

Sports & Leisure Strategic Approach

Martello Lakes & Hythe Pool Redevelopment

OSC 26 May 2026

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Recap: Strategic Approach to Sport & Leisure (1)

- New Sport & Leisure Strategy to be developed to support next Local Plan.
- Ahead of a new strategy there are strategic issues which require to be addressed now:
 - Swimming provision in the district
 - Future of Hythe Pool (the subject of a separate piece of work)
 - Land available at Martello Lakes for sport, leisure and community use
- The strategic approach was considered by Overview & Scrutiny Committee in January 2026.

Recap: Strategic Approach to Sport & Leisure (2)

- Cabinet agreement to £2.4M grant to the Sports Trust to support reopening of Folkestone Sports Centre swimming pool.
- Approach to the redevelopment of Hythe Pool received positively by OSC. Design work underway and due to report to OSC in May and Cabinet in July (for decision to progress preferred redevelopment option).
- Martello Lakes £5.5M S106 contribution received by Council (allocated to Folkestone Sports Centre Trust and Hythe Pool redevelopment).
- Further analysis of potential uses for land at Martello Lakes undertaken.
- The reserved land at Martello Lakes site is not considered suitable to accommodate a new leisure centre / swimming facility due to the limited catchment (and corresponding population served) in comparison to the Otterpool Park site.
- Alternative sports uses for the reserved land at Martello Lakes have been considered by The Sports Consultancy.

Martello Lakes

Martello Lakes: Overview & Scrutiny Committee (1)

In relation to Martello Lakes site OSC feedback was:

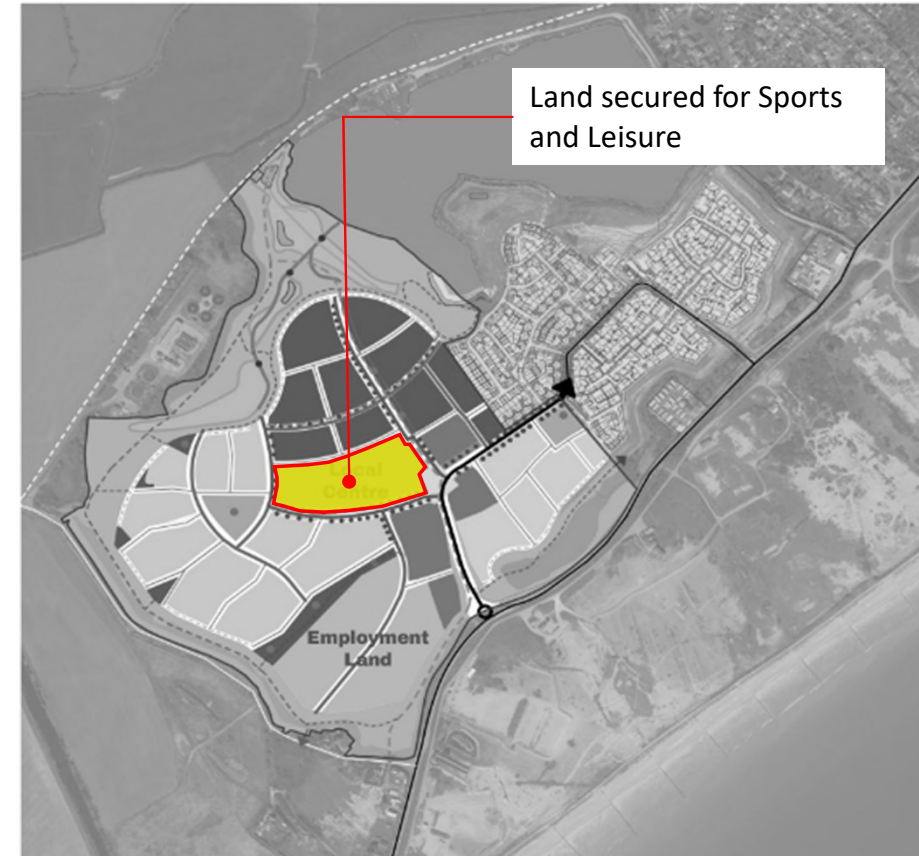
- Concern about the limited availability of swimming and leisure facilities for Romney Marsh communities, and the distance residents must travel to access provision in Hythe, Folkestone or neighbouring districts.
- Recognition that analysis does not support the site as suitable for a swimming pool due to catchment considerations but supportive of further work to assess alternative sport, leisure and community uses.
- Suggested that Marsh Academy could offer a potential opportunity for future provision, including the possibility of a smaller scale swimming or leisure facility, building on recent investment in sports infrastructure at the site.
- Noted that Martello Lakes is a rapidly expanding residential area with limited access to community, sport and leisure facilities, and emphasised the importance of securing a facility to support community cohesion.
- The Council's ambition here should not be small in scale and we should be thinking of provision at scale.

Overview & Scrutiny Committee (2)

- Expressed support for acquiring the Martello site for community use, with suggestions focusing on smaller scale, multi use provision such as the sports pavilion in Hythe.
- Recognised that the sport & leisure strategy being developed as part of the next Local Plan will provide a clear framework to assess current provision, future need and potential opportunities for Romney Marsh.
- Welcomed that a report setting out options and recommendations for the Martello Lakes site will be brought back to Committee for further consideration.
- Consultation, including the Youth Forum, is important.

Land at Martello Lakes

- Outline permission was granted for 650 dwellings, of which 200 have reserved matters approval and are being built by Vistry Homes. A reserved matters application for 400 dwellings has been submitted by BDW.
- The s106 includes provision for the Council to be given a parcel of land for sport, leisure and community use. This is identified edged red with yellow infill on the plan.
- The Council must decide to take the land by **October 29 2026** and this will then require a Reserved Matters planning application to be submitted by **29 October 2027**.



Martello Lakes Framework Plan (approved 650 dwellings)

Martello Lakes: Proposed Sports & Leisure Development

- Following consideration of feedback from OSC and further analysis of potential site uses by The Sports Consultancy, the proposed facilities mix is based on provision for racket sports, junior football and community use:
 - 4 uncovered or covered padel courts
 - 2 multi use tennis courts
 - Junior grass football pitches
 - Changing facilities
 - Community studio / multi purpose room
- Note: there is currently strong commercial interest in the provision of padel courts.
- Estimated capital cost is £2.5M
- Estimated costs of feasibility study and Reserved Matters planning application is £250k.

MARTELLO LAKES RACKETS SPORTS APPRAISAL

Executive Summary

FACILITY MIX

Based on the needs assessment, the following facility mix was identified as potentially suitable for the Martello Lakes site:

- 4x outdoor uncovered floodlit padel courts
- 2x multi-use floodlit macadam tennis courts
- Flexible grass youth football pitches
- Temporary container pavilion
- 30-space car park

TEST OF FIT

Utilising CAD and GIS software, it was determined that the above facility mix would fit on the site.

Key

Blue area – site allocation

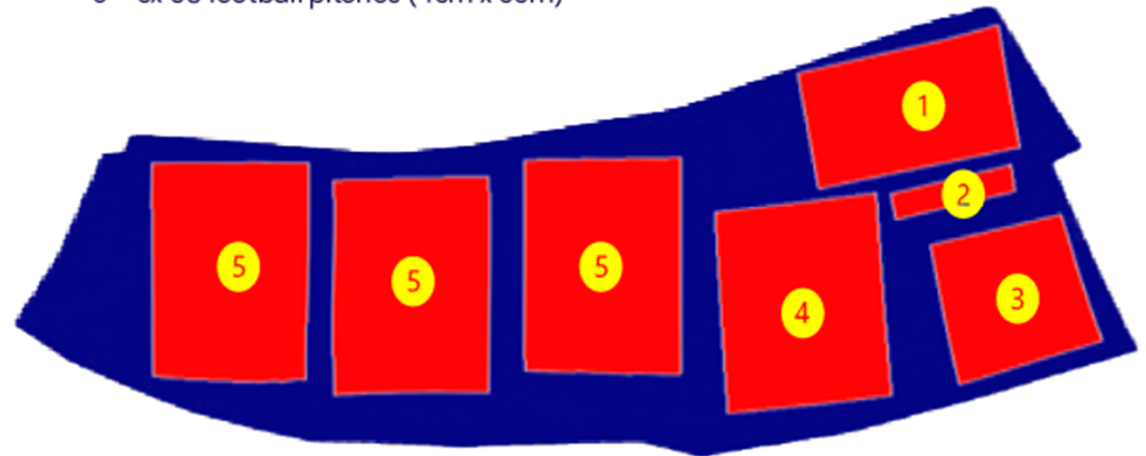
1 – 4x padel courts with run off (48m x 28m)

2 – Container pavilion (24m x 5m)

3 – 30-space car park (30m x 30m)

4 – 2x macadam tennis courts (37m x 34m)

5 – 3x U8 football pitches (43m x 33m)



Feasibility Stage

- **Feasibility Study**

- Detailed design to RIBA Stage 3
- Refinement of facility mix and layout.
- Refined capital costing
- Consideration of management options and operating model
- Initial business planning and revenue assumptions
- Recommended delivery route and operating model

Note: RIBA Stage 3 will be required for Reserved Matters application.

- **Consultation / Engagement**

- Undertake consultation with Hythe Town Council, Youth Forum, local stakeholders and the community to inform detailed design and facility mix.

Draft Recommendations for Cabinet

It is recommended that Cabinet:

- Agree to secure land for the sport, leisure and community use comprising (1) padel courts, (2) multi use tennis courts, (3) junior grass football pitches, (4) community studio and changing facilities.
- Agree that a feasibility study including RIBA Stage 3 design, costing, business plan and operating model is commissioned.
- Agree that public and stakeholder consultation is undertaken to inform the design of the facility.
- Note that a further report will be presented to Cabinet with the outcome of the feasibility study (including consultation) and seeking agreement to submit a Reserved Matters planning application.
- Note that funding of up to £250k from approved 26-27 budgets will be utilised for the above.

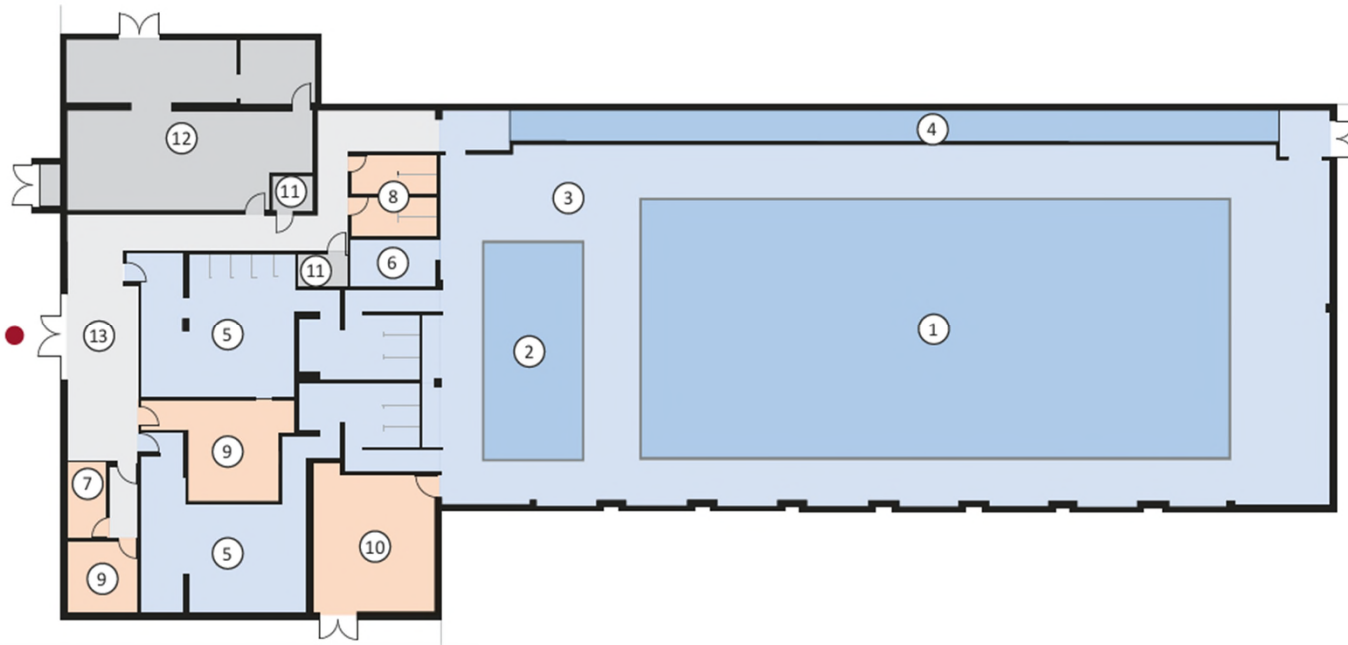
Martello Lakes - Timeline

Action	Date
Overview & Scrutiny Committee	26 May 2026
Cabinet	24 June or 22 July 2026
Feasibility Study	August 2026 (6 month programme)
Consultation	October - December 2026
Notice to Landowner of Council intention to secure land	29 October 2026
Cabinet (approval to submit RM application)	June 2027
Submission of Reserved Matters planning application	By 29 October 2027

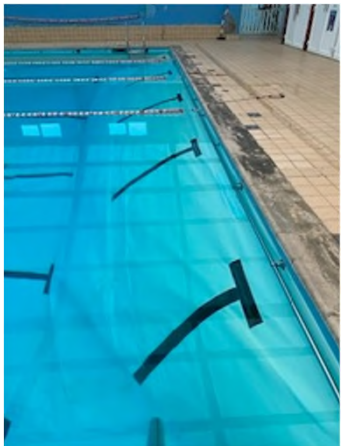
Hythe Pool Redevelopment

Options for Hythe Pool Redevelopment

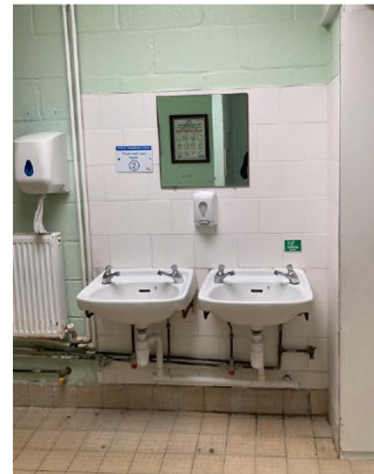
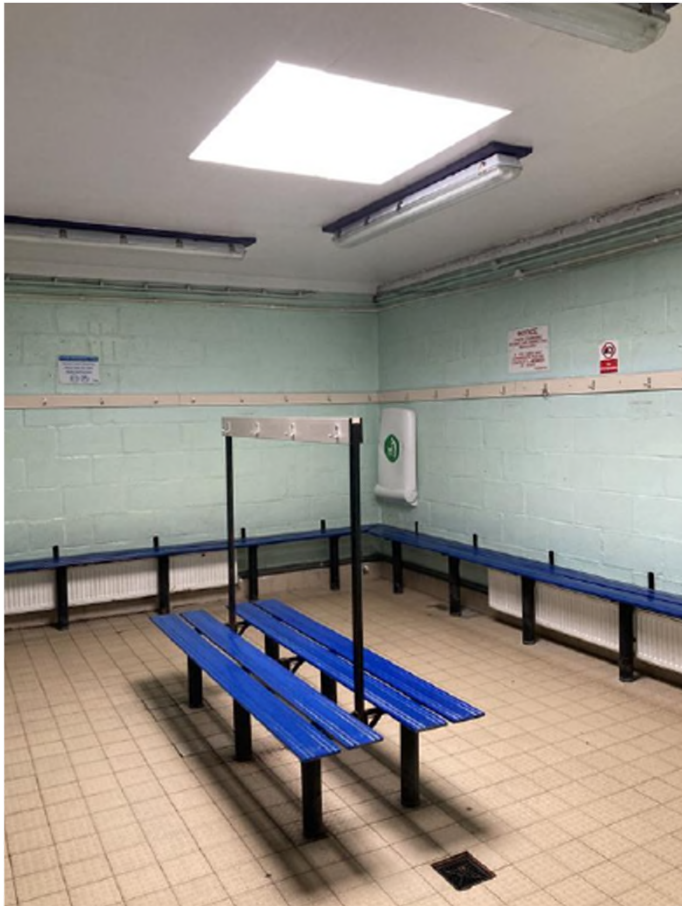
Current Layout



Hythe Pool - Current Condition - Pool Hall



Hythe Pool - Changing facilities



Hythe Pool - Plant Room



Hythe Pool - External



Commissioned Consultants

Alliance Leisure Services (ALS) has been appointed under the UK Leisure Framework to carry out RIBA 1 Feasibility Report.

The ALS Design Team includes:

- GT3 - Architects
- Hadron Consulting - Project Management
- The Sports Consultancy - Sport and Leisure Consultants
- Etec Group - Contractors

RIBA 1 (concept design) options

- Option 1 - Basic refurbishment
- Option 2 - Remodelled
- Option 3 - Remodelled fully electric
- Option 4 - Enhanced



AllianceLeisure

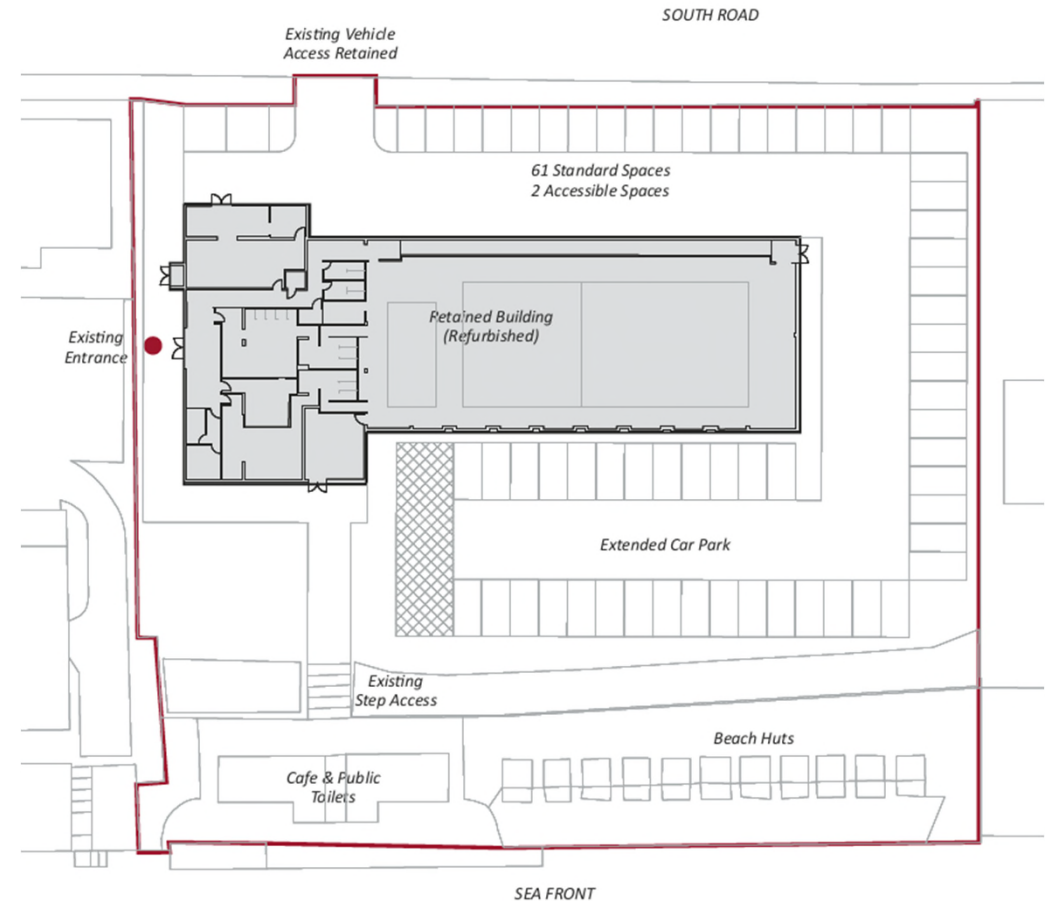


Option 1 - Basic Refurbishment

- This is considered the baseline option for general maintenance and repair
- Full refurbishment of pool hall, changing rooms, reception, staff welfare and plant room
- External envelope/roof repairs
- Retains existing reception and changing room layout with no remodel or extension proposed
- Car park extension
- Gas to remain to site

Indicative budget for build costs

- **Option 1 - £4.0m**

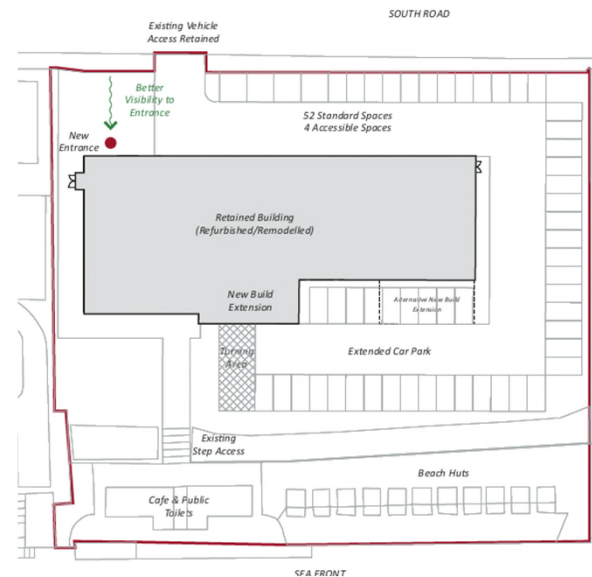
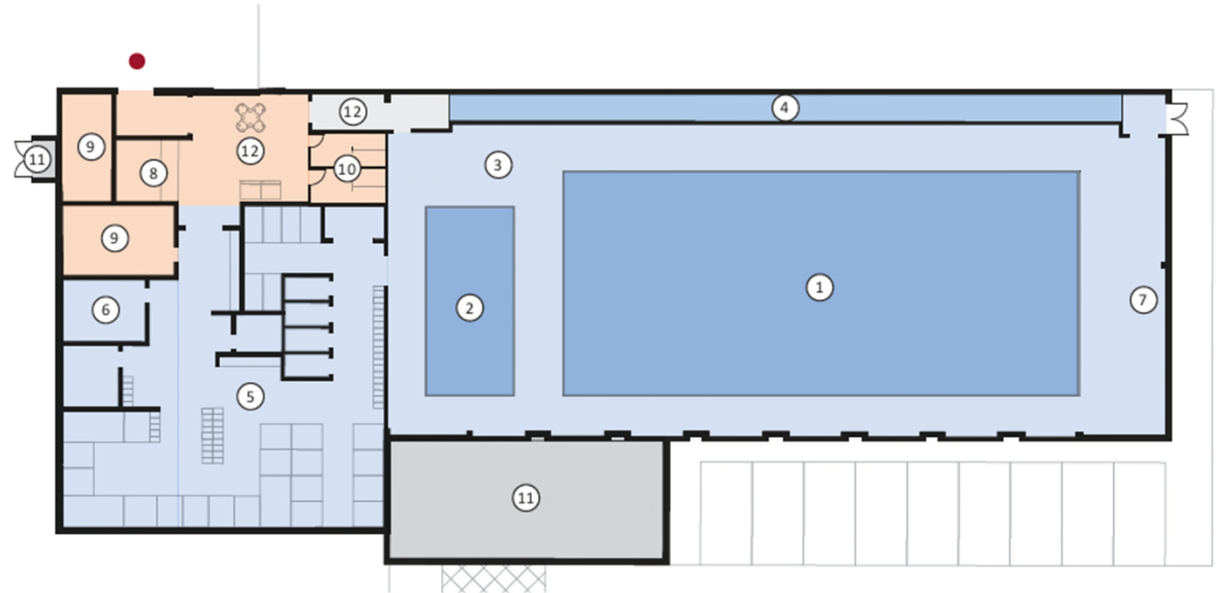


Option 2 - Remodelled

- This option includes internal remodel of existing building with new plant room to create a unisex changing village layout
- Some plant and equipment retained
- Full refurbishment of pool hall, changing, reception, staff welfare and plant room
- Reduces the running costs of the pool
- More useable changing village
- Modern swimming facility
- Car park extension
- Gas to remain on site for heating

Indicative budget for build costs

- **Option 2 - £4.6m**

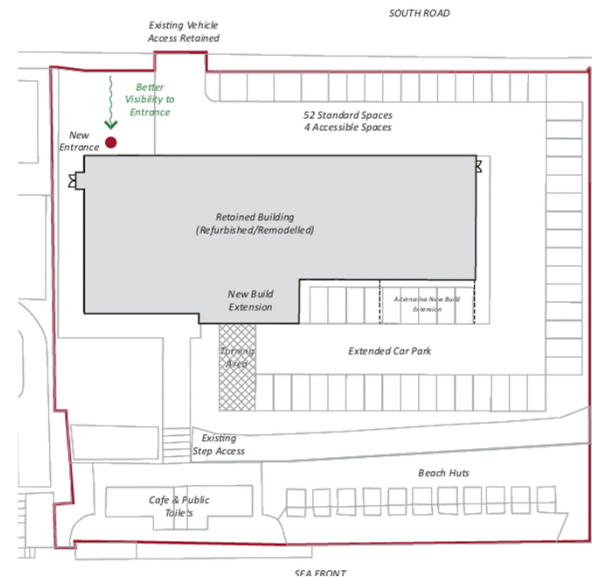
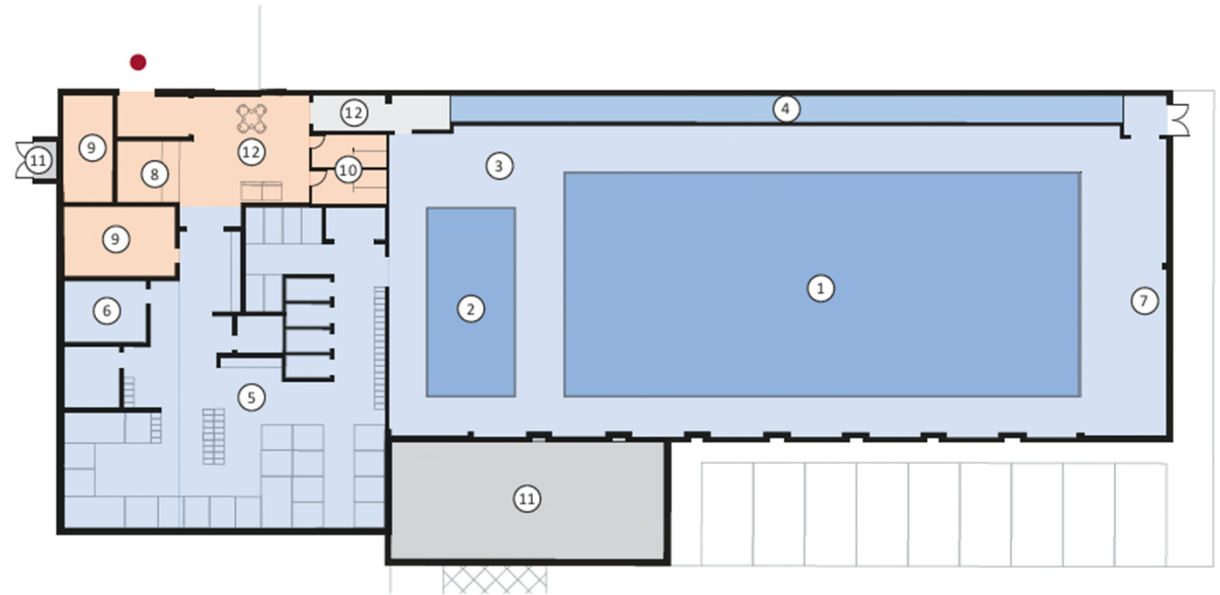


Option 3 - Remodelled fully electric

- This option is the same as Option 2 but removes gas as the primary heating source
- Fully electric option to include ASHP, Solar PV, Heat Recovery systems
- All plant and equipment replaced
- Improvements to thermal efficiency of building fabric and roof

Indicative budget for build costs

- **Option 3 - £6.8m**

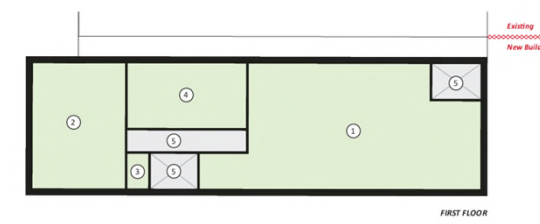
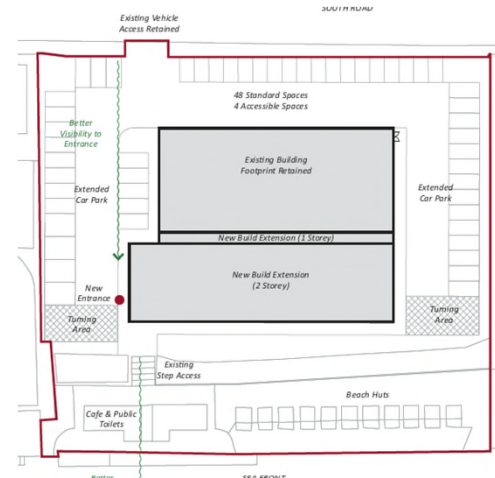
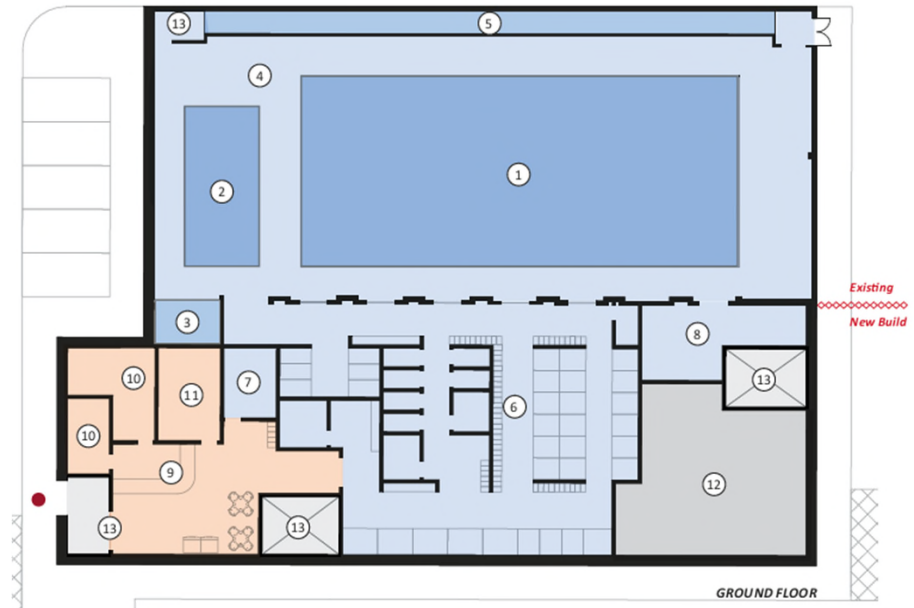


Option 4 - Enhanced

- This option includes demolition of the original changing rooms, and a new build extension to the southern elevation to create a unisex changing village layout
- Full refurbishment of pool hall, with new changing, reception, staff welfare and plant room
- 1st floor to include a gym, studio and dry change facilities
- External envelope/roof improvements
- Increased potential for revenue to support ongoing pool running costs, potential to create a cost neutral facility
- Modern pool and an increase in sports and leisure facilities for Hythe

Indicative budget for build costs

- **Option 4 - £10.7m**



Finance

- Agreed budget in MTCP for Hythe Pool refurbishment project is **£6 million (£2m in 26/27, £4m in 27/28)**
- Room for growth of both user visits and swimming lessons to increase revenue
- Potential to significantly reduce operational costs of the pool – current pool net annual costs **c.£285k/year to run**

- Indicative cost estimates (as of April 2026)
 - *Option 1* - **£4.0 million** indicative construction costs - net annual revenue c. £45k/year to run
 - *Option 2* - **£4.7 million** indicative construction costs - net annual revenue c.£50k/year to run
 - *Option 3* - **£6.8 million** indicative construction costs – net annual revenue c.£37k/year to run
 - *Option 4* - **£10.7 million** indicative construction costs- improvement in operation c.£38k surplus
Break even/small profit if gym/studio facility is included

- RIBA Stages 2-4 and detailed surveys - costs c.£650-800k (depending on option)
- Any additional Capital budget will need to be formally agreed through budget setting processes.

Draft Recommendations for Cabinet

It is recommended that Cabinet:

- Consider the options presented and identify preferred options
- Proceed to RIBA Stage 2 for 2 preferred options – outline design, surveys, more detailed costings
- To note a further report will be presented after RIBA 2 works are concluded for Cabinet to confirm which option should be progressed to detailed design and planning (RIBA 3-4)

Hythe Pool - Next steps & programme

- Cabinet approval to proceed with agreed options to RIBA 2 – July 2026
- RIBA 2 outline design, surveys and costings for up to 2 options
- Further approval to be sought from OSC/Cabinet following RIBA 2 work
- Proceed with detailed design and planning for preferred option, RIBA 3-4

Indicative programme	Date
Overview & Scrutiny Committee	May 2026
Cabinet approval – preferred options proceed RIBA 2	July 2026
RIBA 2 and site surveys	July to October 2026
Cabinet approval – preferred option proceed RIBA 3-4	November 2026
RIBA Stage 3-4	November 2026 to March 2027
OSC/Cabinet approval for scheme	April 2027
Planning Submission/approval	Spring/Summer 2027
Contractor appointment	Autumn 2027
Works start on site	Winter 2027/Spring 2028