



# Consultation Strategy

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**Leisure Development Programme**  
**Phase Two**  
**Kenilworth facilities**

Warwick District Council and Mace  
September 2018

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# Introduction

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# Introduction & Context

This Consultation Strategy document aims to provide Warwick District Council (WDC) with an outline proposal for RIBA stage 0 - 1 Consultation.

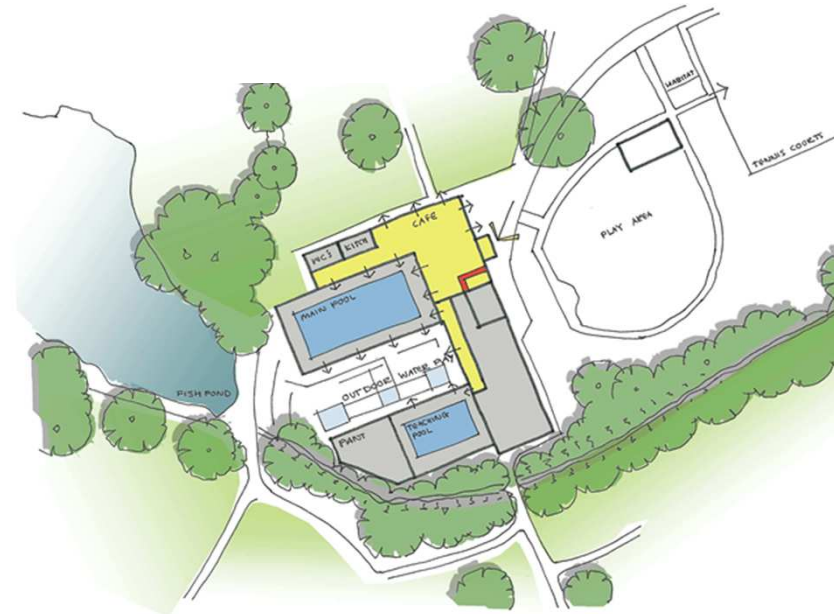
Engaging with the local community is of growing importance within the planning system. Notwithstanding the emerging statutory requirement to consult at pre-application stage, consultation has been considered best practice for some time.

Due to the nature of the project to date and the various outline proposals that have been developed the design team and WDC feel it is important to undertake initial internal and external consultations to ensure the most suitable facility mix is taken forward to RIBA stage 2.

The consultation undertaken at this stage will be done so as to ensure an appropriate facility mix at both Castle Farm and Abbey Fields is progressed. Consultation activities that have been set out and proposed in this document will seek to collect feedback with regards to the options developed from various user groups, stakeholders and members of the wider public. The final strategy

will need further agreement from WDC.

This exercise and the information it produces will be critical in ensuring the facility mix at Castle Farm & Abbey Fields meets the needs of both the Council and the end user, whilst ensuring that design best suits its external environment.



# Project Background

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# Background

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Mace and the wider design team have been working with WDC to identify potential refurbishment, remodel and new build opportunities at two existing leisure facilities in Kenilworth, Warwickshire.

During this process the design team have produced nine options across the two sites. The team has focused on creating schemes that strengthen the current leisure sites, with emphasis on making the environments more usable and functional for the surrounding community.

Options developed during RIBA stage 1 were as follows:

## Castle Farm

- Option 1 – Remodel & Extension
- Option 2 – Part New Build
- Option 3 – New Dry Facility
- Option 4 – New Wet & Dry Facility

## Abbey Fields

- Option 1 – Enhanced Water Facilities
- Option 2 – Enhanced Water Facilities Plus
- Option 3 – Family Facilities
- Option 4 – Family Facilities with Retained Outdoor Pool
- Option 5 - Retained Wet Facilities With Improved Café & Changing

Upon completion of this exercise options were reviewed with WDC and additional options were added, these were as follows:

## Castle Farm

- Option 3a & 4a – Similar mix to option 3 & 4 but with the addition of a further external building for use by scouts group.

## Abbey Fields

See over

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# Project Background

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## Abbey Fields

- Option 1a – revised option provides a more operationally friendly environment.
- Option 4a - Revised option provides a mixture of options 3 & 4 providing an indicative family center that could provide a range of facilities.
- Option 6 – an additional option that provides a full repurposing of Abbey Fields.

Upon final agreement of the relevant options across the two sites, Mace developed a scoring matrix that assessed each option based on a selection of specific criteria. The criteria and sub criteria were assigned a weighting in line with the client brief and project requirement. The matrix scored each option out of 100, with the higher scoring options being recommended for initial internal and public consultation.

Mace's initial recommendation was for the following facility mix options to be taken forward to initial public consultation:

## Scenario A:

Castle Farm Option 4a – Score 87:00

Abbey Fields Option 4a – Score 65:00

## Scenario B:

Castle Farm Option 3a – Score 83:50

Abbey Fields Option 4a – Score 62:00

However, all options with the exception of CF01, CF02 & AF01 were to be taken forward by WDC for an internal review prior to a decision being made on the options that would be presented to the public and user groups for initial consultation.

CF01, CF02 & AF01 have been omitted from the process prior to any stakeholder consultation due to their relatively low scores, when assessed against the brief and project criteria.

WDC officers will make a recommendation to the Executive as to how the selected options are presented for public consultation. The options must be presented in a coherent manner in order to avoid confusion and to ensure genuine and flexible choice. This recommendation is shown on the following slide.

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## Summary of options

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The options will be presented to the public in the following manner. Please note that the options have been re-named and re-numbered in order to simplify the presentation to the public.

### Castle Farm

- **Option CF1 – New dry-side leisure centre**

An entirely new sports hall, gym, studios and related 'dry-side' facilities is constructed at Castle Farm. The Scouts are re-located elsewhere

**OR**

- **Option CF2 – New dry-side facilities with Scouts**

The new 'dry-side' facilities are accompanied by a separate building for the Scouts on the Castle Farm site

**AND**

### Abbey Fields

- **Option AF1 - Enhanced water facilities**

The current indoor pool is retained. A new indoor teaching pool and outdoor water play facilities replace the outdoor pool

**OR**

- **Option AF2 – Enhanced café and changing**

The current indoor and outdoor pools are retained. The café and changing areas are enhanced



# Consultation Approach

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# Approach

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## Consultation Type

The primary objective of the consultation process at this stage of design will be to obtain feedback from the general public, stakeholders and user groups about their preferences for the facility mix across the two sites.

As there are a selection of options available, it is important that the council ensure the key messages are fixed prior to the commencement of any consultation process.

The following messages will be of importance when consulting various stakeholders:

The Council is seeking -

- Modern Facilities, fit for purpose, with flexible spaces
- Sustainable and flexible facilities
- Engaging current and new users in healthy lifestyle choices
- Value for Money, fair pricing and long-term financial stability

WDC will need to ensure the consultation messages are fixed, and that they are in agreement with the above.

This consultation will be undertaken on the basis that stakeholders, the general public and user groups are all presented with a number of options, and comments are received and analysed.

However, the final decision on the options to be taken forward to the next stage of the design process will remain with the Council. Public, stakeholder and user group opinion will be balanced with financial, planning, operational and other relevant considerations in order to make a decision on the options to be selected.

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# Approach

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There are a wide range of methods of consultation which could be used in this consultation process. The list below provides an indication of some of the consultation tools available, which can be used in isolation or pooled together as part of a larger consultation.

## **Printed media**

Setting out information for proposals in a written format, ranging from an invitation to an event, to publications presenting information about a scheme and including questionnaires. The distribution area needs to be carefully considered to ensure enough residents are contacted about the proposals.

## **Meetings**

Meetings with local residents or interest groups provides an opportunity to explain the scheme on a large-scale basis to a wide audience. However, sometimes larger meetings do not provide an opportunity for all residents to voice their concerns as there is limited time and often a small number of vocal residents or interested parties can cause the meeting to focus on limited issues.

## **Exhibitions**

Exhibitions provide an opportunity to engage directly with the public and explain the scheme on a one-to-one basis with interested residents. The extent of an exhibition will need to relate to the scale of development, larger schemes may need to run exhibitions for several days or even exhibit from several venues, or as touring roadshows.

## **Digital media**

Providing an online presence via a dedicated (or hosted) website allows people to review information about a proposed project. In addition to a more traditional website, the use of social media such as Facebook, Twitter or Instagram can allow a different group of people to engage with proposals.

## **Workshops**

Workshops allow a more hands-on approach for residents and local groups to engage with a proposed development. The format of workshops will vary depending upon the type of issues which are being addressed but they can range from a round table discussion of issues to a more design-focused event.

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# Approach

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The above have all been considered by Mace and the Council when developing an outline consultation strategy that is discussed further within the next section.

As the consultation will be design focused it is proposed that a blend of meetings, exhibitions and digital media are used. All methods of consultation will be crucial in gaining a balanced understanding of stakeholder opinion.

In order to capture any public and stakeholder opinion the team and WDC will need to develop a questionnaire and/or a feedback form.

The questionnaire or form will be centred mainly around opinion on the facility mix options presented. This will be fixed once WDC have sought internal approval to progress to consultation.

Additional to any feedback from the community on the preferred facility mix there is an option to develop a questionnaire that focuses on perceived requirements for users, stakeholders and the public. These questionnaires should be structured and contain close ended questions as these will be questions that ask respondents to choose from a distinct set of pre-defined responses, such as “yes/no” or among a set of multiple choice questions. These will then allow the team to gather quantitative data from respondents.

Any questions on forms or questionnaires will need to be developed and agreed with both WDC & Everyone Active.

# Outline Strategy

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# Strategy

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The following strategy takes into consideration previous discussions with WDC and the information set out in section 3. The following set of bullet points set out the initial consultations strategy, key elements have then been discussed in more detail.

## Outline Strategy

- WDC take all selected options at CF & AF to Executive for approval
- Kenilworth Town Council Briefing (WDC)
- Facility Mix options for presentation are fixed by WDC.
- DB3 create consultation displays for meetings and standing exhibitions
- Executive confirms stakeholder engagement list for consultation process
- Initial **questionnaire** is produced in readiness for meetings and issued to user groups
- Digital Survey also established to ensure inclusivity.
- Public are informed by **leaflet** that a public consultation event will be undertaken on a set date or dates
- Prior to the public consultation two standing **exhibitions** will be established at both AF & CF. These will be staffed for one day
- Consultation ends and results quantified and reported back to WDC

## Approval

Once WDC have reviewed options they will need to inform Mace and DB3 of the options to be taken forward.

## Presentation Boards

Once WDC have fixed the facility mix options being taken forward DB3 will create consultation boards illustrating the different options available across the two sites.

## Stakeholder Map

The proposed list of stakeholders is included in the report to Executive. Upon confirmation of the required consultees, the Council and Mace will establish a Stakeholder Map. The map will set out the strategy for engaging with the identified consultees and relevant stakeholders. The map will allocate responsibility for each engagement, define the form that the engagement will take and what it is intended to achieve, as well as setting out how that engagement will be monitored and how any feedback will be processes. An initial Stakeholder Map has been included on page 16.

# Strategy

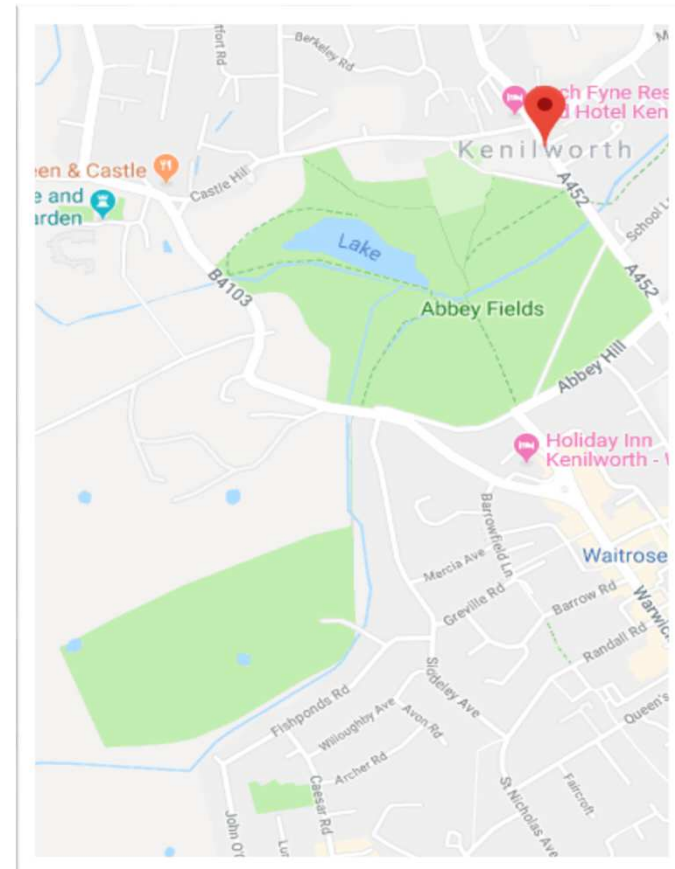


## Questionnaire & Digital Feedback

As stakeholders are identified WDC will need to develop a selection of questions that they feel will provide them with the most relevant feedback for the options being presented to stakeholders and the public. Once questions and feed back criteria have been established a digital system will be set up to allow responses to be collated and assessed in real time.

## Informing Stakeholders & the Public

In line with the initial stakeholder map, members and current users of the two facilities will be directly engaged at manned static exhibitions at both Castle Farm & Abbey Fields (time and dates TBC). General members of the public and local community will be engaged at a one day static event at an appropriate venue. The event will be staffed by members of the project team and project board. The best way to inform the immediate local community is to undertake a **letter/leaflet drop**. The area for a drop will need to be confirmed by WDC but an initial proposed area can be seen on the right of this page. Any letter drop will need to be undertaken by WDC.



## Example Stakeholder Map – see separate list



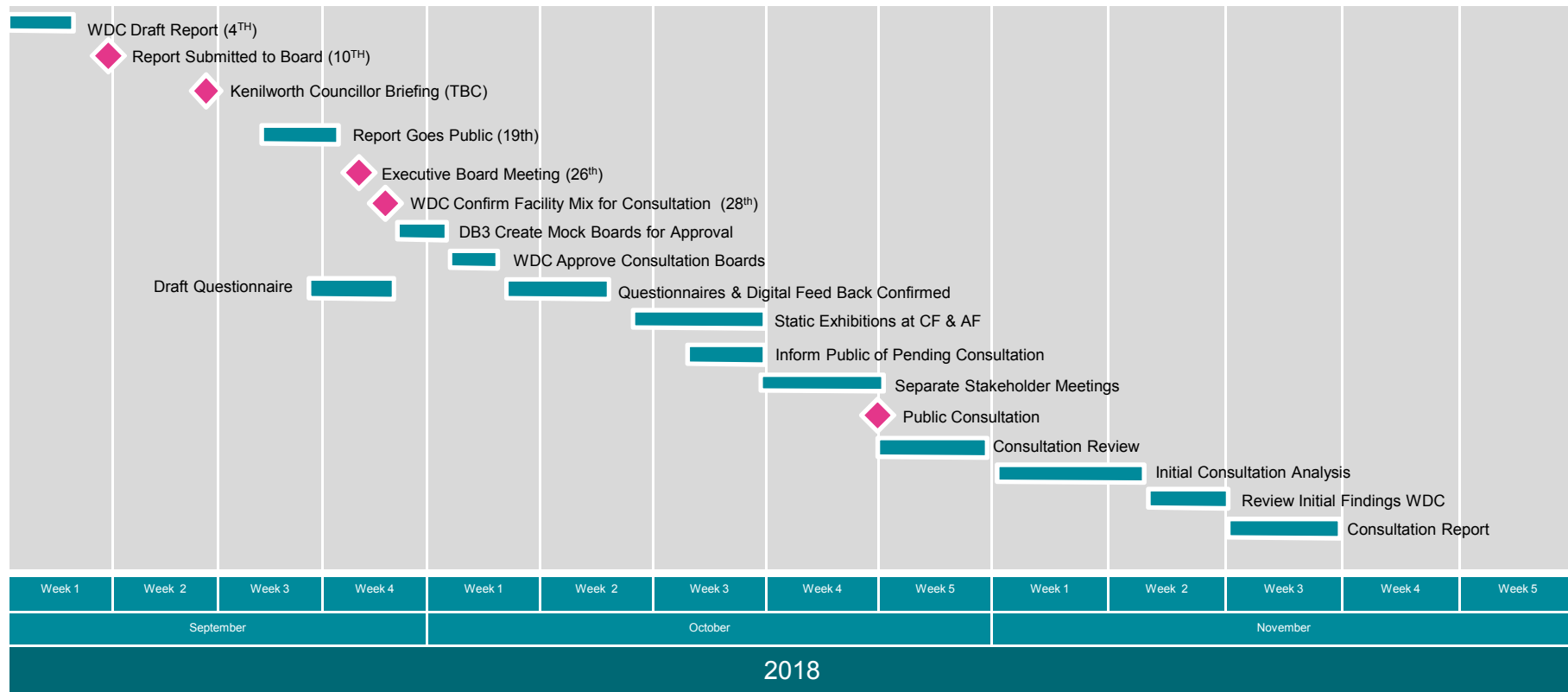
Key Stakeholders	Consultees	Engagement Type	Responsibility
Internal Stakeholders	• Executive	Direct Briefing	WDC
	• Councillors (Kenilworth)	Direct Briefing	WDC
	• Cultural Services	Direct Briefing	WDC
	• WDC Development Services	Direct Briefing	WDC
	• Neighbourhood Services	Direct Briefing	WDC
External Stakeholders	• User Groups	Static Exhibitions	ALL
	• Historic England	Direct Briefing	Mace
	• Kenilworth School	Direct Briefing	WDC
	• Kenilworth Town Council	Separate Meeting	WDC
	• Kenilworth Sports Clubs	Invite Public Consultation	ALL
	• Local Primary Schools	Direct Briefing	WDC
	• Kenilworth Scouts	Separate Meeting	WDC
	• Café	Static Exhibitions	WDC/EA
	• Friends of Abbey Fields	Invite Public Consultation	ALL
Public and community	• Public & Community	Invite Public Consultation	ALL



# Programme

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# Consultation – Draft Programme





working with



on the Leisure Development Programme