of the Centre. One of the most significant factors operating against the success of the Fort is access. In many ways the Centre is in the centre of the town, and yet remote from it. The views that the hill top location afford are not compatible with the sports use, and are not exploited by the leisure and tourism activities, as yet.
- 3.8 Access is only from the west side, by way of a lift and two escalators from the inside of the multistorey car park in Pier Road for those on foot, or by way of South Hill and Fort Regent Road if arriving by car. Quick, easy access from town is not possible.
- 3.9 The plan shape, massive size and nature of the Fort are not conducive to its use as a leisure complex, and inevitably this has led to daunting amounts of circulation space and volume, and some areas not being used at all, and others most inefficiently. The Fort has intrinsic historic and architectural interest, which at present are not exploited to the full.
- 3.10 The existing swimming pool has served the Island well, but is now over 25 years old, and the fabric is 'tired', and will soon require major expenditure. In addition, its location on part of the historic Glacis Field is unfortunate for customers. The building style and form does nothing for the skyline and views of the Fort from the coast, or indeed from the town to the Fort are marred by the outline.

- 3.11 A number of facilities have been added within the Fort over the years, without any clear rationale, and without a comprehensive planning policy in terms of spaces and their relationship one with another. Additional developments have achieved use of the East Ditch for funfair type facilities, and a Quasar facility. The Fitness areas are currently being refurbished and modernised.
- 3.12 **The building does not give the impression of quality nor offers a warm welcome. The facility also suffers from bad or ineffective signing, which makes it even less 'user friendly'.**
- 3.13 **The nature of the current internal scale, layouts and relationships are a major and expensive constraint on management. The operational constraints are more significant than seen in any centre in the UK and this factor alone suggests a number of benefits can be achieved by changes.**
- 3.14 **Yet the setting, the views and the expansive space offer unique opportunities if the capital costs for rationalisation could be afforded, and the net revenue costs reduced year on year.**

#### ACCESS TO THE FORT

- 3.15 The only access at present is from the west side of the Fort. This is acceptable for vehicular use, but for pedestrians is an unattractive and laborious ascent through a multistorey car park, via a lift and two escalators, and then across what can be a wind-swept forecourt.
- 3.16 **The Centre does not presently relate to the town centre, which means it does not attract casual visitors as easily as most centres do. This severely curtails the ability of potential customers to make a quick visit for a swim or work-out, a game of squash or badminton in their lunch hour, or on their way to work or home after work.**
- 3.17 **One way to significantly improve this aspect would be to install two high-speed lifts at the Snow Hill end of the Fort. This would give fast, easy and convenient access from the town centre for residents, office and shop workers and tourists.**
- 3.18 The existing car parking on the west side of the Fort is adequate. However, this brings car users in on the west side - the existing entrance, and if the new lifts are installed, this will bring pedestrians in at the north end.

#### PLANNING CONSTRAINTS AND OPPORTUNITIES

- 3.19 **The Fort is an historic monument, and as such the Planners have indicated that they would not wish to see much alteration externally. It would appear that some modifications would be permitted, but these should be sensitively handled.**
- 3.20 **The existing swimming pool building is not viewed as an asset to the skyline, and we believe a far more sensitive building would be welcomed on this valuable site.**

#### STRUCTURAL LIMITATIONS

- 3.21 The solidity of the original structure, together with the complexity of the 1970's roof, do present limitations in terms of re-planning the interior. Generally, it seems more sensible to live within these limitations than to incur enormous expense in trying to alter the structure.

- 3.22 However, we have investigated some limited rationalisation of the roof structure, in an attempt to free up the Queen's Hall area, because of the strong shape of this part of the building, and the awkward spaces left around it. It appears possible to remove the Queen's Hall, whilst supporting the domed roof over it, which then frees up a very large section of the interior.

#### THE CURRENT POSITION

- 3.23 Key issues identified as the basis of this study, relevant to the future development of Fort Regent include:

- the original concept was the provision of community sports and recreation facilities and the provision of 'wet-weather' leisure and entertainment facilities for tourists;
- Fort Regent's development over the subsequent years has lacked strategic direction;
- many of the internal and external facilities and features have grown in an 'ad hoc' way linked to market trends, isolated sports development projects and commercial leisure driven projects;
- the perceptions of the Fort's delivery of services by residents, visitors, by Officers and Members of the States has been influenced by:
  - unclear political direction;
  - no clear public image of what the complex is;
  - poor access and unwelcoming approach;
  - facilities which impact detrimentally on each other;
  - an emotive pricing structure, with a high entrance fee as well as activity fee;
  - long off-peak season of 'end of the pier', and tourist attractions; and
  - a difficult mix of sports and other visitors in common areas of the building.

- 3.24 These issues form the starting point for this appraisal of the building as a Community Sports Centre.

#### 4.0 FORT REGENT AS A COMMUNITY SPORTS CENTRE

4.1 Fort Regent is a fort, and perceived by many as just that. However, it has provided for a range of leisure uses to date, and this study identifies how it can be developed.

#### CONSULTATIONS

4.2 To seek pointers for its future the RQA Team has observed, listened to and analysed a multitude of views. A number of views have conflicted, inevitably, but we have sought to establish a rationale to test those concepts.

4.3 In addition, we have drawn on best practice in facility development and management on the mainland.

4.4 From the consultations undertaken at the Mini Conference on November 6, 1996 and from individual interviews, the apparent demand includes:

1. **Sports identified for dedicated space are:**

- Gymnastics;
- Swimming;
- Martial Arts;
- Indoor Bowls;
- Squash;
- Fitness Training and Health Suite with Cardio-vascular and Free Weights; and
- Climbing Wall.

2. **Sports identified for shared space are:**

- Roller Skating;
- Basketball;
- 5-A-Side;
- Volleyball;
- Shooting;
- Netball;
- Badminton; and
- Specialist facilities and equipment for the disabled;

3. **Other sports identified for space or programme time include, if possible:**

- Indoor Tennis and Short Tennis;
- Indoor or Outdoor Fitness Trail;
- Go Karting;
- Boxing;

4. **Additional non-sporting dedicated facility requirements include:**

- Fitness Testing;
- Medical Support;
- Sports Injury Treatment and Advice;
- Physiotherapy; and
- Sports Science and Specialist Training;
- Seminar and Teaching rooms and Meeting rooms;
- Audio - Visual Theatre - to seat up to 300;
- Flexible and fast banks of seating - up to 2,000;
- Changing rooms located near each dedicated sporting area; and
- Seating for each dedicated sports area.

5. **Other essential non-sporting support requirements:**

- Impressive quality restaurant, cafeteria and bar facilities, accessible and with a view inward and outward;

- Vending drinks close to each sports activity area;
- Children's Developmental and Formation Activity areas;
- Specialist support facilities and access for the disabled;
- Camera positions and provision for outgoing and incoming terrestrial and satellite TV;
- Press facilities including TV and Telephones;
- Separate access points to sports areas, dedicated areas, deliveries, event operators and school visits, for example, as required;
- Isolation of dedicated sports areas;
- Speed and convenience of access from the Town Centre;
- A welcoming approach and first impressions;
- Designed to facilitate charging by activity;
- Car and coach parking closer to the upper entrance;
- General layout allowing spectating of activities, where appropriate;
- Ample provision of tailored storage areas to service efficiently;
- Access for deliveries including all activity areas and catering major event requirements; and
- Sports retail and other support trading outlets.

6. Other support requirement options identified include:

- Accommodation for visiting teams, training camps;
- Provision for the Sea Cadets;
- Use of the East Ditch for:
  - dedicated sports buildings perhaps gymnastics and martial arts;
  - floodlit all-weather pitches for five-a-side and netball; and
  - Family and children's walks, activities around ramparts.

4.5 Clearly, only a number of these concepts can be developed, although the reality of the future operation will depend on the extent to which income can reasonably be generated from users, whether individual, club, course, or event spectator or participant.

#### SCHOOL CONSULTATION

4.6 Following the Mini-Conference it was agreed that RQA would undertake specific consultations with a representative sample of the Island's teenagers.

4.7 This consultation was conducted by means of two structured discussion groups held on December 4, 1996. The two schools involved were Grainville School, the group consisting of pupils aged 15 and 16, and Hautlieu School, the group consisting of pupils aged 17 and 18.

4.8 Following the discussion sessions a brief questionnaire was completed by each pupil which asked them to prioritise their needs for both indoor and outdoor facilities and activities and to quantify their likely levels of usage of each. The top priorities they identified in descending order, are:

- Leisure Pool, a potential waterfront development;
- Ice Rink, (\*) a potential waterfront development with leisure ice;
- Concert Hall/Theatre, a potential waterfront development;
- Paintball; (\*)
- Ski Slope, could be possible;
- Theme Park;
- Catering, Bar, Nightclub and Social;\*

- Go-Karts; and
- Roller-Coaster Rides.

4.9 Of those within the Brief for Fort Regent, we have sought to accommodate the principles of those asterisked, recognising other age groups can and must be accommodated.

4.10 In addition, a number of problems or barriers to participation at the Fort were highlighted, the key issues including:

- poor public transport, especially late in the evening;
- poor access to the Fort, particularly for the disabled;
- the need to pay an entrance fee, although there is a discount scheme for students;
- perception of the Fort as being unwelcoming, lacking in atmosphere and with little evidence of customer commitment;
- limited opportunities for young people, specifically at night time; and
- poor standards of catering and social facilities.

4.11 Many of these issues reflect and reinforce the views expressed by other users and clubs, and have been taken into consideration in the proposals.

#### DEMAND AND SUPPLY

4.12 The demand estimates take account of a number of key points arising from the preliminary Population data from the 1996 Census. These are included as Appendix A.

4.13 These factors, particularly the impact on participation of the under 15 and important retired population, are reflected in the results of the Facilities Planning Model in the following section and in our detailed facility proposals.

#### FACILITIES PLANNING

4.14 Using the demographical data we have undertaken an assessment of the theoretical current levels of unsatisfied demand on the Island for the relevant facility types. The RQA Facility Planning Model (FPM) is consistent with the Sports Council's approach, and includes the three main factors of:

- Catchment - data analysed by age and sex for the Island population;
- Supply - the scale of facilities available for public use on the Island; and
- Demand - calculated from the population data, participation and frequency of use rates and peak time visits per week. All figures relate to peak time hours only.

4.15 The FPM provides the best objective assessment of the demand for facilities currently available, but does not provide the only answer. Results and predictions need to be examined in the light of local knowledge and practical experience. It does not take into account demand for tourist use which can be assumed to be in addition to these estimates, most importantly.

4.16 The Model has been applied using both the standard UK participation rates and with 10% higher than average participation recognising the Island's higher activity rates. The results include:

## INDOOR POOLS

-there is an additional 475 to 530 square metres of water area provided on the Island from the present facilities which are available for public pay and swim access. The planned school pools and the Waterfront Leisure Pool proposed will add significant additional opportunities for training and fun swimming;

## SPORTS HALLS

-There is a shortfall of some 10 to 15 badminton courts equivalent, after including those currently provided at the Fort. This excludes the New Gilson Badminton Hall and St John Recreation Centre, for example, which do not have casual peak-time use;

## SQUASH

-The current provision of squash courts for public use at peak-times is adequate to meet demand, and in addition there are membership based squash clubs; and

## INDOOR BOWLS

-There is a shortfall of some two to four rinks equivalent of purpose-built facilities. This excludes provision of short-mat bowls. There is considerable perceived latent demand for a high standard bowls facility, with the opportunity to cater for touring clubs and for local club play and courses.

### 4.17 Our initial conclusions are that:

-when the Waterfront Leisure Pool is built, with whatever design, then the Island will be well served for casual swimming. **Importantly, the Fort currently provides a dated competition venue, presently without a diving pool, and is the only venue with spectator accommodation and status to hold major events; and**

**-Fort Regent can easily provide for the Sports Hall, Squash and Indoor Bowls provision.**

## CONFERENCES AND SHOWS

### 4.18 These currently take place within the Gloucester Hall and Queens Hall with significant programme conflict and regular user dissatisfaction, and include:

- some one or two major conferences per year including up to 2,000 delegates;
- in excess of 20 concerts and shows per year in the Gloucester Hall with disruption to most sports activities at the Centre including set up and de-rig times;
- on the Island conferences for up to 1000 delegates can take place at the Hotel de France; and
- the Royal Jersey Agricultural and Horticultural Society is also seeking to provide a large-scale event arena.



4.19 The Jersey Conference Bureau is seeking to develop Jersey as an International Conference Destination, where plans include:

- potentially a purpose-built 2,000 plus Conference Centre albeit the initial cost estimates are high;
- partnership in the development between the States of Jersey and the Waterfront Enterprise Board; and
- retention of Fort Regent as a Conference Venue in the interim to 2000 say;

4.20 There is also interest in the Waterfront Site for the development of a Conference Centre by the Immanuel Project for religious conferences which might also accommodate more commercial events or exhibitions.

4.21 To meet the specific emphasis of our brief, we have assumed that the future of Fort Regent will not include purpose-built entertainment and conference facilities, after completion. The development of specialist facilities and a dedicated programme of sporting emphasis at Fort Regent should ensure a reduction in the conflict with regular individual, club and competition users.

#### REVENUE COSTS AND USAGE

4.22 The Centre currently has a direct net operating cost in excess of £1m per annum, with expenditure in the order of £2.4m per annum and activities generating an income of some £1.4m per annum. The estimate of visits is approximately 750,000 to 800,000 per annum.

#### FACILITY MIX

4.23 In developing this Report we have considered and tested the potential functions of the Sports Village as a Community Sports Centre to include:

##### ...for the Local Community:

- Swimming Pools - the formal competition pool, with learning and training and spectator accommodation. Attractive ambience for regular local use. Key features to complement Les Quennevais.
- Sports Hall - for regular use on a casual and club basis, with events possible.
- Wellness Centre - providing dedicated and professional health and fitness services.
- Play Centre - the place for children to play with soft and hard facilities second to none.
- Courses run as a nil cost service in all marketable activities at all levels.
- Key Jersey Club base, where no other base exists. This could include Gymnastics, Martial Arts, Shooting and Archery, for example, although the latter two sports could be better sited at a specialist Centre on the Island.
- Social and refreshment facilities.
- Most importantly, the new Complex must be based on attracting all groups.

##### ...for Strategic Marketing and Coordination as:

- the Island's Home of Sport providing proactive advisory and sports development services, particularly to clubs. Office services might be provided for sporting clubs and Island organisations to assist with coordinated marketing and membership development, for example;

**-one of the major facilities in the Jersey Leisure Card scheme, a marketing opportunity to encourage all local people to participate in Sport.**

**...for Jersey, Channel Island and Northern Europe:**

- Visitor Centre and presentation of the Fort's history;**
- Centre of Excellence for key Island Sports, training and competitors, for courses and seminars, for major competitions, exhibitions, elite events and large conferences;**
- High standard sports residential accommodation primarily for visiting sports people and teams;**
- International Climbing Centre - indoor and outdoor;**
- Other:**
  - exceptional Restaurants and Night Club as a commercial opportunity, with views over the bay; and simply**
  - a great place to visit!**

4.24 **This exceptional list of attributes will confirm Fort Regent as the Island's Home of Sport. The recommendations follow.**

#### **THE JERSEY SPORTS VILLAGE**

4.25 **The scale of the building is so great the phrase suggested during the consultation that typified the Complex emerging was that Fort Regent becomes The Jersey Sports Village. The title is self-explanatory, modern and original. We recommend it be adopted.**

#### **DESIGN AND LAYOUT**

4.26 **The following provides a description of facilities and concepts:**

- where demand has been expressed;**
- where present usage suggests successful operation;**
- where research substantiates or infers their inclusion for local and or visitor interests: and**
- where we believe that the mix will work in a marketing, financial investment, management and operational sense.**

4.27 **Most importantly, the layout has been designed to facilitate:**

- every visitor seeing what is on offer with an invitation to take part;**
- simple and obvious public circulation;**
- efficient supervision, with cost-effective duty management;**
- certain areas capable of being closed off when not in use; and**
- equipment set up and set down without major staff implications, for example.**

4.28 **The RQA and the Centre's Management Teams have developed the potential of these Aims and the existing building and site to give a Facility Mix which:**

- is original yet focused on Sport, thereby complementing existing sporting facilities on the Island;**
- will be more customer friendly;**
- still permits the promotion of and visits to the Fort for visitor and historical reasons;**

- will be more cost-effective to operate with certain areas closed off unless required, without the need to clean, supervise or protect these areas; and
- has specialist features that should ensure the Sports Village is both internationally known and, most importantly, is technically efficient with labour saving devices wherever possible.

4.29 The Facility Mix is followed by the Concept Plans.

ESC questions

- What action was taken - developments made after report presented?

## THE JERSEY SPORTS VILLAGE

The Facility Mix and Design will ensure all facilities are accessible to elderly people, women, children and the disabled. This matrix to be read in conjunction with the Plans. \*Please note that in spite of considerable space being theoretically available, there are a number of uses that cannot be accommodated.

No:	Facility Name and Description	Approx Size	Comment
1.	<p><b>Swimming Pool(s)</b> with original design features to encourage fitness, distance and speed. Diving Pool for Sub-Aqua as well. Simple personal measurement equipment, timing and camera and video wall, for example. Need for provision to be attractive to attract people past new Leisure Pool on the Waterfront! First class ancillary accommodation for children.</p>	<p>25m x 6 or 8 lane, with unique teaching and training pool (3m), diving and spectator facility. Diving Pool 8m x 10m for sub aqua and canoe with moveable floor.</p>	<p>The pools of the dimension shown can only be justified if they are the Island's competition venue. Public, fitness and club use. Courses from beginner to improver is essential. Ability to contain noise and humidity.</p>
2.	<p><b>Ball Arenas</b> intensive match areas to be heavily programmed for five a side football, and mini rink hockey and blades, for example. Will be location of leagues, competitions and coaching.</p>	<p>minimum 30m x 16m each. Note connection with Challenging Skating area in Moat.</p>	<p>Make this the Centre for Indoor Soccer on Jersey, and for blades and skates.</p>
3.	<p><b>Indoor Bowls Arena</b> to provide for local play and tuition for all ages, plus acting as an events venue for major tournaments.</p>	<p>6 rinks of international playing dimensions of 40m length</p>	<p>Demand is proven. Capable of extension for major tournaments. First floor level.</p>
4.	<p><b>Sports Events Arena</b>, capable of housing tournaments, with efficient automated bleacher seating for spectators. The Arena should be a temporary opportunity, with the areas given over to regular community use at other times. Radio and TV Studio overlooking with camera points.</p>	<p>12 badminton or three tennis courts 36m x 50m playing area</p>	<p>Part of the area may be closed to the public at certain times if not used. Different configurations possible. 1000-2000 seats Separate entrance and privacy possible.</p>
5.	<p><b>Existing provision</b> to be relocated, including:  -four to six squash courts; one with spectator provision for exhibitions and group coaching; and -club rooms.</p>		<p>Consider one converted to a Ricochet court.</p>

No:	Facility Name and Description	Approx Size	Comment
6.	<p><b>Village Health and Fitness</b> Saunas and Steam Counselling Rooms Relaxation Room and Hydro Therapy Pool, with specialist equipment for people with disabilities Sports Injuries Clinic Dedicated Sports Medicine and Science Equipment The latest cardiovascular and resistance equipment, with particular emphasis on sport related exercise video equipment Loose weights area</p>	1500-2500m	<p>Dedicated entrance. A first class dedicated facility, with Sports Medicine and Science Services. It is important this profitable business area can expand to meet demand with specialist staff.  Is closer to the town centre than waterfront.  A major attraction, a unique selling point.</p>
7.	<p><b>Village Sports Wall</b> - the largest video wall on the Island, linked with Satellite TV and internal cameras and video players to display Sport at its best, seen on the "Village Green".</p>	12m x 6m	Another major attraction.
8.	<p><b>Village Play</b> - the Island's largest staffed soft play area, with themed and changing attractions, and a design to ensure children are not awed by height or scale, only excited! Different levels are possible.</p>	400m x 500m	Linked with the Health Complex Village, and with potential to link with key education establishments and Hospital
9.	<p><b>Sports Centre for Excellence</b> Dedicated AV Theatre Analysis Hall and two small labs Two Seminar Rooms The Centre for Coach Training on Jersey En suite bedrooms for visiting athletes, teams and officials</p>	20m <sup>2</sup> per unit, say	Residential accommodation of high standard similar to UK National Sports Centres, 25-50 en suite located out of building.
10.	<p><b>Running Track and Exercise Trail</b></p>		Use of part of the ramparts, with lengths marked, visual timers and video cameras to record performance. Not costed in final drawings.
11.	<p>Quality Catering, including: <b>Sports Bars;</b> <b>Café Sport and Vending;</b> <b>Restaurant Sport;</b> and Functions Sport.</p>		The latter two facilities are likely to be used by special visits and should market to non sporting people, with views internal and externally exceptional. These might be funded by the private sector.

*Linked into 2012?*

No:	Facility Name and Description	Approx Size	Comment
12.	Climbing Walls	36m x 15m activity area plus ancillary	Both Centres located together for common use of certain areas. A secure area operated by the Clubs but with controlled access by the Centre when not used by Clubs. Could be elsewhere in building.
13.	Martial Arts Centre	60m x 42m	Linked with superb original and speedy access from Town and Car Parks.
14.	Gymnastics Centre, permanently set up with dedicated rooms off		<b>Access to the Fort is the key to its success</b> Ever since the cable car access from Snow Hill was discontinued, entrance figures have declined.
15.	Access improvements particularly from Town, speedy, safe and cost effective, perhaps with three different entrances as features, for dealing with different markets. Pier Road steps should be closed. The main visitor access from the town to have an information, interpretation and small retail centre. Sports Entrance, Visitor Entrance, Health Entrance Centre Management Offices, SLR Sport Administrative Support Offices		Nevertheless, on average 10,000 customers per week visit Fort Regent, despite the lack of town access.  The Committee is proposing the development of a feature lift access to Fort Regent from Snow Hill and the Phase One development of the North End as a suitable Millennium project.  1. It will be a project to unlock the future development of the Island's premier community sports centre.  2. There will be free access to the Fort and on average 10,000 residents will use the facility each week. A true community project.

No:	Facility Name and Description	Approx. Size	Comment
16.	Visitor Information Centre and Interpretation of Fort's history.		<p>Linked with internal Fort entrance and lifts.</p> <p>Within this new range of facilities, there is a need to provide simple interpretation and orientation with the aim of:</p> <ul style="list-style-type: none"> <li>-orientating visitors on arrival;</li> <li>-promoting greater use and enjoyment of the site;</li> <li>-helping people to answer questions that will form in their minds during their visit; and</li> <li>-giving another dimension to the visit.</li> </ul> <p>The scope of historical and site interpretation will focus on:</p> <ul style="list-style-type: none"> <li>-introduction and orientation display in reception;</li> <li>-a give-away trail guide for the site, covering both inside and outside areas;</li> <li>-series of simple interactive interpretation points;</li> <li>-a Sculpture Trail; and</li> <li>-potential interpretation themes will include:                             <ul style="list-style-type: none"> <li>-historical and contemporary Jersey;</li> <li>-looking into the Fort and out beyond its walls;</li> <li>-understanding the Fort, how it was used and who lived there;</li> <li>-understanding the Fort in relation to the Town and sea around; and</li> <li>-understanding the development of the Town and issues arising from it, as seen in views from the Fort, the first time this will have been achieved, most excitingly.</li> </ul> </li> </ul> <p>Exclusive own entrance, cliff top, linked with residential accommodation.</p>
17.	Restaurant and Night Club.		

- NB1 It is essential the Sports Village caters for and attracts young, and retired people! A number of facilities will offer the opportunity. Management, marketing programming will influence this objective.
- NB2 The Range and an Archery Range, Indoor and Outdoor, all accessible, should be located elsewhere on the Island with purpose built facilities, without security problems associated with a public building.
- NB3 The relocation of the Sea Cadet Headquarters is being researched.

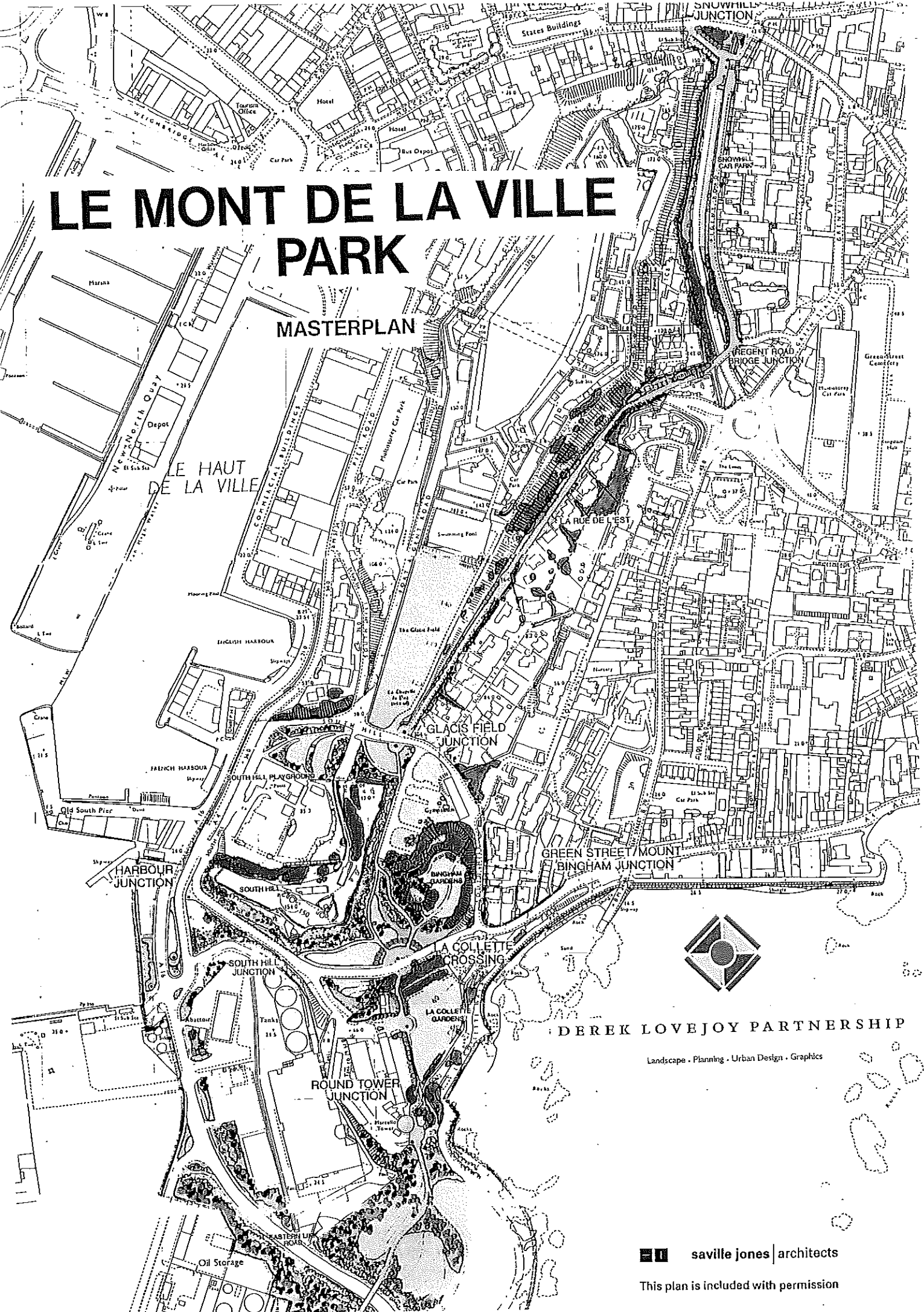
4.31 The original plans that follow provide the visual and spatial interpretation of these textual descriptions. They include:

- Le Mont la Ville Park;
- Section;
- Site Analysis;
- Aerial View;
- Snow Hill Access;
- Plan Ramparts level; and
- Plan at Parade level.




# LE MONT DE LA VILLE PARK

## MASTERPLAN

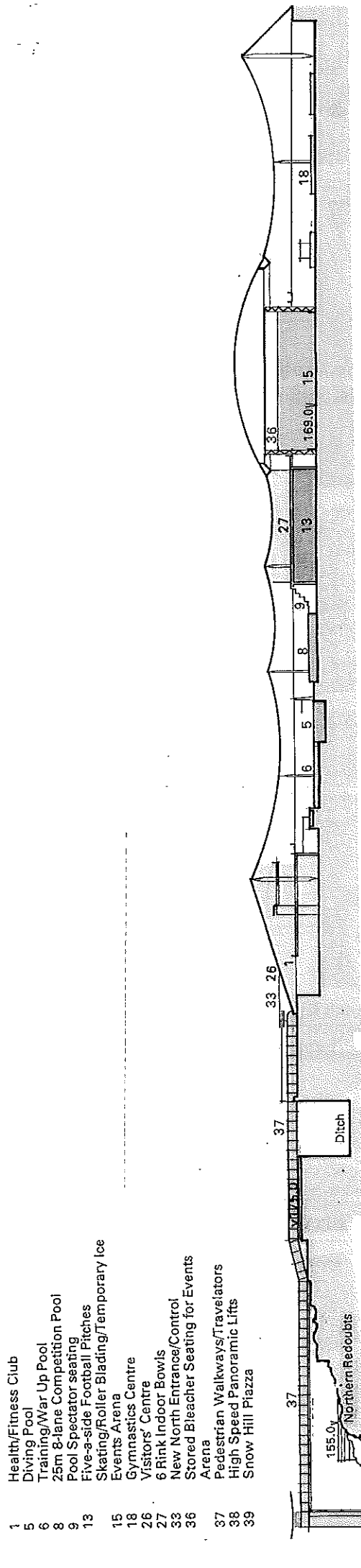


DEREK LOVEJOY PARTNERSHIP

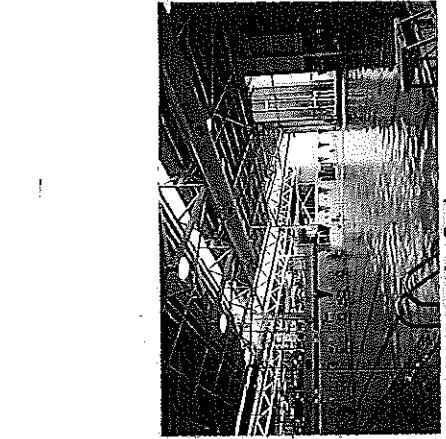
Landscape · Planning · Urban Design · Graphics

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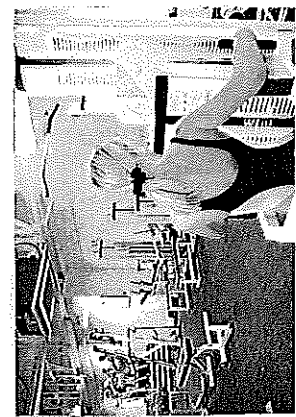
This plan is included with permission



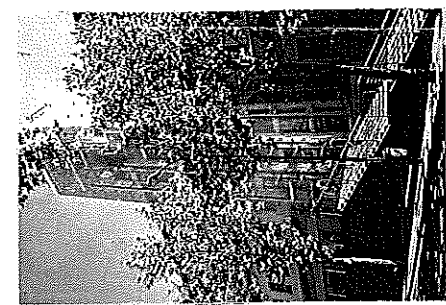
- 1 Health/Fitness Club
- 5 Diving Pool
- 6 Training/War Up Pool
- 8 25m 8-lane Competition Pool
- 9 Pool Spectator seating
- 13 Five-a-side Football Pitches
- 15 Skating/Roller Blading/Temporary Ice Events Arena
- 18 Gymnastics Centre
- 26 Visitors' Centre
- 27 6 Rink Indoor Bowls
- 33 New North Entrance/Control
- 36 Stored Bleacher Seating for Events Arena
- 37 Pedestrian Walkways/Travelators
- 38 High Speed Panoramic Lifts
- 39 Snow Hill Piazza



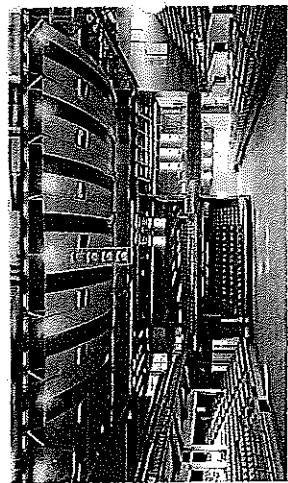
Bar/Cafe overlooking Pools.



Health and Fitness Club



Glass Tower with Panoramic Lifts.



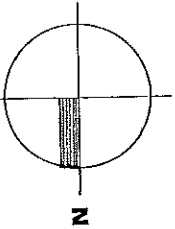
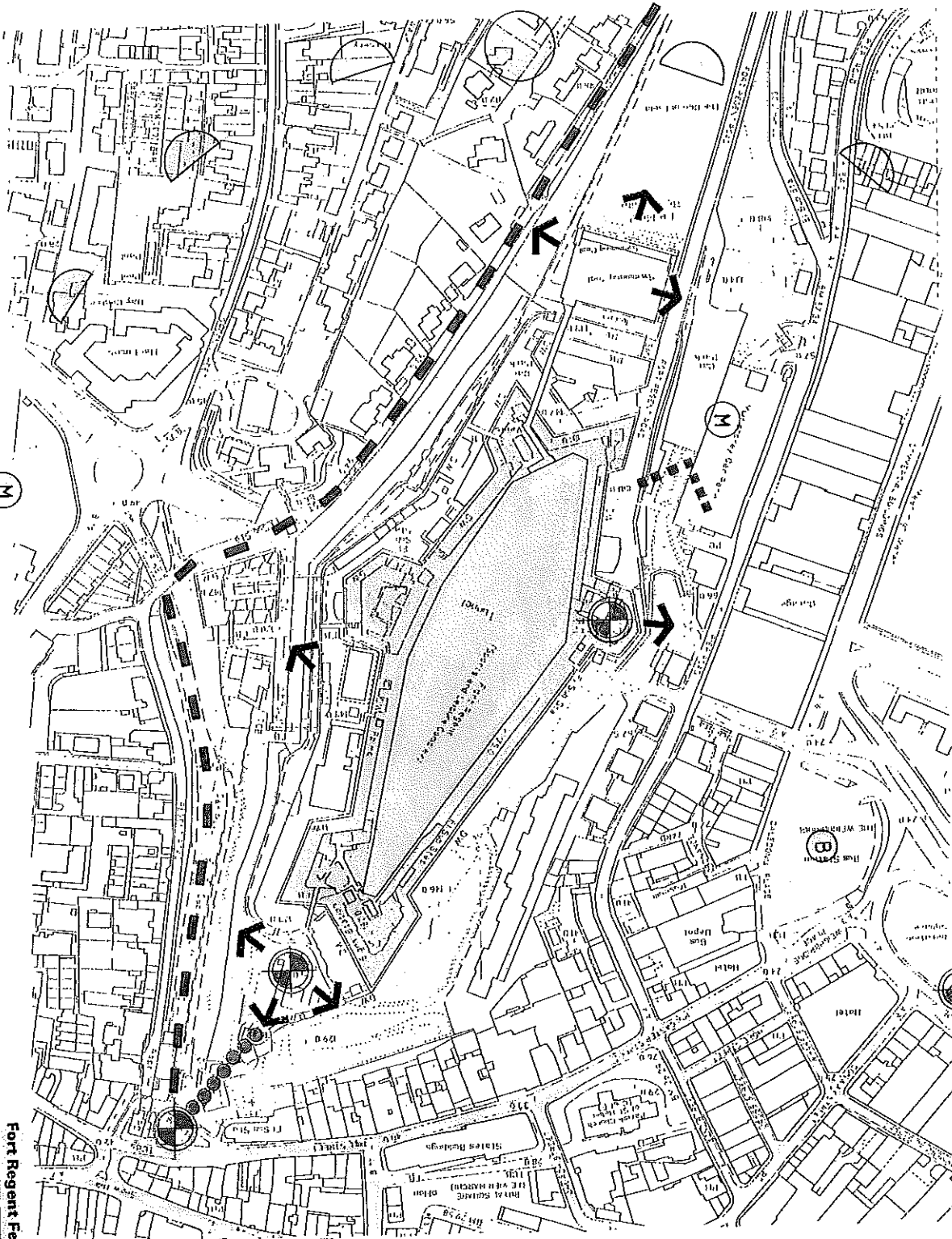
Events Arena open to spectators.



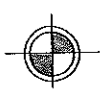






Fort Regent Feasibility Section

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date: Jan 1997

scale: 1:1000



-  Fort Regent Complex
-  Shopping/Commercial Centre
-  Tourist/Vantage Points
-  Views
-  Existing Pedestrian Access
-  Proposed Pedestrian Access
-  Multi-storey Car Park
-  Bus Station
-  Possible Linear Park (Le Mont de la Ville Park)

Fort Regent Feasibility



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Site Analysis

date: Jan 1997

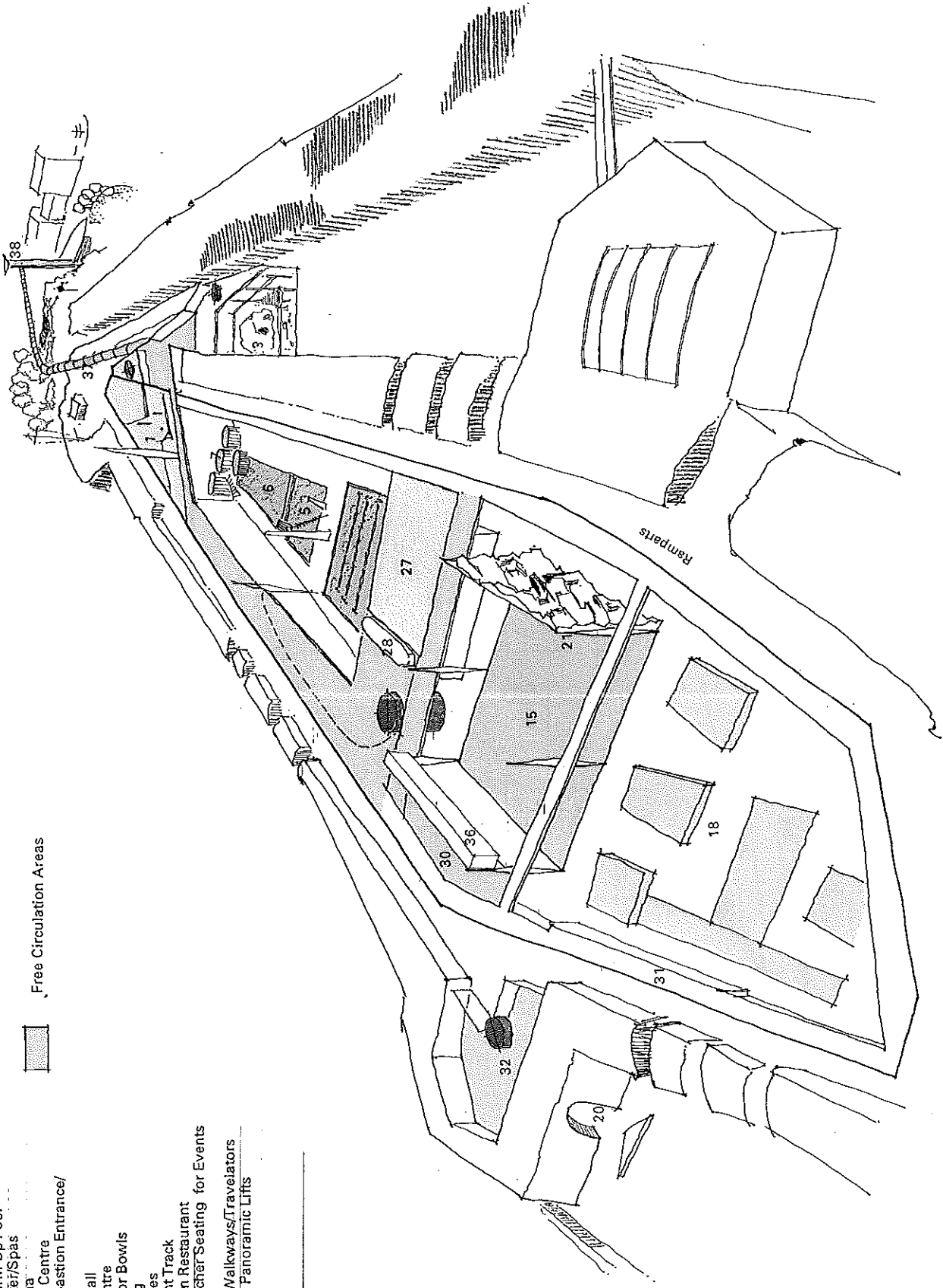
scale: NTS

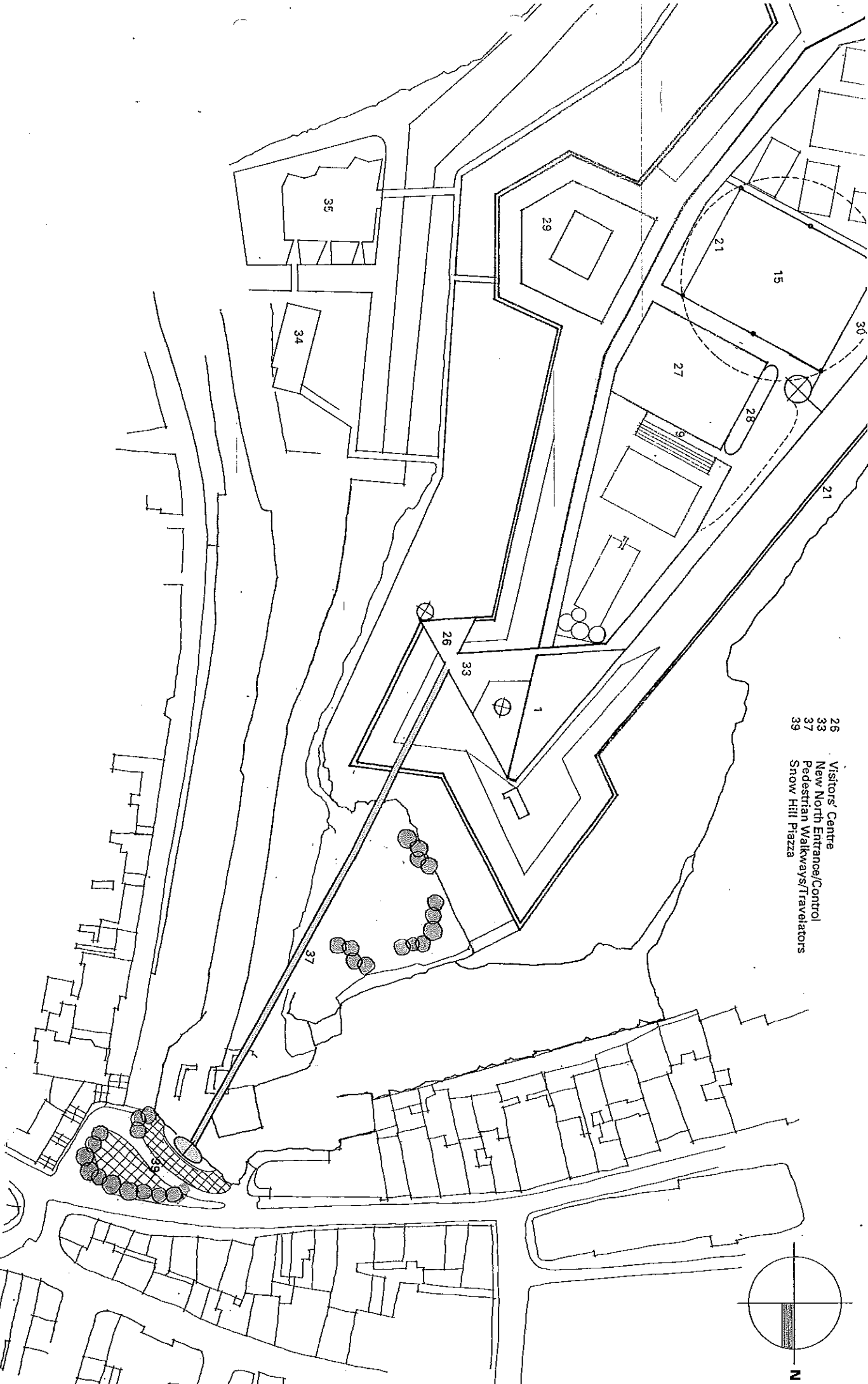
- 1 Health/Fitness Club
- 3 Children's Indoor Adventure Play
- 5 Diving Pool
- 6 Training/Warm Up Pool
- 7 Leisure Water/Spas
- 15 Events Arena
- 18 Gymnastics Centre
- 20 New West bastion Entrance/ Reception
- 21 Climbing Wall
- 26 Visitors' Centre
- 27 6 Rink Indoor Bowls
- 28 Bar/Catering
- 30 Centre Offices
- 31 Indoor Sprint Track
- 32 West Bastion Restaurant
- 36 Stored Bleacher Seating for Events Arena
- 37 Pedestrian Walkways/Travelators
- 38 High Speed Panoramic Lifts

● Vertical Circulation (Stairs/Lift) and Control

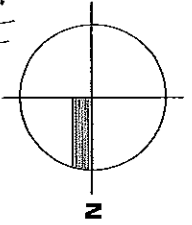


▭ Free Circulation Areas






- 26 Visitors' Centre
- 33 New North Entrance/Control
- 37 Pedestrian Walkways/Travelators
- 39 Snow Hill Piazza



Fort Regent Feasibility

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Snow Hill Access

date: Jan 1997

scale: 1:1000

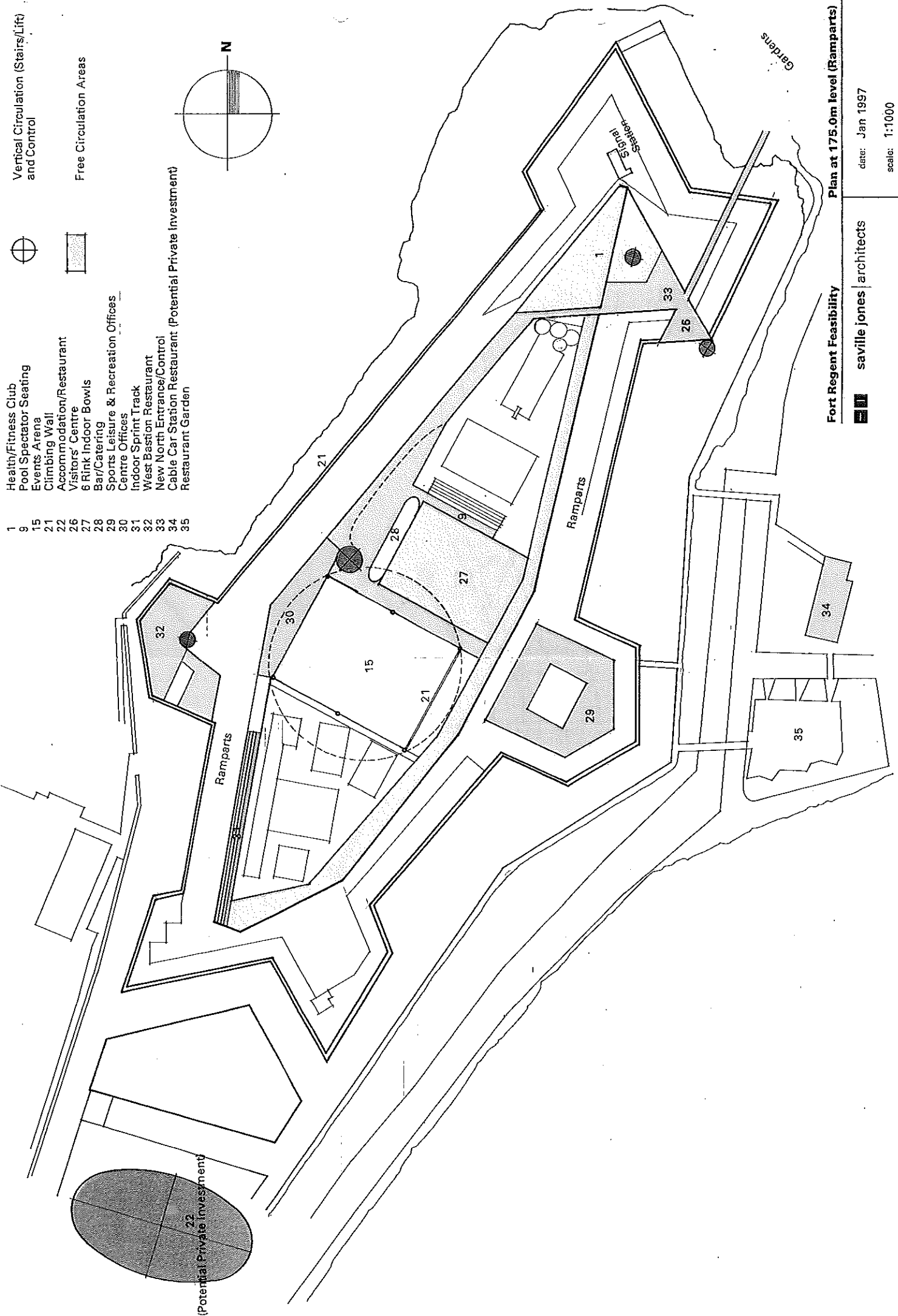
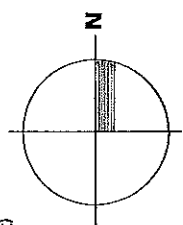
Vertical Circulation (Stairs/Lift) and Control



Free Circulation Areas



- 1 Health/Fitness Club
- 9 Pool Spectator Seating
- 15 Events Arena
- 21 Climbing Wall
- 22 Accommodation/Restaurant
- 26 Visitors' Centre
- 27 6 Rink Indoor Bowls
- 28 Bar/Catering
- 29 Sports Leisure & Recreation Offices
- 30 Centre Offices
- 31 Indoor Sprint Track
- 32 West Bastion Restaurant
- 33 New North Entrance/Control
- 34 Cable Car Station Restaurant (Potential Private Investment)
- 35 Restaurant Garden



Fort Regent Feasibility

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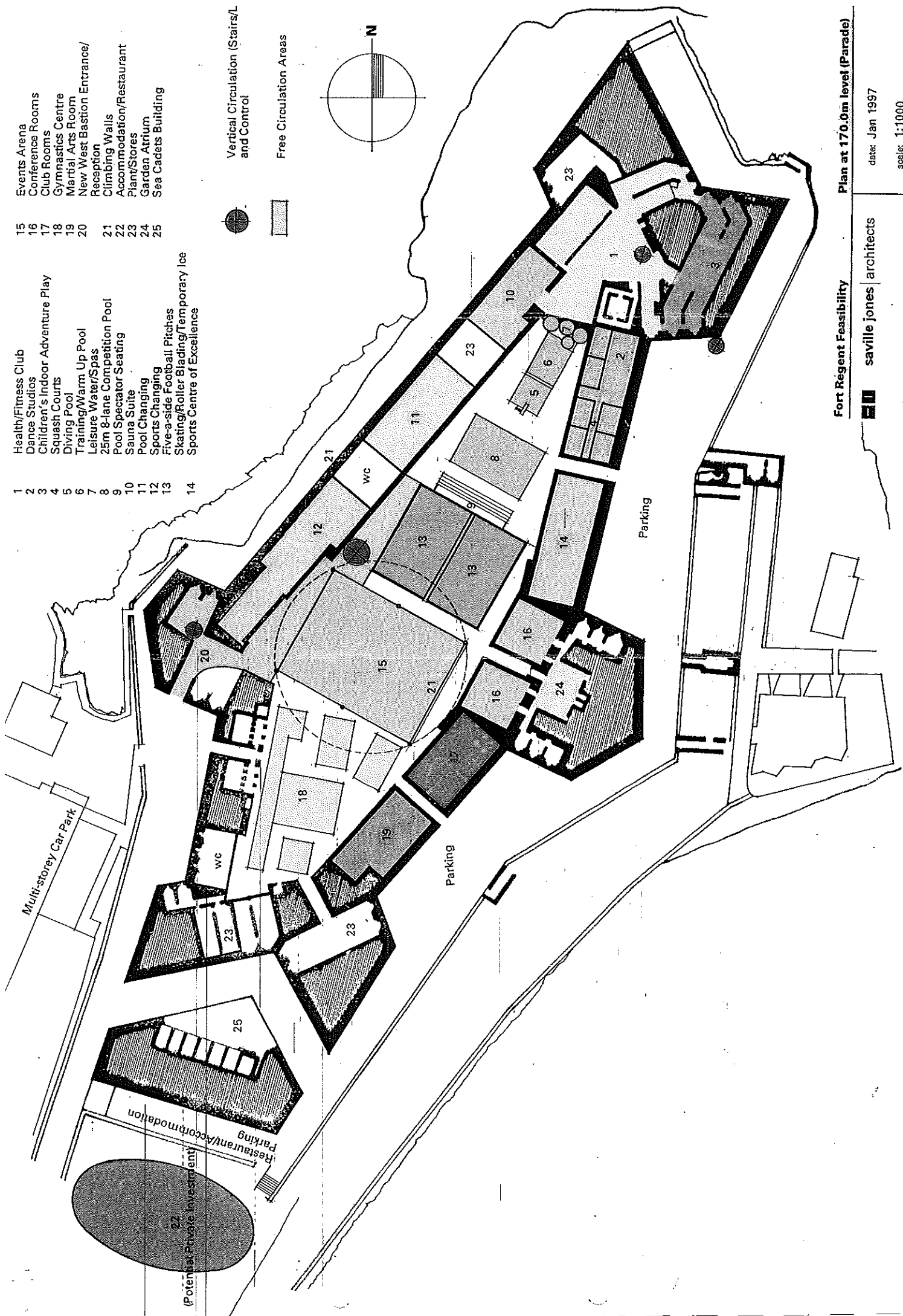
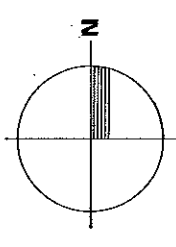
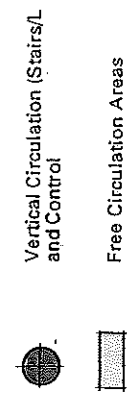
Plan at 175.0m level (Ramparts)

date: Jan 1997

scale: 1:1000



- 1 Health/Fitness Club
- 2 Dance Studios
- 3 Children's Indoor Adventure Play
- 4 Squash Courts
- 5 Diving Pool
- 6 Training/Warm Up Pool
- 7 Leisure Water/Spas
- 8 25m 8-lane Competition Pool
- 9 Pool Spectator Seating
- 10 Sauna Suite
- 11 Pool Changing
- 12 Sports Changing
- 13 Five-a-side Football Pitches
- 14 Skating/Roller Blading/Temporary Ice Sports Centre of Excellence
- 15 Events Arena
- 16 Conference Rooms
- 17 Club Rooms
- 18 Gymnastics Centre
- 19 Martial Arts Room
- 20 New West Bastion Entrance/Reception
- 21 Climbing Walls
- 22 Accommodation/Restaurant
- 23 Plant/Stores
- 24 Garden Atrium
- 25 Sea Cadets Building





## 5.0 POTENTIAL COST RANGES

### CAPITAL

- 5.1 The more detailed cost estimates are included as Appendix B, and should be read in conjunction with the Plans and Building Element Mix. They have been checked by and are in line with the views of the Chief Quantity Surveyor of the Public Services Department of the States.
- 5.2 Budget costings have been based on the assumption of a traditional procurement by competitive tender using Bill of Quantities with JCT 80 Form of Contract at first quarter 1997 with no allowance for fluctuations. Statutory fees and VAT are excluded. The range of pricing includes from average to above average levels of specification dependent upon Architect and Client preferences, reflecting the illustrative requirements set out on the Architect's drawings. It should be noted that individual figures should not be considered for omission in isolation as they are interrelated with other elements and could result in additional costs.
- 5.3 Appropriate allowances have been made for the pricing differential between UK and Jersey together with the abnormal site location.
- 5.4 At this stage, a total allowance of £650,000 has been included for loose furniture, fittings and sundries to be incorporated into the project at Practical Completion, although there is equipment that will transfer, of course.
- 5.5 An allowance for service mains has been included but an assumption has been made that all existing main services are of sufficient capacity and no major diversions or long routes of new incoming services will be required.
- 5.6 The cost estimates are inevitably subject to detailed quotation. They are in the order of:

SUMMARY OF CAPITAL COSTS ESTIMATES		
	CAPITAL COST RANGE	
	MINIMUM £'000	MAXIMUM £'000
Dry Sports Areas	4,360	5,300
Wet Sports Areas	2,650	3,600
Non Sports Areas	680	780
Health and Fitness and Soft Play	1,875	2,000
New Entrance and Access from Snow Hill	1,150	1,300
Removal of Queens Hall	550	650
*Bars, Restaurants and Accommodation	2,050	2,650
Ancillary Areas	1,670	1,970
Sundry Works	900	1,000
Statutory, Professional and Other Fees	1,589	1,955
Contingencies	1,140	1,380
Total Cost Range Excluding VAT	18,614	22,585
*Commercial Investment areas omitted	1,650	2,150
Revised Total in the order of	£16,964	£20,435

- 5.7 It is important to note that the global estimate for the refurbishment of the existing Fort Regent is in the order of £6-£9 million, simply to bring the Centre up to modern safety standards, with necessary maintenance.



## REVENUE AND USAGE

- 5.8 The detailed revenue and usage forecasts, with a small number of key performance measures, are summarised in the table below. The Net Direct Operating Cost for 1996 and 1997 is that shown in the Revenue Estimates as Operating Deficit, although the form of analysis is different.
- 5.9 The sums included for Staffing Costs are considered adequate for the management, marketing, operation and maintenance of the proposed facility. In addition, there are existing unallocated Central Costs relating to corporate management and the democratic process, for example, which we have assumed will continue at the same general level. The relationships between staff costs and opening hours and floor area, for example, are consistent with current performance, although with an increased emphasis on managing profit centres, with accountability.
- 5.10 The income shown as Non Member Entry includes for 1996 and 1997 income from Entrance Receipts and for the Forecasts, the additional revenue generated by the differential charges for Members and Non Members to activity areas.
- 5.11 No allowance has been made in the Forecasts for potential income and visits resulting from Conferences.

	1996 Budget	1997 Estimate	Second Year Optimum	Second Year Pessimistic
Visitor Numbers:				
-Swimming	200,000	200,000	212,390	162,530
-Health And Fitness	70,000	70,000	79,550	69,075
-Dry Sports And Recreation	235,000	235,000	432,426	342,061
-Other	260,000	260,000	126,764	71,708
Total Annual Visits	765,000	765,000	851,130	645,374
Revenue Summary:				
-Operational Staff	£1,049,600	£1,092,800	£801,600	£812,500
-Trading Centres Staff	£18,500	£0	£285,958	£203,784
Total Staffing Costs	£1,068,100	£1,092,800	£1,087,558	£1,016,284
-Operational Expenditure	£1,375,800	£1,177,500	£980,000	£980,000
-Trading Centres Expenditure	£208,800	£147,300	£154,675	£82,526
Total Operating Costs	£1,584,600	£1,324,800	£1,134,675	£1,062,526
Total Revenue Expenditure	£2,652,700	£2,417,600	£2,222,232	£2,078,810
-Operational Income	£1,180,500	£942,000	£941,572	£762,996
-Trading Centres Income	£438,300	£407,100	£666,552	£462,887
Total Income	£1,618,800	£1,349,100	£1,608,124	£1,225,883
Net Direct Operating Cost	£1,033,900	£1,068,500	£614,108	£852,927
Income Per Visitor	£2.12	£1.76	£1.89	£1.90
Income Per Square Metre of Building	£75.29	£62.75	£75.50	£57.55
Total Income Per £ Staff Costs	£1.52	£1.23	£1.48	£1.21
Staff Costs Per Hour Open	£247.47	£253.20	£251.98	£235.47



5.12 In providing this initial operating budget phrased as optimum (most likely) and pessimistic (worst scenario) for say the second full year of operation, we have assumed:

- the Sports Village will have its core Management and Staff briefed and able to programme and market the essential elements of the Centre as part of an Island Sports Marketing Scheme - a new non-exclusive membership scheme where anyone is welcome on a pay and play basis;
- the Sports Village will be seen as an independent cost centre with the component resources and expenditure managed on trading principles;
- the Sports Village will receive income from visits, from activities, hire fees, rents from clubs (even though these might be grant aided) and even from offices;
- the realistic income and usage from swimming may be very low, as will be the consequent secondary spends simply because of the competition for other pools. We have shown most cautious forecasts;
- the concept of the Fort as a Sports Village may reduce its regular holiday visitor trade unless the historic aspects and Visitor Centre are assertively marketed. There is unlikely to be any income from the new panoramic lifts, although these could be a visitor attraction;
- additional facilities will need time to generate regular programmes and patronage perhaps to the second or third year of full operation; and
- whilst the impact on the present usage could be phased, it is likely to be harmful on present patterns of regular users. Our proposals for phasing seek to minimise any such problems. Clearly, any closure whilst work is being conducted may permit some operational savings.

5.13 Further income, expenditure, pricing and usage estimate details have been provided by RQA.

#### JERSEY SPORTS TOURISM

5.14 As further background on the tourism aspects of the scheme, although there is limited information available, it is known that:

- there are some 30,000 bed nights per annum;
- with a value estimated at £50 per bed night, the value of market is in the order of £1,000,000 per annum;
- the actual accommodation spend is nearer £20 per bed night equivalent to some £600,000 per annum;
- the perception is of a small increase expected this year compared to last. New facilities contribute to that; and
- problems encountered with Sporting Tourists include:

- the size of some groups is difficult to accommodate, especially during the season;
- they are usually short stay only and often working to limited budget;
- there are some negative perceptions of sports groups; and
- they have frequent requirements for single rooms.

5.15 In addition, the estimated expenditure for the Island Games and for the 1997 European Tug of War Championships is in the order of £1.7 million.

5.16 This is not a coordinated market, but there are potential significant benefits to the local economy from the Sports Village approach proposed at Fort Regent.

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## 6.0 INITIAL CONCLUSIONS

- 6.1 The Sports Village must become a place to visit, an attraction, valid and exciting, which is at once sympathetic to the historic nature of the Fort, without being overly constrained by it, and also easy to use by casual visitors as well as more dedicated, regular sports participants in a logical way.
- 6.2 We believe that the Fort represents an interesting, and indeed, important reminder of the history of the island, and as such should not be changed beyond recognition. It is possible to retain this historic interest as illustrated in the Facility Matrix, whilst at the same time creating an exciting, modern sports facility for the people of Jersey.
- 6.3 The access from the town centre is crucial to the rejuvenation of the Centre, and can in itself provide an exciting journey, with spectacular views. The journey up the cliff face can be an experience to enjoy, as well as a fast, practical way of reaching the facilities from Snow Hill and the town's commercial centre.
- 6.4 The result of this project will be to put the Jersey Sports Village into the heart of St Helier, in a way that it is not at present. The interior of the Fort then becomes another civic space within the town. The design and materials used for the new build areas need to be sympathetic to the Fort, and the whole form has to bear in mind the prominent location the hill top site has within this part of the Island.
- 6.5 The facilities as listed offer a unique modern mix that will serve local sporting interests and provide international appeal when needed.
- 6.6 The summary of capital cost estimates, should all facilities be provided, is in the order of £17 million to £21 million, subject to detailed quotation, and the net revenue costs able to be reduced by a minimum of say £200,000 per annum, subject to detail.
- 6.7 The options before the Committee, with guideline price estimates, include:
- Option 1. Do nothing, but continue to operate as is, with or without new access.
  - Option 2. Modernise and refurbish the existing facilities, with a separate pool facility and dry sports in all or part of the Fort.
  - Option 3.1 Focus all indoor sports, wet and dry, into a redesigned interior, with improved access, circulation and operational control.
  - Option 3.2 As above, with the present pool site used for a Sports Hotel linked with the Centre of Excellence.
- 6.8 The Options have benefits and disadvantages, summarised as:
- Option 1. No direct capital costs. Increased maintenance and operating costs, and significant further decreases in visitor numbers and income, even with Snow Hill lifts.  
Capital £0-£1.1 million  
Revenue net £-100k pa minimum increase

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- Option 2. Lower capital costs compared with redesign, but still with high net revenue costs and diminishing visitor numbers and income. Local peoples' and visitors' expectations of higher standards not entirely met. Management costs for two separate old fashioned buildings very high. Vulnerable to competing facilities. Investment by any commercial partner very unlikely.  
Capital £7.5m to £8.7m  
Revenue decrease of £30k pa increase incremental every year
- Option 3.1 Straightforward concept which will be valuable to local people, visitors and the States, easy to market. Significant capital costs but with major reductions in net revenue costs annually. Potential increase in visitor numbers to the Centre, to a friendly building of high standards, inviting and convenient to arrive.
- Option 3.2 Potential for investment and operation of key facilities by the commercial sector with a prime site identified, subject to planning, and its own niche market(s). Could be Sports Hotel and Restaurant of high standard and Club entertainment. Car parking released for most convenient access, complemented by the original lifts.  
Capital, excluding commercial areas £15.9m to £20.5m  
Revenue savings £250k to £510k pa

- 6.9 The programme at the end of this Section indicates a likely timescale for the development. This is preliminary in nature, and would depend on a number of factors which could vary.
- 6.10 The programme indicates a fairly long lead in time before construction commences on Phase 1. This tries to take account of the need to prepare a design for the whole complex, before focusing on any one phase, and to allow for detailed discussions with Planning and Environment, Jersey Fire Service and local interest groups. This initial stage is crucial to the eventual completion of a well thought out, well designed and efficiently operated facility, and should not be rushed.
- 6.11 However, the chance for the essence of this first phase to feature as the Millenium Project is most exciting, and this opportunity could enable the work on the Sport Village to start.
- 6.12 Once construction of Phase 1 commences, the design team can continue with the detailed design and working drawings for Phase 2, and then approximately a third of the way through the Phase 1 construction period, construction can commence on Phase 2. This will mean that both these phases of the building work can be completed together.
- 6.13 The detailed design of Phase 3 could commence as soon as Phase 2 has started on site, enabling construction work to commence immediately after the completion of the other two phases.
- 6.14 The total period for the project would be approximately 52 months, or just over four years. This is a fairly long period, but the complexity of the buildings, its location on top of the Town Hill, the transportation of specialist equipment to the site, and the need to keep as many facilities open as possible will all affect the timescale.



- 6.15 Access for construction traffic is obviously an issue, as is the need to minimise the disruption to local trade. The Snow Hill access will not be so much of a problem, as there is access at the bottom of the cliff. Access to the north end of the Fort will be via the East Ditch, and would involve the forming of a larger opening into the Fort. Once that area in Phase 1 is completed, then customer access would be via the new north entrance, and construction access from the East Ditch and the existing entrance area.
- 6.16 The phasing and construction time could be altered to accommodate specific requirement for facilities to be opened sooner, or to meet key dates, or to minimise the loss of some important activities.

## PHASING

- 6.17 The scale of the project is such that it is sensible to consider phasing the work so that the Centre can at least in part be kept open and the expenditure spread. It is, therefore, suggested that the following phasing could be adopted, which would provide the facilities giving the highest impact first, and also lead to logical sequences of work, running from north to south down the length of Fort Regent.

### Phase 1

- new entrance and access from Snow Hill;
- Visitor's Centre;
- Health and Fitness Suite;
- Soft Play facility;
- Swimming Complex;
- Squash Courts;
- Sports Centre of Excellence; and
- some Catering provision in the Millenium proposal but not costed in this phase.

### Phase 2

- offices for Centre Management;
- Sports Leisure and Recreation Offices;
- West Bastion Restaurant and Entrance; and
- restaurant and accommodation.

### Phase 3

- removal of the Queen's Hall;
- events arena;
- Five-a-side football;
- Bowls hall;
- Gymnastics facility;
- Martial Arts rooms;
- club rooms;
- climbing wall;
- meeting rooms; and
- management control and circulation areas.



- 6.18 The phasing and programme is set out on a bar chart following. This is a preliminary assessment, and would need to be firmed up in discussion with the States of Jersey, and to take account of Committee cycles. It may be that it would also need adjustment to take account of fund availability in terms of annual capital spend on the project.
- 6.19 It is important that the work on the first phase is started as quickly as possible, if only to change the perception of the Fort, with the opportunity for this to happen with Millenium Project funding.
- 6.20 It will not prejudice the opportunity for any commercial investment, it will decrease net operational costs and will not prejudice any other programme or events.
- 6.21 **Most importantly the Fort cannot continue effectively without Vision and Value offered to local people. We believe the Sport Village will have much to offer the future of Jersey and Sport into the new Millennium!**

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## APPENDIX A



## CATCHMENT POPULATION

The resident population grew by 1,068 (1.3 per cent) between March 1991 and March 1996.

The population aged 15 and below rose by 1,168 between 1991 and 1996. This increase arose from cyclical demographic factors ie the arrival of the 1960's 'baby-boom' generation at their period of peak fertility.

The number of wholly retired people rose by 1,120 between 1991 and 1996. The number of wholly retired persons can be expected to rise further over the course of the next decade.

The economically inactive population ie all those over school leaving age who were not in paid employment and not seeking paid employment, fell by 324 (1 per cent) between 1991 and 1996.

The economically active population in March 1996 was 46,992 - 1.2 per cent lower than in 1991. The number of men in employment fell by 4 per cent, and the number of women in employment rose by 2 per cent.

	1991	1991	1991	1996	1996	1996
	Males	Females	Total	Males	Females	Total
In employment	20,962	18,982	39,944	20,369	19,208	39,577
Self-employed	4,929	1,054	5,983	4,619	1,247	5,866
Unemployed but seeking work	1,127	493	1,620	1,029	520	1,549
All economically active	27,018	20,529	47,547	26,017	20,975	46,992

The structure of employment changed notably between 1991 and 1996. The numbers of managers, professionals and associate professionals rose significantly, but the numbers of clerks/secretaries, craftworkers, and sales staff fell.

20 per cent of those in paid work were directly employed by the finance industry. 16 per cent were employed in the distributive trades. 9 per cent were employed in construction activity. 8 per cent were employed in hotels and restaurants. 5 per cent in the agriculture industry.

	1991	1996	% Change
Associate professional occupations	2,589	3,577	25
Managers and administrators	6,039	6,796	13
Professional occupations	2,840	3,137	10
Personal and protective services	4,682	5,071	8
Plant and machinery operatives	2,137	2,154	1
Other occupations not elsewhere classified	5,497	5,122	-7
Clerical and secretarial occupations	10,944	9,970	-9
Sales occupations	3,529	3,147	-11
Craft and related occupations	7,400	6,469	-13
<b>Total</b>	<b>45,927</b>	<b>45,443</b>	<b>-1</b>

Source: Chief Adviser's Office

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## APPENDIX B



## Fort Regent Feasibility Study - Revised Budget Costings

The following figures represent a revised estimate of costs for budget purposes. They are based on the facilities described in the draft report and accompanying conceptual layouts with a revised position of the Soft Play within the Fort and the omission of the Cable Car Restaurant, which is a commercial opportunity. It also takes account of the intention to carry out minimal work to the existing structure, except where specifically mentioned, and the fact that new facilities will be accommodated within the existing walls.

The major items are set out below with optimum and pessimistic costs. The following points should be noted.

1. Costings based on first quarter 1997 prices, with no further allowance for fluctuations.
2. Optimum Costings based on an average level of building specification.
3. Individual figures should not be considered for omission in isolation as they are interrelated with other elements and could result in additional costs unless fully considered. All phases have been costed as part of one continuous construction contract.
4. Costs are dependent on detailed structural and condition survey of the existing buildings.

Phase 1	Optimum	Pessimistic
	£	£
Health and fitness/soft play	1,875,000	2,000,000
New entrance & access from Snow Hill	1,150,000	1,300,000
Swimming pools (6 or 8 lane)	2,650,000	3,600,000
Visitors Centre (internal or external)	350,000	350,000
Squash Courts	260,000	320,000
Sports Centre of Excellence	550,000	730,000
Drainage and services	150,000	150,000
	<b>6,985,000</b>	<b>8,450,000</b>





## Fort Regent Feasibility Study - Revised Budget Costings

Phase 2	Optimum	Pessimistic
	£	£
*West bastion restaurant	150,000	250,000
*Accommodation/restaurant	1,500,000	1,900,000
Offices for Centre Management & Recep.	300,000	400,000
SLR and Administration Offices	400,000	500,000
Sundry works beyond Fort walls	750,000	850,000
	<b>3,100,000</b>	<b>3,900,000</b>

## Phase 3

	£	£
Removal of Queen's Hall	550,000	650,000
Events Arena (including overhead automatic retractable seating)	1,300,000	<del>1,500,000</del>
Gymnasium	800,000	1,000,000
Martial Arts	150,000	170,000
Club Rooms	200,000	230,000
Five-a-side football	600,000	700,000
Bowls Rink	300,000	400,000
Climbing Wall	200,000	250,000
Meeting Rooms	330,000	430,000
Sports Bar inc. lift and staircase	400,000	500,000
Circulatory Areas	970,000	1,070,000
	<b>5,800,000</b>	<b>6,900,000</b>

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### Fort Regent Feasibility Study - Revised Budget Costings

Summary		Optimum	Pessimistic
		£	£
Phase 1	(7500 m2)	6,985,000	8,450,000
Phase 2	(2800 m2)	3,100,000	3,900,000
Phase 3	(11000 m2)	5,800,000	6,900,000
		<b>15,885,000</b>	<b>19,250,000</b>
Statutory/Professional fees, etc	say	1,589,000	1,955,000
Contingencies		1,140,000	1,380,000
<b>Total Cost</b>		<b>18,614,000</b>	<b>22,585,000</b>
*Commercial Investment areas omitted		1,650,000	2,150,000
<b>Total Cost</b>		<b>16,964,000</b>	<b>20,435,000</b>

(The above figures have been prepared by Alex Sayer Ltd, Quantity Surveyors, in consultation with the Chief Quantity Surveyor of the Public Services Department of the States of Jersey.)

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## APPENDIX C



## **CLIMBING PROJECT - FORT REGENT, JERSEY**

### **GROWTH SPORT**

Climbing is still one to the fastest growing sports in the UK. This growth will continue in England now that outdoor education is a core curriculum subject and the fact that climbing is regarded as the most accessible option within the outdoor education programme. Climbing parameters are also continuing to expand with large numbers of young people taking up the activity a recreation all the way through to a proliferation of top level national and international competitions at the professional end of the spectrum.

This growth is also reflected in Europe, particularly in the Benelux Countries where the need for climbing walls has been recognised as an antidote to the lack of natural rock outcrops.

As a relatively new competitive sport, international climbing competitions are attracting increasing media coverage in both Britain and on the Continent.

### **DEVELOPING TECHNOLOGY**

Climbing wall development is continuing apace as the result of the introduction on new materials, the adoption and application of arts and craft skills and revolutionary mechanical devices.

The new generation of Climbing walls for the late 90's and early millennium will be imaginative, exciting and futuristic. Artificial climbing surfaces will become increasingly realistic, looking and feeling like natural rock with 'live' belay facilities and natural protection. Mechanical and electronic devices will increasingly be used to change the angle and impending nature of the climbing surfaces to allow variation and an ever-demanding challenge.

A leading British climbing wall manufacturer is currently installing for Chiltern District Council what could be described as the latest 'state of the art' facility displaying most of these features.

### **EXCITING AND EXPANDING FUTURE**

In addition to developing technology, there are innovative ideas for expanding the scope of climbing facilities to embrace the wider field of outdoor activities. Caving systems can be reproduced and escape chutes, abseils and even bungee jumping incorporated. Indeed, climbing facilities can play an important and integral role in any outdoor adventure environment.

In this respect climbing facilities lend themselves to being either part of an overall holiday package with built-in charges or to stand alone, pay and play activity.

### **MOBILITY OF CLIMBING POPULATION**

By the very nature and culture of their sport, climbers are essentially mobile creatures. During the summer months climbers move around Britain, Europe and the worlds mountains exploring and experiencing a variety of climbing environments and rock faces. Similarly, indoor climbing walls are sampled in rotation by climbers during the winter season when hard training and physical conditioning are of paramount importance.





There exists a ready market of devotees for first-class facilities, there is a 'have climbing boots will travel' mentality - an acceptance and an expectance.

This situation lends itself to the possibility of short break holidays, either weekend or midweek, particularly in the winter. It also opens the market to new visitors from the Benelux Countries who would not normally have the Channel Islands on their list of holiday destinations. An attractive climbing package would have an exciting and distinctive allure to the climbing fraternity.

### VERSATILITY

A well designed climbing wall will offer versatility and cater for the full range of experience and ability.

Good beginners sections will provide a service and be beneficial to the Island's schoolchildren as well as to the visiting public. This will allow correct instruction and training to be given prior to any local use of sea cliffs. At the other end of the scale, a comprehensive and advanced leading facility will enable the venue to host international competitions drawing competitors from both Britain the continent. In this respect, the Channel Islands are ideally situated as a 'half way house'.

### INCOME

It is estimated that there could be as many as two million active climbers in Britain, France, Germany and the Low Countries. If an annual attendance of 30,000 could be achieved at an average charge of £5 per visit then the Climbing Centre would accrue £150,000 per annum - a payback scenario.

The hosting of international competitions would be an additional source of income.

### SECONDARY SPEND

There exist several potential areas to accrue additional income. These include:

- most of Britain's major walls have café, bar and restaurant facilities. This would be an essential provision and requirement for a migrant climbing clientele which would be based at the Centre for the majority of their stay;
- a demand for cheaper accommodation; and
- a retail outlet for the sale of climbing equipment is a distinct possibility given the advantageous tax situation in Jersey. If it is possible to offer major brands at reduced prices then no doubt climbers would see this as a 'clawback' situation balancing out some of their expenditure. This would also bring additional revenue into Centre.

### QUALITY AND COST

The fundamental prerequisite for any Climbing scheme designed to attract 'long-haul' visitors is that the facility must be top quality incorporating the latest 'state of the art' materials and technology. This needs to ensure that:

- the visual appearance, both inside and outside, must be exciting and dramatic;
- the climbing quality must be first class and cover all grades of climber;
- one or two routes must be at the very extreme edge of difficulty in order to attract return visits;
- the leading wall angles must be adjustable to create infinite variety;



- holds on selected routes must be interchangeable to allow for grade changing;  
and
- there must be adequate circulation space to avoid overcrowding.

To achieve this overall aim, size is essential. The wall will need to offer a minimum of 350 square metres of climbing surface with a minimum height of 15 metres. This would be doubled if indoor and outdoor climbing is required and increased yet again to accommodate any additional facilities such as caving.

RQA anticipate a budget cost of at least £450 per square metre to cover both substructure and climbing surfaces only. This would provide a mix of sculpted concrete and concrete resin walls. It would not include for any ground works or special buildings to house the works, although the moat offers a number of opportunities.

### FUTURISTIC

The ideal scenario would be to incorporate an outdoor and indoor wall to attract climbers all year round.

In order for the wall to be visible to visitors and to spectators and be the focus of attraction, the access to Fort Regent could be designed to pass through the indoor section and emerge on to the outdoor section, providing a most impressive impact.

Finally, the height available for utilisation in the above scenario provides for the ultimate in artificial surface climbing - multi pitch routes. Nowhere yet has been successfully achieved.

RQA would be pleased to develop the brief for this exciting and original option, if required.

Confidential, RQA Ltd, December 1996

**RQA**

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