

FAREHAM

BOROUGH COUNCIL

AGENDA FOR THE EXECUTIVE

Date: Thursday, 26 September 2019

Time: 6.00 pm

Venue: Collingwood Room - Civic Offices

Executive Members:

Councillor S D T Woodward, Policy and Resources (Executive Leader)

Councillor T M Cartwright, MBE, Health and Public Protection (Deputy Executive Leader)

Councillor F Birkett, Housing

Councillor Miss S M Bell, Leisure and Community

Councillor K D Evans, Planning and Development

Councillor S D Martin, Streetscene

1. Apologies for Absence

2. Minutes (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting of the Executive held on 02 September 2019.

3. Executive Leader's Announcements

4. Declarations of Interest

To receive any declarations of interest from members in accordance with Standing Orders and the Council's Code of Conduct.

5. Petitions

6. Deputations

To receive any deputations, of which notice has been lodged.

7. References from Other Committees

To receive any references from the committees or panels held.

Matters for Decision in Public

Note: Where an urgent item of business is raised in accordance with Part 3 of the Constitution, it will be considered with the relevant service decisions as appropriate.

8. Leisure and Community

Key Decision

(1) Concept Design and Budget Costs for remodelling Ferneham Hall (Pages 9 - 46)

A report by the Director of Leisure and Community.

(2) Award of Contract - Operator of Remodelled Ferneham Hall (Pages 47 - 56)

A report by the Director of Leisure and Community.



P GRIMWOOD
Chief Executive Officer

www.fareham.gov.uk

18 September 2019

**For further information please contact:
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FAREHAM

BOROUGH COUNCIL

Minutes of the Executive

(to be confirmed at the next meeting)

Date: Monday, 2 September 2019

Venue: Collingwood Room - Civic Offices

Present:

S D T Woodward, Policy and Resources (Executive Leader)
T M Cartwright, MBE, Health and Public Protection (Deputy
Executive Leader)
F Birkett, Housing
Miss S M Bell, Leisure and Community
K D Evans, Planning and Development

Also in attendance:

S Cunningham, for item 8(1)
Mrs K K Trott, for item 9(1)



1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor S D Martin, Executive Member for Streetscene.

2. MINUTES

RESOLVED that the minutes of the meeting of the Executive held on 01 July 2019 be confirmed and signed as a correct record.

3. EXECUTIVE LEADER'S ANNOUNCEMENTS

There were no Executive Leader announcements made at this meeting.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made at this meeting.

5. PETITIONS

There were no petitions submitted at this meeting.

6. DEPUTATIONS

There were no deputations made at this meeting.

7. REFERENCES FROM OTHER COMMITTEES

Planning and Development Scrutiny Panel – 30 August 2019

Minute 6 – Interim Nitrogen Mitigation Solution

The Panel considered a report on the Interim Nitrogen Mitigation Solution which is to be delivered to the Executive on 02 September 2019.

The Director of Planning and Regeneration directed members' attention to an update on this report which was tabled at the meeting (and attached as Appendix A to these minutes)

The Principal Planner (Strategy and Regeneration) took Members through the Executive report at Appendix A and, together with the Head of Development Management took questions from Members as they went along.

Members discussed this item at length, in particular the proposed mitigation measures listed at point 15 a)-f) where the Panel raised concerns in relation to the effectiveness of the potential package of mitigation measures and expressed concern as to the Council's ability to grant the level of planning consents the housing numbers needed to meet future Housing Delivery Tests.

RESOLVED that the Panel recommends to the Executive the following comments, when it considers this item at its meeting on 2 September 2019:-

- (a) the Panel raised concerns as to whether the proposed mitigation measures set out in the report (and the tabled item) would effectively provide the level to nitrate mitigation to new development recommended by Natural England; and
- (b) the Panel also raised concerns as to the Council's ability to meet future Housing Delivery Test requirements in light of the continuing impact on the level of planning consents and hence housing completions.

This item is listed at item 9(1) for consideration by the Executive.

8. HOUSING

- (1) Consultation: Draft Housing Allocations Policy

At the invitation of the Executive Leader, Councillor Mrs K K Trott addressed the Executive on this item.

RESOLVED that the Executive approves that the draft Housing Allocation Policy, as provided at Appendix A to the report, be published for a six-week period of public consultation, subject to the additional wording at paragraph 10.2 of "or otherwise occupied under a licence arrangement".

9. PLANNING AND DEVELOPMENT

- (1) Interim Nitrogen Mitigation Solution

At the invitation of the Executive Leader, Councillor S Cunningham addressed the Executive on this item.

In considering this item, the Executive took into account the comments of the Planning and Development Scrutiny Panel, see minute 7 above.

A tabled item was presented in respect of this item to provide additional wording to paragraphs 16, 17, 20 and 21 of the report and to put forward an additional recommendation. A copy of the tabled item is attached to these minutes as Appendix A.

RESOLVED that the Executive:

- (a) approves the approach to mitigation as set out in paragraph 16 of the report;
- (b) notes that the Planning Committee will be advised of the mitigation approach agreed by the Executive, as a material planning consideration in their determination of planning applications; and
- (c) notes that the detail of the potential mitigation measures will be provided to the Executive where they have material resource

implications to the Council, along with details of any developer contributions.

(2) Eastern Solent Coastal Partnership Agreement 2019

RESOLVED that the Executive approves entering into the Eastern Solent Coastal Partnership Agreement 2019 set out at Appendix A.

10. POLICY AND RESOURCES

(1) Award of Contract: Daedalus Gate Guardian

RESOLVED that the Executive agrees to procure the shortlisted design favoured by the public, Daedalus in Flight by Peter Clutterbuck, selected during the comprehensive public consultation.

(The meeting started at 6.00 pm
and ended at 6.46 pm).

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 26 September 2019

Portfolio:	Leisure and Community
Subject:	Concept Design and Budget Costs for remodelling Ferneham Hall
Report of:	Director of Leisure and Community
Corporate Priorities:	Leisure Opportunities for Health and Fun

Purpose:

To seek approval for the concept design, budget cost and funding arrangements for the remodelling of Ferneham Hall into a new community and arts entertainment venue.

Executive summary:

Ferneham Hall is becoming dated and tired, and its operating costs are escalating. Transforming Ferneham Hall into a new arts and entertainment venue with a community focus was identified as priority in the Council's Corporate Strategy 2017-23.

An initial vision for remodelling Ferneham Hall into a new community arts and entertainment venue was approved by the Executive on 9 July 2018, alongside the establishment of both a Member Working Group and Officer Working Group to oversee the project. The vision was subsequently updated in December 2018 following a wide-ranging consultation, with the size of the main auditorium increasing to around 800 seats (originally 400-500) and a greater flexibility being placed on spaces for hire.

This vision has been the central point of reference during the design process and an exciting concept design has been produced which best matches this vision as well as the needs of the preferred operator.

Whilst every effort has been made to minimise costs and not overprovide facilities, the Council's ambitious vision is reflected by the project's budget cost of £12.35m.

It is proposed that funding for the remodelling project will be provided by current and future Community Infrastructure Levy (CIL) receipts. The Council's capital reserve derived from CIL currently stands at £4.7m. Funding of the project will therefore require the Council to commit future CIL receipts of £7.65m to the project.

It is projected that it will take between 5-8 years to receive sufficient CIL receipts to cover the project cost. Therefore, it is proposed to supplement the current CIL reserve of £4.7m with prudential borrowing of £7.65m. In addition, potential grant

opportunities provided by external organisations are currently being explored to supplement the CIL contributions.

A significant commitment of CIL funding towards the new venue will restrict the Council's ability to fund other, new community-related projects that would ordinarily utilise CIL. It will not, however, have any impact on the community-based schemes (such as play area improvements) that are already approved in the Council's capital programme, or other schemes that can be self-financed.

This report seeks approval of the concept design and project cost, as well as to allocate project funding through a combination of current and future CIL receipts, supplemented by prudential borrowing.

Recommendation/Recommended Option:

It is recommended that the Executive approves:

- (a) the concept design of the remodelled Ferneham Hall, as outlined in Appendix A to this report, and that this be submitted as part of a planning application;
- (b) the budget cost of £12.35m; and
- (c) the funding of the project through current and future CIL receipts, supplemented by prudential borrowing and external grant funding where available, as set out in the report.

Reason:

To enable work to progress on the project to remodel Ferneham Hall into a new community and arts entertainment venue.

Cost of proposals:

The budget cost of the project is £12.35m which is to be funded through current and future CIL receipts. The Council's CIL capital reserve currently stands at £4.7m. Funding of the project will therefore require the Council to commit future CIL receipts of £7.65m to the project.

It is projected that it will take between 5-8 years to receive sufficient CIL receipts to cover the project cost. Therefore, it is proposed to supplement the current CIL reserve of £4.7m with prudential borrowing of £7.65m.

Appendices: A: Concept Designs
B: Vision and concept design comparison

Background papers: Project Documents

Reference papers: Report to the meeting of the Executive held on 3 December 2018 entitled 'Ferneham Hall Vision Review'

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	26 September 2019
Subject:	Concept Design and Budget Costs for remodelling Ferneham Hall
Briefing by:	Director of Leisure and Community
Portfolio:	Leisure and Community

INTRODUCTION

1. The purpose of this report is to provide an update on the project to remodel Ferneham Hall into a new community arts and entertainment venue. It then outlines the preferred concept design and budget cost and seeks approval for both.

BACKGROUND

2. Ferneham Hall is becoming dated and tired, and its operating costs are escalating. Transforming Ferneham Hall into a new arts and entertainment venue with a community focus was identified as a priority in the Council's Corporate Strategy 2017-23.
3. In response to this, an initial vision for remodelling Ferneham Hall into a new community arts and entertainment venue was approved by the Executive on 9 July 2018. This vision outlined plans for a remodelled venue that had:
 - A main auditorium with 400-500 seats, reduced from the current 708
 - Improved stage and backstage areas
 - A smaller secondary performance space of 100 seats
 - A dance studio
 - Community rooms for hire
4. In addition to the Vision, the Executive also agreed that:
 - Ferneham Hall remain in its current location within the Civic Quarter.
 - A business plan for the venue, originally produced by industry experts AEA Consulting in 2015, be updated.
 - A procurement process be undertaken to identify an experienced operator to run the venue on the Council's behalf.
 - Ferneham Hall be closed in late 2019 to enable construction works to be undertaken.

- A Member Working Group (MWG) and Officer Working Group be established to oversee the design and construction of the project.
 - Options for naming the remodelled venue be presented at a later meeting.
 - Delegated authority be given to the Director of Finance and Resources, following consultation with the Executive Member for Leisure and Community, to utilise an initial sum of £100,000 to enable expenditure.
5. At the time, it was also agreed that the new venue should be capable of being constructed in three phases. With the costs of phase one of the project being funded from the Community Infrastructure Levy and external funding where possible. Funding for the latter stages would be agreed subject to a further report.

DECEMBER 2018 - AMENDED VISION APPROVED

6. A consultation with the public, regular hirers, industry experts and potential operators on the Council's initial vision took place between 17 August and 01 October 2018. The results of the consultation were presented at the 3 December 2018 Executive meeting.
7. There was clear support and enthusiasm for the Council's vision amongst all the groups consulted and engaged with. However, the feedback identified some areas that could be updated to better reflect the needs of public, hirers and potential operators. In response to this the Executive approved the following changes to the vision:
- **Auditorium size increased to around 800 seats:** Theatres with around 800 seats can generally attract higher profile and better-quality shows, generating more income through tickets sales and 'on the night' spending such as on food and drink'.
 - **Second, smaller auditorium replaced by flexible secondary performance space:** The flexibility of the space would allow a range of activities and events encouraging more use and making it easier to programme for.
 - **Dance studio replaced by a flexible studio space:** The space would be available for hire for a variety of uses as opposed to just dance, helping to increase use.
8. The amended Vision, alongside feedback from potential operators has been the central reference point for all the ensuing design activities.

NOVEMBER 2018 – APRIL 2019: PROJECT TEAM ASSEMBLED

9. An Employers Agent with strong experience in remodelling arts venues was appointed in November 2018. Employers Agents recruit and manage on behalf of the client i.e. the Council, the contractors involved in the design and construction of buildings. In early 2019, they appointed a design team comprising of an architect, quantity surveyor and theatre consultant, all experienced in large scale remodelling projects.

APRIL-MAY 2019: OPTIONS AND COSTINGS DEVELOPMENT

10. A design brief based on the Council's vision was agreed by the MWG in April 2019. This reflected the contents of the Council's ambitious vision for the remodelled venue and would form the basis of the concept designs.

11. The project team began investigating the building and developed early design ideas and modelled costings against the brief. At this point it became clear that the costs of the works would be around 25% cheaper if the venue was remodelled as opposed to completely rebuilt.
12. A single-phase build approach was also preferred. Although this would incur higher initial costs, the overall costs of the project would be lower. Potential operators were also keen to have a single phase of works, as this would allow them to generate more income, break even earlier and avoid a period of major disruption.
13. Both the remodelling of the venue and the completion of the works in a single phase were supported by the MWG.

DEVELOPING THE CONCEPT DESIGN

14. The development of the concept design required the design team to work closely with officers and members as well as the potential operators. The designs evolved over a number of stages following feedback from those involved.
15. During this process particular consideration was given to ensuring that design priorities of the vision and the reasonable requirements of the future operator would be met without overproviding and unnecessarily increasing the budget cost.
16. For example, both the Green Room and Studio Space were located on the ground floor in an early iteration of the design. This meant that the venue would have to be built out further to accommodate them. By moving these onto the first floor, the preferred concept design discussed below has enabled the same level of provision without increasing the footprint of the building.

CONCEPT DESIGN

17. The concept design presented for approval is the one that best matches the Council's vision for the remodelled venue and supports the requirements of the preferred operator. The following is an overview of the main aspects of the building. More detailed information and designs are available in Appendix A to this report.
18. **Main Auditorium: 808-seats**, with retractable seating on the ground floor and fixed balcony seating on the first floor. The stage depth will be 8.2m increasing to 10m with stage extensions. This is considerably deeper than the current 6.2m depth. This stage size combined with a Flytower/Fly-system that will allow quick changes of scenery will help attract a greater range of professional productions, whilst still meeting the needs of the current users of Ferneham Hall.
19. **Foyer and Interval Space:** The foyer size will increase compared to the current space in Ferneham Hall. It will be more open and welcoming, with space for small pop-up exhibitions. A café with kitchen and servery tailored to the needs of the operator will operate throughout the day on the ground floor, with an additional outdoor seating area available. The foyer space continues up to the first floor, where there is also a bar area with terrace.
20. **Secondary Performance Space:** The 120-capacity room will have demountable seating alongside a projector and screen. This means that the space is fully flexible, allowing uses such as cinema screenings, conferences, performances, dance and community meetings.

21. **Studio Space:** Located on the first floor, the 25-person capacity studio will accommodate a range of activities e.g. yoga, dance, exhibitions and conferences.
22. **Community facilities:** A large flexible meeting room for hire will be provided on the ground floor. Community groups and organisations will also be encouraged to hire both the studio space and secondary performance space.
23. **Changing facilities:** A large green room alongside a number of accessible changing rooms will be provided to cater for performances involving high numbers of participants e.g. dance schools.
24. **An accessible venue:** Fully accessible toilets and changing rooms will be provided, alongside an accessible lift to the first-floor area. Customers in the main auditorium will be able to choose from a number of accessible seating locations on both the ground and first floors.
25. The concept design presented would enable the remodelled venue to operate as a busy community arts and entertainment centre which includes daytime and evening activity, seven days a week. Appendix B to this report contains more detail on how well the concept design matches the Council's vision.

FINANCIAL IMPLICATIONS

26. The project budget cost has been developed alongside the concept design. As mentioned earlier, significant work has gone into ensuring that the remodelled building achieves the Council's vision but does not overprovide.
27. The overall cost of the project would be £12.35m, which allows for the construction costs, professional fees, fixtures, fittings, audio visual equipment, etc and a project contingency of 5%, recognising the risks and uncertainties associated with such a project.
28. The budget cost reflects the nature of the bespoke remodelling project, the Council's ambitious vision and the need to provide a facility that can eventually break even and generate income for the Council.
29. As this is a borough-wide facility, it is proposed that funding for the remodelling project will be provided by current and future Community Infrastructure Levy (CIL) receipts. CIL receipts are a charge which is levied on certain new development in the area. In addition, potential grant opportunities provided by external organisations are currently being explored to supplement the CIL contributions.
30. The Council's CIL reserve currently stands at £4.7m. Funding of the project will therefore require the Council to commit future CIL receipts of £7.65m to the project.
31. Based on the anticipated level of development within Fareham, it is projected that it will take between 5-8 years to receive sufficient CIL receipts to cover the project cost. Therefore, it is proposed to supplement the current CIL reserve of £4.7m with prudential borrowing of £7.65m, to enable the project to commence early in 2020.
32. This approach would result in a new financial pressure on the General Fund of between £330k (over 5 years) to £500k (over 8 years), which equates to approximately £65k p.a. Savings would therefore need to be secured to meet this new financial pressure, which could be derived from the future management arrangements of the new venue, or by utilising some funding from other community-related budgets. This will be incorporated

into the Medium-Term Finance Strategy in the coming months.

33. Finally, as would be expected of an investment this significant, the commitment of future CIL receipts will restrict the Council's ability to fund other new community-related projects that would ordinarily utilise CIL. It will not, however, have any impact on the community-based schemes (such as play area improvements) that are already approved in the Council's capital programme, or other schemes that can be self-financed.

NEXT STEPS

34. If approved, a planning application based on the concept design will be submitted in the Autumn, with Ferneham Hall then closing for decommissioning and then remodelling works following the end of the pantomime run in January. The remodelled venue is then scheduled to reopen in Spring 2022.

CONCLUSION

35. Transforming Ferneham Hall into a new arts and entertainment venue with a community focus is a corporate priority for the Council. A concept design has been developed which meets both the design priorities outlined in the Council's vision for the new venue and the needs of the preferred operator. The total cost of the remodelling project is £12.35m.
36. Members are invited to approve the concept design and project cost as well as allocate project funding through a combination of current and future CIL receipts, supplemented by prudential borrowing.

Enquiries:

For further information on this report please contact Lindsey Ansell (Ext 4567)

Ferneham Hall – Brief Alignment 

1. The Vision
2. Concept Design – Brief alignment review

'We want to provide a **busy community arts and entertainment centre** which includes daytime and evening activity, seven days a week. We believe that this can be achieved through the provision of **smaller, flexible, meeting spaces, improved catering areas and possibly a flexible studio space and secondary, smaller performance space.**

The stage and seating in the main auditorium need to be the right size and design to attract a good range of touring productions as well as being available for hire to local amateur groups. We would like to see a more **dynamic and innovative approach to programming to attract a wider range of customers** to the venue. The annual pantomime is popular and we would like to see this retained and developed as part of the overall programme.

We want the interior and exterior of the building to be **attractive, modern and welcoming, and complementary to the other new buildings within the Civic Quarter.**

The new venue will be more commercial in its outlook and we expect the annual operating costs to be low, with the ultimate aim of breaking even'.

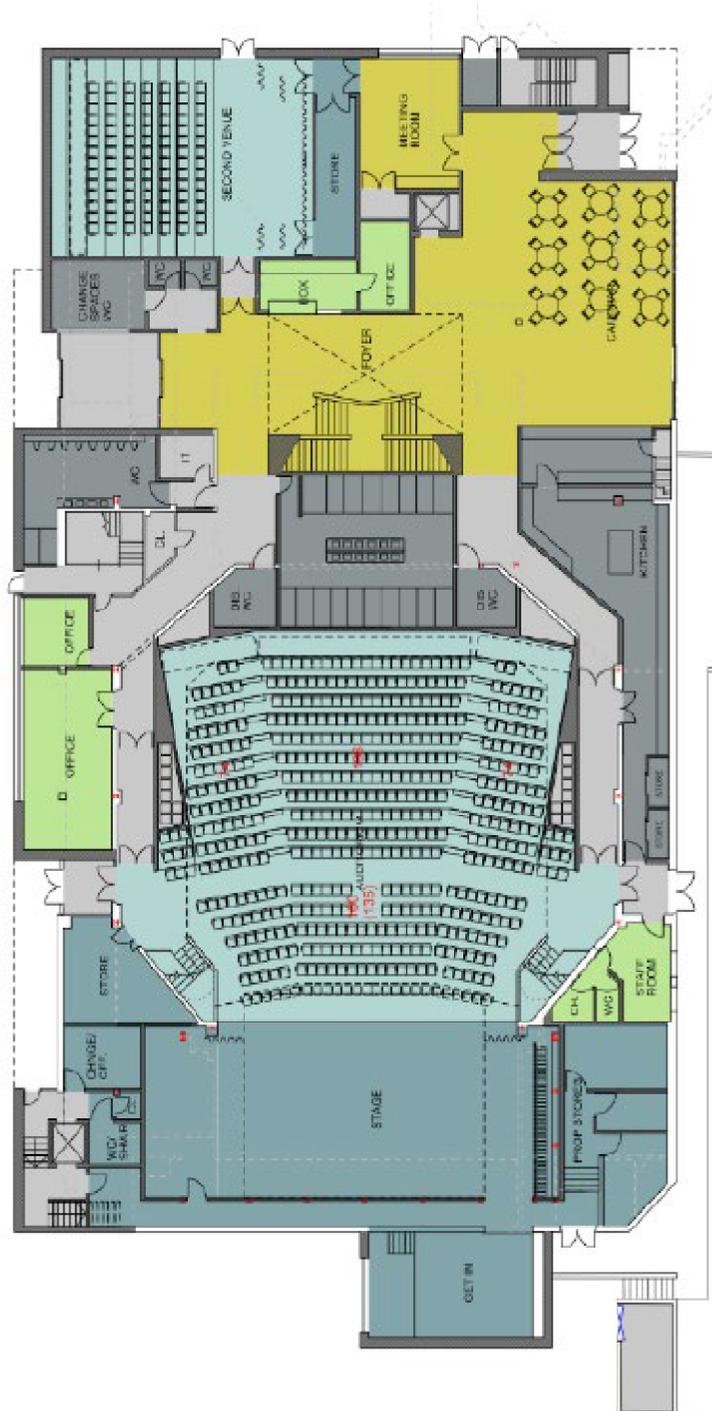


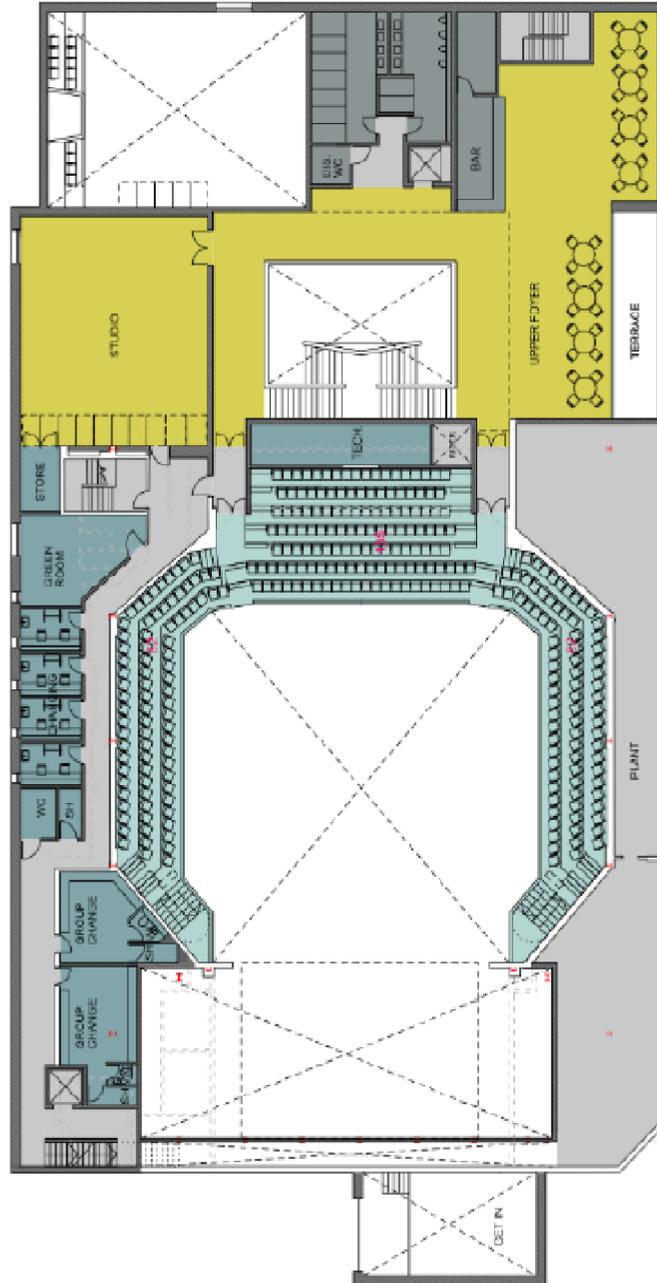
Concept Design

Brief alignment review

The Main Auditorium

“A Fully dynamic receiving and occasionally producing space”





The Main Auditorium



The Headline Brief	Meets the Headline Brief
Capacity of no less than 800 seats	808 seats (783 with extended stage). Design still to be refined. Seat width reduced to 500mm generally (from ~520mm).
Flexible auditorium layout to support various configurations to include, as a minimum: <ul style="list-style-type: none"> - Thrust Stage - In the round - Cabaret arrangement 	Capacity of 800+ for End On Layout only. The required layouts are achievable with additional rostra and loose seating, but will reduce capacity significantly. Theatre in the round not easy to achieve.
Main auditorium does not preclude any performance types; from community amateur dramatics to fully dynamic professional receiving space	Upgrades to technical facilities suitable for amateur users and commercial operators. Note the acoustic does not support drama without amplification or good performance of classical music. These are as existing. Reduced depth flytower and stage may be a restriction / complication to certain shows. Quote from Vision: "We would like to see a more dynamic and innovative approach to programming to attract a wider range of customers to the venue. The annual pantomime is popular and we would like to see this retained and developed as part of the overall programme."
Downstage zone has been redeveloped to increase the stage depth	Fixed stage only increased from 6.2 to 8.2 meters. 10m possible with stage extension and reduction of 25 seats.

Technical Upgrades – Main Auditorium



The Headline Brief	Meets the Headline Brief
Flying system	Proposed counter weight system meets brief.
Show relay	Included.
Dimming and lighting control from various positions	Dimmers included. Lighting rigging positions from safe to use overhead catwalk bridges.
Gantries	
Control positions to meet the requirements of the operator and the performance programme	Control room size reduced from existing but sufficient.
Green room to accommodate a cast of 12 people, as a minimum	Green room size is on the small side. Space for basic kitchenette and seating for 12. Detailed brief requirements needed. Further potential green/changing space available by using the Studio.

Foyer & Interval Space

“The entrance foyer and arrival ‘zone’ should be welcoming and fully flexible. It may function as a gallery, host pop up retail outlets, provide a meeting venue and a place to relax, eat and drink and enjoy art in its plurality”



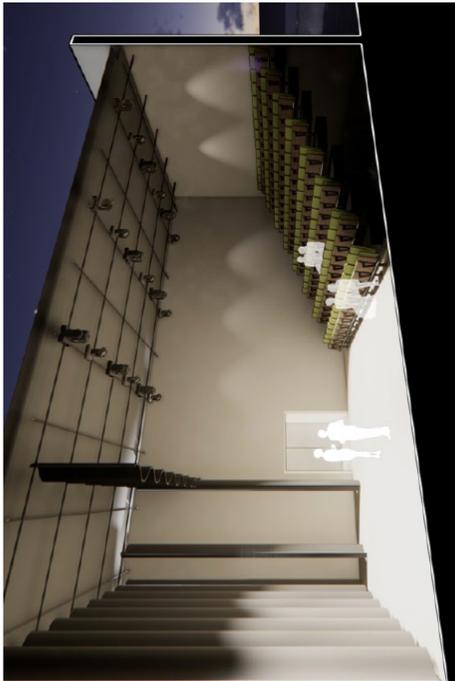
Foyer & Interval Space



The Headline Brief	Meets the Headline Brief
Provision of space for interval congregation	Foyer and bar spaces are approx. 470m2. This is less than the ~500-600m2 requested by operators, but it split into upper and lower foyers and can also include the Studio space if required for specific events.
Hosting the Box Office	Box office centrally located in new foyer.
Accommodate ticket collection	Assumed from box office at this stage.
General reception facility	Assume from Box Office or café out of Box Office hours.
Space for pop-up galleries and exhibitions	Limited space in main foyers for small pop-ups. Studio space available for larger exhibitions etc.
Lively, and welcoming to theatre patrons, artists and day time visitors	Well defined N and S entrances with south facing café. Dedicated sheltered stage door and group auditorium access point.
Considered to be the 'hub' of the new venue	Yes.

Second Space

*“Secondary space for exhibition, smaller
/ community performance with AV
capability to live stream or show films”*



Second Space



The Headline Brief	Meets the Headline Brief
Capacity for 120 seated on demountable tiered seating.	Yes, but total seating numbers dependent on location of aisle and control desk.
Room configuration to be completely demountable, including: Seating Stage Wings Theatre Tech	Yes this is a fully flexible space.
Consideration has been given to storage of FF&E.	Currently not enough space allocated for storage of all seating, rostra, equipment. Exact area requirements to be confirmed.
Allowance for projector and screen audio visual.	Yes, this is included. (Projector is within the space rather than in a separate room so may cause noise disturbance sometimes, although this can be mitigated with projector enclosure).
Second space room height and volume - minimum of 1.5 storeys but doesn't exceed 2 storeys.	Approx 6m.

Studio Space

“Active community space, bookable for a range of uses”



Studio Space



The Headline Brief	Meets the Headline Brief
Class capacity of circa 25 people.	Space is large enough 3 rows of 8 (24) yoga mats plus teacher or dance class of 15 – 20.
Cater for a range of classes - from mindfulness to ballet.	Space can accommodate wide range of activities.
Acoustic separation provision.	High separation provided between second space and studio which enable most events to proceed without mutual disturbance. Very high noise level events will have to be managed to avoid disturbance.

Food & Beverage

“To be developed with the operator. It is expected at this stage that the daytime provision will be café style ‘grab and go’ offering, possibly franchised. Additional hospitality space or bars will provide pre-theatre F&B and Interval refreshments”

Food & Beverage



The Headline Brief	Meets the Headline Brief
A small service and preparation kitchen with appropriate food storage.	~75m ² kitchen and servery provided, in response to operator catering aspirations.
Catering to focus on re-heat options and cold food options.	Space available for full kitchen.
Trained chefs are not a requirement.	Space available for full kitchen.
Interval bars are to service an auditorium at full capacity.	Cafe and first floor bar should be sufficient. Shelf for pre-ordered drinks also provided.

Meeting & Administrative Space

*“Formal bookable space and operator
management suite”*

Meeting & Administrative Space



The Headline Brief	Meets the Headline Brief
A number of meeting rooms to be provided, ideally flexible to accommodate various uses.	A single large (30m2) meeting room provided.
Capacity for 12 nr seated in conference style.	Yes.
Flexible office / administrative space required for 20 staff.	Space for around 10 - 15 workspaces.
Non-public facing staff breakout space anticipated.	Staff rest/changing room associated with catering.

Adjacencies

The Headline Brief	Meets the Headline Brief
<p>Each space to operate independently from one another.</p>	<p>Three main venues can operate independently. Sufficient acoustic separation is provided between venues such that they can each operate independently and without mutual disturbance for the majority of events. For events with very high sound levels, some management of mutual events will be required.</p>
<p>Zoning considerations should be extended to MEP, Security and Management for each space.</p>	<p>Noted and will be developed in the next stage.</p>
<p>Audience and user interfaces of each space must be carefully managed and orchestrated to derive a positive sense of activity without impacting the experience expectation of different users.</p>	<p>Two storey foyer helps segregate potential audiences. However GF Foyer will be shared between two main venues.</p>
<p>A positive sense of arrival is essential - foyer with box office / reception and interval congregation should be attractive, modern and appealing in both daytime and night operating modes.</p>	<p>We believe this is achieved in the current design.</p>
<p>Circulation and common space may additionally support exhibition, some controlled activities, overflow and waiting and as a destination to meet and socialise in and of itself.</p>	<p>The foyers can operate in this manner but the space will be very full when the main venues are in use.</p>

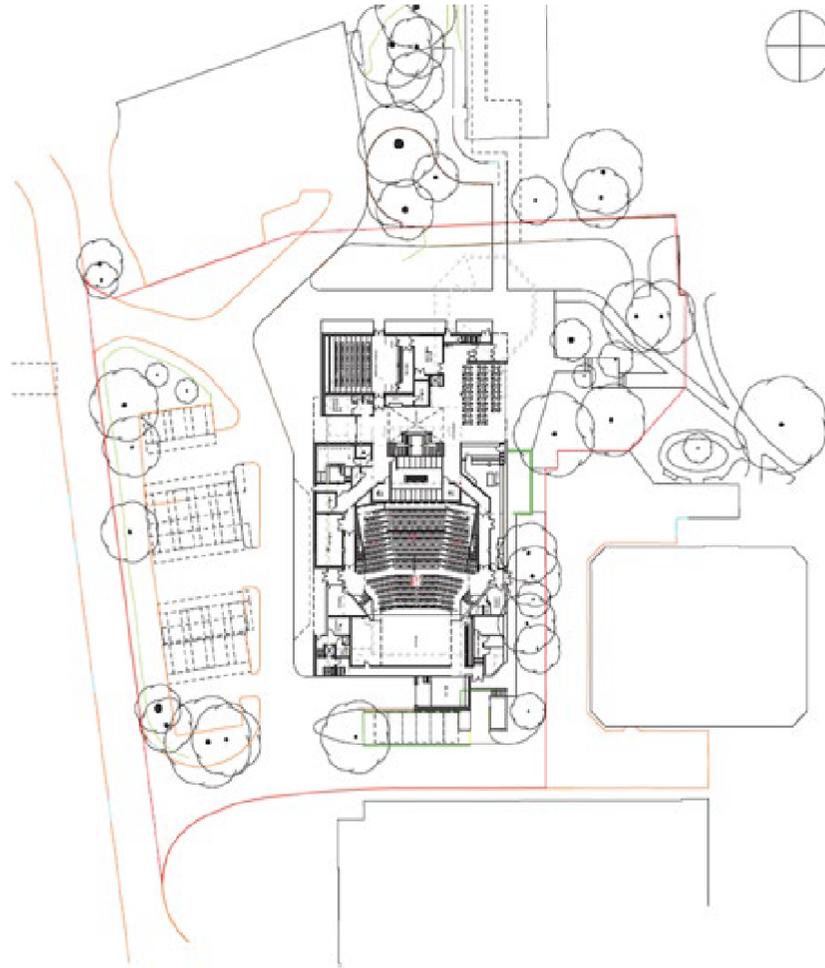
Welfare & Toilets

Welfare & Toilets



The Headline Brief	Meets the Headline Brief
<p>WC strategy to be developed to ensure it is inclusive and appropriate. Gender, Equality Act and age appropriate for, performers, staff and visitors.</p>	<p>Complies with relevant guidance and includes changing spaces provision.</p>
<p>Consideration should be given to proximity to performance spaces and F&B outlets.</p>	<p>Good distribution of facilities.</p>
<p>Each performance space is likely to require at least one fully accessible male and female changing area. Washing facilities to be confirmed. The main auditorium may have additional demands but consideration to be given to flexible adoption of meeting rooms or multi-function areas, possibly temporarily for larger productions.</p>	<p>Studio can double as temporary back of house space for large casts etc.</p> <p>Not a clear requirement in the brief. Feedback from client/operator: 4x small with ensuite (4 person) & 4x large (12 persons). Currently provided: 4 small (2 person) no ensuite & 3 larger rooms, to be developed by FCB.</p>

Hard & Soft Landscaping



Hard & Soft Landscaping



The Headline Brief	Meets the Headline Brief
<p>The audience and customer experience starts with their journey to the theatre. The outturn design must be cognisant of and contribute to the overall master plan for the civic quarter.</p>	<p>We believe this is achieved in the current design.</p>
<p>The landscape adjacent the hall may become an essential space to enhance the overall experience with external dining, meeting and socialising space integrated into the halls principle activities.</p>	<p>South facing terrace associated with the café.</p>
<p>Consideration should be given as to how the external space could contribute to the use of the venue and its annual programming to act as a draw through to the Civic Quarter.</p>	<p>Building could begin to exert its character on the garden space to the south if required.</p>

Appendix B - Vision and Concept Design Comparison

Vision	Concept Design
Around 800 seats	<ul style="list-style-type: none"> • 808 seats (783 with extended stage) • Accessible seat positioning
Improved cast/crew, stage and backstage areas	<ul style="list-style-type: none"> • Suitable for commercial and amateur • Stage depth increased from 6.2m to 8.2m. 10m with extensions but lose 25 seats • Stage depth and flytower size may impact on ability to attract certain shows • Green room size for 12 people
Secondary performance space of around 100 seats	<ul style="list-style-type: none"> • 120 capacity fully flexible space, with projector and screen
Flexible Studio space	<ul style="list-style-type: none"> • Capacity for 25 people and accommodates a range of activities
Community rooms for hire	<ul style="list-style-type: none"> • Single large meeting room • Flexible studio and Foyer also available for community use
Improvements to exterior including welcoming entrance	<ul style="list-style-type: none"> • Well defined entrances • South facing terrace for café use
Improved foyer and box office area	<ul style="list-style-type: none"> • 470m² split over two floors, with box office area, café and first floor bar
Improved audience facilities and accessibility	<ul style="list-style-type: none"> • 75m² kitchen and servery • Inclusive toilets provided • Inclusive lift between ground and first floor

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 26 September 2019

Portfolio:	Leisure and Community
Subject:	Award of Contract – Operator of Remodelled Ferneham Hall
Report of:	Director of Leisure and Community
Corporate Priorities:	Leisure Opportunities for Health and Fun

Purpose:

This report seeks approval to award the contract to operate the remodelled Ferneham Hall on behalf of the Council to the preferred bidder.

Executive summary:

The skill required to programme and operate the remodelled Ferneham Hall means that management by an experienced Leisure Trust operator is required. At its meeting on 9 July 2018, the Executive approved the procurement of an experienced operator to run the new venue.

A joint approach to procuring operators for Ferneham Hall and the Council's two Leisure Centres, Fareham and Holly Hill, was approved by the Ferneham Hall Project Member Working Group in August 2018.

This report seeks approval for the operator of the remodelled Ferneham Hall. A report will follow in November seeking approval for the appointment of an operator to run the two leisure centres.

Following a detailed procurement exercise, the two final bidders have provided submissions that offer a varied and high-quality programme of events and activities. Both will enable Ferneham Hall to be a vibrant venue with activity throughout the day and evening. The evaluation of the submissions and preferred bidder are provided in confidential Appendix A.

The Member Working Group agreed to the preferred bidder being presented to the Executive for approval on 4 September. The Leisure and Community Scrutiny Panel will be provided with a confidential presentation regarding the procurement process, tender evaluations and preferred bidder on 23 September. The comments of the Scrutiny Panel will be reported to the Executive at its meeting on 26 September.

Recommendation/Recommended Option:

It is recommended that the Executive agrees that:

- (a) the tender submitted by the contractor ranked 1st as set out in the confidential Appendix A to the report, being the most advantageous tender received, be accepted and the contract awarded to the company; and
- (b) the 2nd ranked contractor, as set out in the confidential Appendix A, be appointed reserve bidder.

Reason:

To allow Ferneham Hall to be run by a skilled and experienced Leisure Trust operator whilst ensuring the most economically advantageous deal for the Council.

Cost of proposals:

The Council will initially pay an annual contribution to the Trust. The venue is projected to break even in the fourth year of operation, following which an annual management fee will be paid to the Council.

Appendices:

A: Tender evaluation matrix and preferred bidder
(Confidential)

Background papers: File of Tender Responses

Reference papers: None

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date:	26 September 2019
Subject:	Award of Contract – Operator of Remodelled Entertainment Venue
Briefing by:	Director of Leisure and Community
Portfolio:	Leisure and Community

INTRODUCTION

1. At its meeting on 9 July 2018, the Executive approved the procurement of an experienced operator, alongside the Vision to remodel Ferneham Hall into a community arts and entertainment venue.
2. A Member Working Group (MWG) and an Officer Working Group were both established to oversee the procurement process alongside the development of designs for the new venue.
3. This report gives an overview of the procurement process undertaken to appoint an operator to run the remodelled Ferneham Hall. It then seeks approval for the appointment of the preferred bidder.

BACKGROUND

4. The remodelled Ferneham Hall is currently planned to reopen as a new community arts and entertainment venue in spring 2022.
5. The skill required to programme and operate the new venue, means that management by an experienced Leisure Trust operator is required. As well as having the appropriate skills and experience, a Leisure Trust also has more flexibility and freedom to seek external funding and would not be liable for the payment of Business Rates.
6. The Council will continue ownership of the asset and the Leisure Trust will manage it on the Council's behalf. This model has been successfully demonstrated at Fareham Leisure Centre and Holly Hill Leisure Centre, which are both under Trust management.
7. Initially, the Council will pay an annual contribution to the Trust. The venue is projected to break even in the fourth year of operation, following which an annual management fee will be paid to the Council.

PROCUREMENT STRATEGY

8. Experienced Leisure and Cultural Consultant, RPT Consulting was appointed in August 2018 to guide the procurement process. They had previously worked with the Council on the development of Holly Hill Leisure Centre, as well as on a wide range of publicly and privately-owned arts and leisure venues across the country.
9. Market research identified a number of key operators of arts venues that also operate leisure centres. This meant there could be potential savings from adopting a joint approach to procuring operators for Ferneham Hall and the Council's two Leisure Centres, Fareham and Holly Hill.
10. In September 2018, the MWG therefore agreed to a lot-based approach to procurement:
 - Lot 1: Manage the remodelled Ferneham Hall
 - Lot 2: Manage the two leisure centres
 - Lot 3: Manage both the new arts and entertainment venue and the leisure centres
11. Potential operators were able to bid for Lot One, Lot Two or Lot Three. They could also form consortiums with other operators.
12. This flexible approach would allow the Council to choose different operators for Lots 1 and 2. Lot 3 could be chosen if the same operator or consortium was the preferred bidder for both Lots 1 and 2. This would help ensure that the best operators would be chosen to run the two distinctive venue types in Lot 1 (community arts and entertainment) and Lot 2 (leisure centres).
13. This report seeks approval for the operator of the remodelled Ferneham Hall (Lot 1). A report will follow in November seeking approval for the appointment of an operator to run the two leisure centres (Lot 2).

PROCUREMENT PROCESS

14. When the opportunity was advertised in November 2018 there was a good level of interest from the market. The Council received four initial submissions from experienced operators wishing to manage the remodelled Ferneham Hall.
15. These four organisations were then asked to provide more detailed solutions between January and April 2019. Following evaluations of their submissions, the MWG agreed that two organisations would be asked to submit final tenders.
16. Final tenders were submitted at the end of July 2019. This followed a four-week extension granted to both organisations after a request from one of the potential operators.
17. Final tender evaluations took place during August, with officers looking for the most economically advantageous submission taking into account the bidders' proposed quality of service and commercial arrangements.
18. The MWG approved their preferred bidder (see confidential Appendix A) on 4 September 2019. The Leisure and Community Scrutiny Panel will be given the opportunity to comment on the procurement process, tender evaluations and proposed

preferred bidder when it meets on 23 September. These comments will be reported to the Executive at its meeting on 26 September.

19. If approved the new operator will be appointed and the contract finalised. The operator will continue to feed into design development to ensure that the new venue is best suited to their operations.
20. Having received a good submission from the second contractor, it is proposed that they be designated the reserve bidder until the contract with the preferred operator is finalised. This is standard practice and reduces the Council's exposure to risk.

FAREHAM BOROUGH COUNCIL EMPLOYEES WORKING AT FERNEHAM HALL

The venue will be closed for up to two years. This means that redundancy applies to the current employees working at Ferneham Hall. The HR team has been working closely with employees working at Ferneham Hall to support them and to identify suitable redeployment opportunities within the Council wherever possible.

FINANCIAL IMPLICATIONS

21. The tender submitted by the preferred operator is the most economically advantageous received and is projected to start paying the Council a management fee from the third year of operations onwards.

CONCLUSION

22. An experienced Leisure Trust operator is required to run the remodelled Ferneham Hall. Following an extensive procurement exercise, two high quality final tenders have been received. It is recommended that the most advantageous tender received, ranked 1st in the confidential Appendix A of this report, be accepted and a contract be awarded.

Enquiries:

For further information on this report please contact Roy Brown (Ext 4489)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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