



EAST CAMBRIDGESHIRE
DISTRICT COUNCIL

Ely Leisure Centre Feasibility Study & Options Appraisal

22 October 2014



Version control

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1	22/10/14	Final Report	Tom Pinnington	Simon Molden	Allison Conder

Disclaimer

It is not possible for The Sports Consultancy to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time of the study.

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Executive Summary

Executive summary

Introduction

The Sports Consultancy and AFLS&P Architects were appointed by East Cambridge District Council (the Council) in June 2014, to complete a feasibility and options appraisal study for a new leisure centre, proposed for Downham Road in Ely. The outputs from the study will be used by the Council as the basis of decisions on whether, and how best, to proceed with the development of a new leisure centre.

The key stages of work completed were:

- Stage 1 - Project Initiation
- Stage 2 - Needs Analysis and External consultation work
- Stage 3 - Initial Options Development
- Stage 4 - Options Appraisal and Refinement
- Stage 5 - Conclusions and Recommendations.

The Options

The needs analysis work informed the development of six facility options. These were developed in detail to understand the likely capital, revenue and funding implications of a range of options that meet the current and future needs of the catchment population, to a lesser or greater extent. A summary of the options are contained in the table below. A cross indicates facilities that are included in the respective options.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Activity Areas	Core	8 Lane Pool	6 Ct Sports Hall	8 Ct Sports Hall	Synthetic Turf Pitch	All Facilities
8 lane 25m pool		X				X
6 lane 25m pool	X		X	X	X	
Learner Pool	X	X	X	X	X	X
Health & Fitness Suite (120 stations)	X	X	X	X	X	X
Activity Studios (x2)	X	X	X	X	X	X
4 Court Sports Hall	X	X			X	X
6 Court Sports Hall			X			
8 Court Sports Hall				X		
Full Size Artificial Grass Pitch					X	X

Executive summary

Financial Summary

The affordability of all options was analysed based on capital costs estimates, revenue projections and funding calculations for prudential borrowing and capital receipts etc. The total funding is subtracted from the capital cost to determine the affordability (i.e. the funding shortfall). The table below shows that all options have a shortfall of funding. These range from circa £1.5m (Option 5) to circa £2.5m (Option 4). Therefore, all options require further funding to be delivered.

Option	Description	Capital Cost	Prudential Borrowing	Other Funding	Affordability	Rank
Option 1	Core	£10,741,791	£5,426,965	£3,564,000	-£1,750,826	2
Option 2	8 Lane Pool	£11,553,231	£5,347,065	£3,564,000	-£2,642,167	4
Option 3	6 Ct Sports Hall	£11,405,111	£5,121,729	£3,564,000	-£2,719,382	5
Option 4	8 Ct Sports Hall	£12,474,151	£4,825,637	£3,564,000	-£4,084,514	6
Option 5	Synthetic Turf Pitch	£11,834,015	£6,488,352	£3,814,000	-£1,531,664	1
Option 6	All Facilities (8 In pool, 4 ct Hall & AGP)	£12,696,975	£6,377,151	£3,814,000	-£2,505,824	3

Option 5 is the most affordable option. This will deliver the core facilities identified through the needs analysis, as well as a full size artificial grass pitch, which will generate positive revenue to improve the business case and affordability. The funding gap is currently circa £1.5m. Option 6 is the third most affordable option and contains an 8 lane pool, which meets the identified strategic need for additional pool space. The funding gap for this option is circa £2.5m

The initial options were discussed by the Council's project team and Options 5 and 6 were identified as the preferred options, to be taken forward for further development. This was based on affordability and the extent to which the option meets the sporting needs of the catchment area. The only difference between the two options is the scale of swimming pool provision (i.e. a 6 or 8 lane pool). Option 1 was discounted despite it being the second most affordable, because it offers a limited range of facilities.

Project Programme

An outline programme has been developed to show the key stages in the development of the project and the timescales associated with these. The programme shows that the new centre could be completed by the end of 2016. This programme assumes that there are no long delays in Council approvals, securing planning or in the procurement of consultants and contractors.

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Recommended Procurement Route

Following a review of the pros and cons of the procurement options available to the Council, it is recommended that the Design and Build option, with a separate management contract, is the preferred option. This is followed by the Design Build Operate and Manage (DBOM) option, then Traditional with separate management contract and finally Design Build Finance and Operate (DBFO).

The Design and Build route offers benefits, over other options, in terms of:

- control over building design
- reduced timescales for delivery
- greater cost certainty
- competitive pricing
- increased competition from the operator market
- flexibility of contract term
- reduced procurement costs.

The final recommendation on the preferred procurement route will need to be determined following completion of further work on the scope and affordability of the project e.g. if private funding is critical to the funding of the project the Council may be limited to the DBOM or DBFO option.

Risks and Issues

The project is at the inception stage and requires significant further development before cost certainty can be achieved. Currently there are a number of issues which could affect the overall business case going forward. These should be reviewed during the next stage of work and beyond.

- Funding - The project is currently subject to a funding shortfall
- Project cash flow – There is likely to be a period during the construction programme, when the Council is in a negative cash flow position
- Impact on existing facilities - The new centre will have a negative impact on existing facilities in Ely (e.g. the Paradise Centre)
- Design development - Further changes to the schedule of accommodation, as the design is refined
- Capital costs - Changes to the capital costs, as the design develops
- Abnormal ground conditions - The study is based on the assumption that the Downham Road site is not affected by any abnormal site / ground conditions
- Procurement route – The procurement route will need to be examined in further detail and is likely to be driven by funding and cash flow
- Delays in starting the project – Delays in moving forward with the project could have a negative impact on affordability.

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Next Steps

The work completed during this study represents the initial 'Options Appraisal' stage in developing the project. It includes benchmarked capital and revenue costs and the outline business case for the initial options, to enable the Council to decide whether to proceed and, if so, which is the Preferred Option(s) to carry forward. However, it should be noted that all capital and revenue costs will be subject to change as the options are developed and refined as the project progresses.

If the Council decides to proceed with the project, the next stage should involve completion of a detailed feasibility study to RIBA Stage C, based on the preferred option(s). This will provide the Council with the information required to take final decisions on the scope of the project. The key items included in a typical Stage C study for this type of development are listed below:

- Pre-Application Planning Consultation
- Design Development
- Capital Cost Plan
- Business Plan
- Procurement Options Appraisal
- Risk Analysis
- Governance Structure
- Project Programme
- Funding Review
- Transport Planning
- Stakeholder Consultation
- Site Surveys

Conclusion & Recommendations

The results of the options appraisal and feasibility study have identified two potential options (Options 5 and 6) to take forward. Both options would transform the quality of sport and leisure provision for the community in Ely and the wider catchment of East Cambridgeshire District Council. There will be a significant improvement in the revenue performance of the new centre, compared to Paradise Pools. The improvement in the revenue position will enable the Council to finance a significant sum of prudential borrowing. However, there is still a significant shortfall of between £1.5m and £2.5m for, after taking account of other funding, confirmed and potential, that is available.

In taking the project forward, it is important that the Council focusses on mitigating all areas of financial risk. These areas must be subject to further work, as a priority. This will ensure that the Council only proceeds with development of the project once these risks are more fully understood. In particular, the facility mix will need to be clearly defined, as will the design and specification of the building. These elements will impact on the capital cost. The Council will also need to take a view on

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key elements of the business case e.g. the target for health and fitness membership numbers and the level of fees and charges, as these could have a significant impact on the final revenue and funding position.

Overall, the project is only financially viable if the current affordability gap can be closed. This could be achieved by a number of methods including reducing capital costs, securing further funding or a combination of the two. The Council should proceed to the next stage of development, with an initial focus on ensuring the preferred options are affordable. Once the Council has established whether the preferred options are affordable, it is recommended that the project moves forward to completion of a detailed feasibility study with design developed to RIBA Stage C. This will give the Council greater cost certainty.

Introduction

Introduction and background

The Sports Consultancy and AFLS&P Architects were appointed by East Cambridgeshire District Council (the Council) in June 2014, to complete a feasibility and options appraisal for a new leisure centre facility proposed for Downham Road in Ely. The agreed scope of work included the following:

- A feasibility study for a new indoor leisure facility to serve the city of Ely and the wider District; taking into consideration competing facilities (existing and planned) and any impact on those facilities in terms of viability ,if new facilities are delivered.
- Assessment of the revenue implications of the proposed facility mix options, including variants, and identification of which is the most financially beneficial. This assessment should be set in the context of the current financial costs the Council, and the overall impact on the financial position of the authority going forwards.
- A recommendation regarding the best management and operational model for the new leisure centre in terms of efficiency to the Council taking account of long term maintenance, repair and replacement requirements.
- What is the financial impact of the sensitivity analysis (i.e. under performance or over performance).
- Above all, a recommendation as to which facility option is the most financially viable and details of how the scheme could be funded including prudential borrowing.
- Recommendation on the most cost and time effective manner to procure the delivery of the new facility.
- Recommendation and the most financially beneficial approach to financing the capital delivery of the proposed project.

The outputs from the study will be used by the Council as the basis of decisions on whether, and how best, to proceed with the development of a new leisure centre.

Stages of work completed

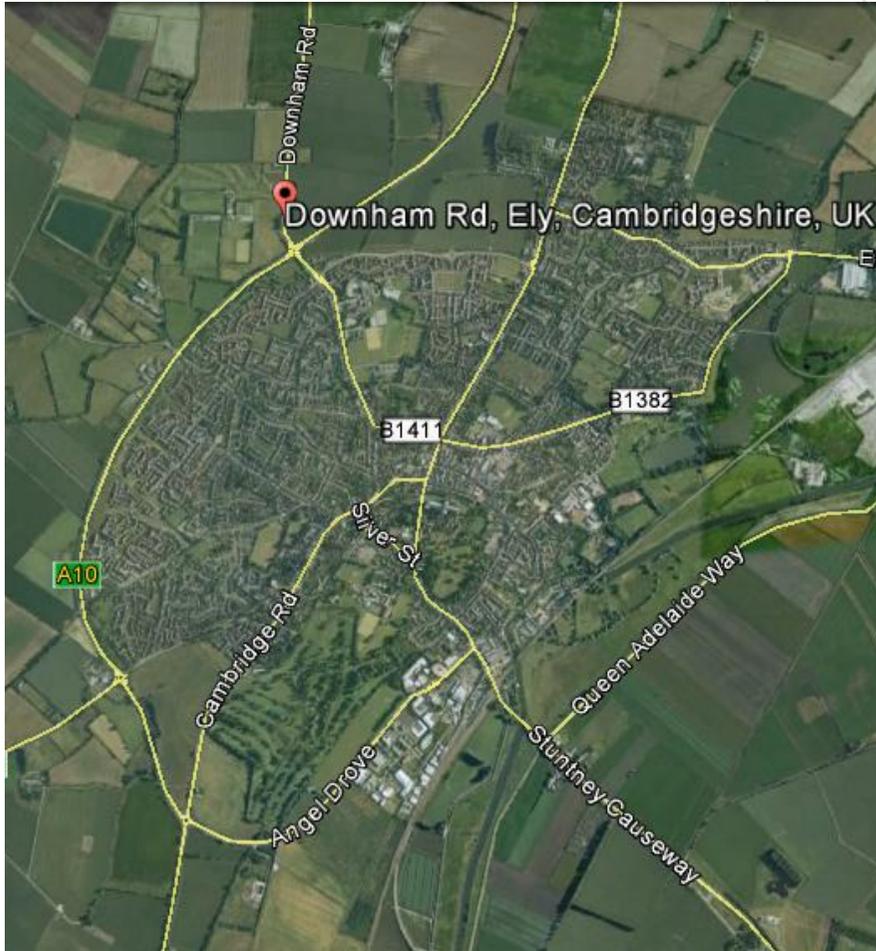
The key stages of work completed were:

- Stage 1 - Project Initiation
- Stage 2 - Needs Analysis and external consultation work
- Stage 3 - Initial Options Development
- Stage 4 - Options Appraisal and Refinement
- Stage 5 - Conclusions and Recommendations.

The results of the study are contained in this summary report and appendices.

The site

The site for the new centre has been identified as the Downham Road site. This is a Council owned site located off the A10 to the North West of Ely, adjacent to the Ely Outdoor Sports Association facilities. The leisure centre site will be accessed via the proposed new Cinema being developed by Turnstones. Images showing the location of the site and the approximate site boundary (see red line) are shown below.



Needs Analysis

Summary of findings from the needs analysis

Introduction

The aim of the needs analysis is to provide a robust evidence base for decisions taken on the scale of facilities required in each of the options. In line with the brief, we reviewed the supply and demand issues affecting the following facility types:

- Health and fitness , including studios
- Swimming pools
- Sports halls
- Artificial grass pitches.

The main findings from each stage of the needs analysis is summarised in the following pages.

Review of relevant published policies and strategies

The following strategies and policies have been reviewed:

- New Leisure Facilities – Assessment of Need and Options Appraisal (Strategic Leisure, 2008)
- East Cambridgeshire Sports Facilities & Play Areas Assessment (Leisure and the Environment, 2005)
- East Cambridgeshire Local Plan Pre-submission Version (February 2013)

The sports facility recommendations support the need for increased indoor sports hall and swimming pool provision in Ely.

The East Cambridgeshire Local Plan (Pre-submission Version - February 2013) includes Policy ELY 10: Leisure allocation, land at Downham Road, which states the need for a larger public swimming pool and sports centre within Ely to cater for the increased population in the district. The existing Paradise Pool is reaching the end of its life and is in need of replacement, however, there is insufficient space on the site to deliver the size of facility that is now required for the district. Following a thorough process of assessment, evaluation and consultation, it was concluded that the new leisure centre would be best located on land adjacent to Ely Outdoor Sports Association at Downham Road.

It is also noted that planning permission was granted in 2010 for a new district-wide leisure centre, providing public sport and wet/dry leisure facilities including a main pool, studio pool and splash pool, fitness suite and flexible sports hall that could also host occasional concerts or events. This permission was granted for the Downham Road site. The proposals will allow the delivery of a new and much needed facility within the short-term whilst avoiding disruption to services on the existing Paradise site.

The Feasibility Report including the FPM runs which have been commissioned will more provide more recent evidence relating to the need and feasibility of providing a new leisure centre than that in the previous studies (published in 2005 & 2008).

Summary of findings from the needs analysis

Review of the results of soft market testing completed in February 2013

A review of the results of soft market testing, conducted with operators by the Council in February 2013, identified interest in the new leisure centre development from a number of operators. Their comments provided clarity on the most commercial facility mix and the potential availability of funding, if required. The results of the market testing suggest the following facilities should be considered:

- A 6 lane or 8 lane 25m pool and separate learner pool with moveable floor
- 4 court sports hall
- An outdoor Artificial Grass Pitch
- 120 station health and fitness and free weight area
- 2 interlinked multi-purpose studio's
- Social space
- Seating capacity.

A number of the operators indicated that they would be able to provide capital funding contributions towards the project but it should be noted that the cost of using private finance would be more than utilising public sector finance. Operators would also require a longer-term for the operating contract if they are providing capital.

Summary of findings from the needs analysis

Stakeholder consultation - National Governing Bodies of Sport (NGBs)

We consulted a number of National Governing Bodies of Sport to seek comments on the facilities that they would recommend for the District and as part of a new Leisure Centre in Ely. The following responded to the consultation:

- Boccia England
- Bowls Development Alliance
- England Handball
- England Netball
- Rugby Football League
- Amateur Swimming Association (ASA)
- Great Britain Wheelchair Rugby.

A summary of the key comments is provided below:

- With only one, ageing, publicly accessible swimming pool in Ely, the ASA supports the need for new pools to be built in Ely. The ASA recommends a 6 lane 25m pool combined with a learner pool. Poolside spectator seating for 100 people should be included.
- Within Ely, a community space for netball, located within a sports centre and ensuring engagement from several clubs would be valuable as the project develops
- There is a lack of appropriate facilities to accommodate handball and boccia. These sports have expressed a need for indoor space with permanent line markings to grow and develop in the area. This will require a sports hall of the appropriate dimensions
- At present, there is no requirement for rugby league or wheelchair rugby facilities in Ely
- There is no current or foreseeable future demand for additional Indoor Bowls facilities. Two are already provided in East Cambridgeshire.

Generally, the findings support the need to provide increased swimming pool provision and at least a 4 court sports hall as part of a new leisure centre.

Stakeholder consultation - neighbouring local authorities

We consulted all neighbouring authorities to understand whether there are any planned developments likely to impact on the development of a new leisure centre in Ely. A summary of the key comments is provided below:

- Huntingdonshire District Council, Fenland District Council and Cambridge City Council do not have any immediate plans to develop or improve leisure facilities that will impact upon the residents and community of East Cambridgeshire.
- South Cambridgeshire District Council say that at Cambridge North West (Cambridge University) there is a large indoor sports facility which has community access via the university. Also, the new town of Northstowe will have indoor sport but this is yet to be formally agreed, as the planning application for phase 2 is due in within the next few weeks.

Overall, neighbouring authorities are not planning any works that will significantly impact on the facilities being considered in Ely.

Summary of findings from the needs analysis

Review of the findings from a latent demand report for health and fitness membership

The Sports Consultancy commissioned a latent demand report from The Leisure Database Company Ltd. This report provides a detailed analysis of consumer demographics, using Experian's MOSAIC consumer profiling, for a defined core catchment area of a 15 minute drive time. The report identifies the profile of consumers on a postcode basis and their propensity to join a health and fitness club. It identifies competing facilities within the catchment area and their current membership numbers. This enables a detailed estimate of latent demand to be produced and the likely overall membership targets to be defined.

These reports are accurate and are used by most major commercial health and fitness operators when making decisions on the location for new gym developments. As such, they provide a robust, but relatively conservative, estimate of membership numbers - a key income generator in the business plan. This is a robust and well tested methodology for forecasting membership numbers and the resulting income. A catchment map is included in Appendix 1. It includes the location of all current and planned competing facilities. The full results of the demand analysis is contained in Appendix 1.

The latent demand analysis identifies a latent demand for 2,271 members based on the current population, increasing to 3,041 taking account of projected population growth to 2031. Using a typical ratio of 25 members per health and fitness station new health and fitness facilities should be designed to accommodate up to 120 stations of equipment. This could comfortably accommodate 3,000 members at 25 members per health and fitness station and could accommodate further membership numbers if a higher ratio of members per station is accepted. For example, the 120 station gym could comfortably accommodate 3,600 members at a ratio of 30 members per station, which is well within a comfortable level.

Review of the findings from Facility Planning Model (FPM) reports from Sport England

The Sport England FPM is the industry benchmark standard for undertaking needs assessment for swimming pools, sports halls, indoor bowling centres and artificial grass pitches. It is compliant with meeting the requirements for needs assessment as set out in the National Planning Policy Framework. The FPM is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with Sport Scotland and Sport England since the 1980s. The model is a tool to help to assess the strategic provision of community sports facilities in an area. Reports were commissioned by the Council to examine the district wide supply and demand issues in relation to Swimming pools, sports halls and artificial turf pitches (hockey and football).

The analysis, for all facility types is based on two separate analysis/runs which have been modelled. These are:

- Run 1 – existing provision as at 2014 in East Cambridgeshire and population change across the wider study area.
- Run 2 - provision as at 2026, based on the projected population change between 2014 – 2026 in East Cambridgeshire and population change across the wider study area.

A review of the FPM findings highlight the need to consider the following provision, as part of a new facility in Ely, to meet current and future needs:

- Sports halls – provide between 4 – 8 courts as part of a new centre . The scale will depend on whether The Paradise Centre remains operational, or whether it closes following the opening of the new centre
- Swimming pools - provide a 6 or 8 lane 25 metre pool
- Artificial Grass pitch (football) – provide a new full sized football pitch
- Artificial Grass pitch (hockey) - no additional facilities required.

Results of the supply and demand analysis

The findings from the various elements of the needs analysis are summarised in the following table. Each facility type is listed with the key findings and recommendation on the facilities that should be included in the facility mix for the new centre.

Facility Type	Findings & Recommendation
Health and Fitness	<ul style="list-style-type: none"> The total number of stations required is between 110 and 120 stations to support a membership of circa 3,000. 2 activity studios should be provided to support a gym of the recommended scale. <p>Recommendation – 120 station health and fitness suite and 2 activity studios</p>
Swimming Pools	<ul style="list-style-type: none"> The results indicate that an additional area equivalent to 3 - 4.5 (25 metre) lanes of pool space should be provided in the future. This supports the need to increase the pool space at a new pool in Ely from the current 4 lanes to 6 or preferably 8 lanes. <p>Recommendation – 6 or 8 lane swimming pool and a learner pool</p>
Sports Halls	<ul style="list-style-type: none"> The current supply of sports halls across the district is significantly greater than the demand both now and in the future (13 in run 1 and 10 in run 2). The paradise centre courts are heavily utilised, indicating a deficit of provision of facilities in Ely and the need to at least maintain this level of capacity and arguably provide access to more sports hall space. Access to existing halls in Ely should be negotiated to ease demand on the existing 4 courts at the Paradise Centre. If that can't be achieved, a net increase in sports hall provision should be considered to reduce pressure on demand for The Paradise Centre. Therefore, the new centre should provide a minimum of 4 courts. If the existing supply of sports halls is reduced there will be a need for further sports hall provision to compensate for that loss. The design of the new centre should allow for future expansion of the sports hall if needed. <p>Recommendation – minimum 4 court sports hall, increasing to an 8 court hall if the Paradise Centre closes as a result of the opening of a new centre</p>
Artificial Grass Pitches (Football)	<ul style="list-style-type: none"> An additional full sized pitch is required to meet the demand for artificial turf pitches for football. The preferred location for this is Ely. <p>Recommendation – 1 new full sized artificial turf pitch should be provided for football</p>
Artificial Grass Pitches (Hockey)	<ul style="list-style-type: none"> The current supply of artificial turf pitches for hockey is sufficient both now and in the future. <p>Recommendation – No change</p>

Initial Options

Facility mix

Having completed the initial needs analysis, and identified the facility needs, we developed a number of options to appraise. The aim was to identify options which meet the identified needs, to a lesser or greater extent, and to test the financial implications, in particular, the affordability of them.

It was clear from the brief that the following facilities were regarded as the core facilities:

- 6 lane 25m pool and separate learner pool with moveable floor
- 4 court sports hall
- 120 station health and fitness and free weight area
- 2 interlinked multi-purpose studio's, social space & seating capacity.

In addition, the needs analysis work identified the following variations, which should be tested:

- 8 lane 25m pool and separate learner pool with moveable floor
- 6 court sports hall
- 8 court sports hall
- Full size artificial grass pitch.

The options contained in the opposite table reflect the core and variant facilities.

The options were worked up in further detail to provide the following information to enable the appraisal to be completed:

- Facility mix
- Capital cost estimates
- Revenue projections
- Funding
- Affordability.

A summary of the findings is contained in the following pages.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Activity Areas	Core	8 Lane Pool	6 Ct Sports Hall	8 Ct Sports Hall	Synthetic Turf Pitch	All Facilities
8 lane 25m pool		X				X
6 lane 25m pool	X		X	X	X	
Learner Pool	X	X	X	X	X	X
Health & Fitness Suite (120 stations)	X	X	X	X	X	X
Activity Studios (x2)	X	X	X	X	X	X
4 Court Sports Hall	X	X			X	X
6 Court Sports Hall			X			
8 Court Sports Hall				X		
Full Size Artificial Grass Pitch					X	X

Capital Costs

Capital cost estimates

Capital cost estimates have been completed for each option. These show a potential range of capital costs from circa £10.7m to £12.7m. Appendix 2 contains a detailed schedule of areas and capital costs.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
INTERNAL WORKS	Core	8 Lane Pool	6 Ct Sports Hall	8 Ct Sports Hall	Synthetic Turf Pitch	All Facilities (8 In pool & 4 ct Hall)
Foyer & Reception	£707,400	£707,400	£747,400	£787,400	£707,400	£747,400
6 lane 25m pool	£2,942,500	£0	£2,942,500	£2,942,500	£2,942,500	£0
8 lane 25m pool	£0	£3,572,500	£0	£0	£0	£3,572,500
Learner Pool	£825,000	£825,000	£825,000	£825,000	£825,000	£825,000
Sports Hall	£1,560,000	£1,560,000	£2,055,000	£2,865,000	£1,560,000	£1,560,000
Health & Fitness Suite (120 stations)	£1,185,000	£1,185,000	£1,185,000	£1,185,000	£1,185,000	£1,185,000
Activity Studios (x2)	£450,000	£450,000	£450,000	£450,000	£450,000	£450,000
Changing Rooms for Synthetic Pitch	£0	£0	£0	£0	£348,000	£348,000
TOTAL INTERNAL WORKS	£7,669,900	£8,299,900	£8,204,900	£9,054,900	£8,017,900	£8,687,900
EXTERNAL WORKS						
Full Size Artificial Grass Pitch	£0	£0	£0	£0	£500,000	£500,000
Car Parking	£320,000	£320,000	£300,000	£280,000	£320,000	£320,000
External Works	£350,000	£350,000	£350,000	£350,000	£350,000	£350,000
Demolition	£0	£0	£0	£0	£0	£0
TOTAL EXTERNAL WORKS	£670,000	£670,000	£650,000	£630,000	£1,170,000	£1,170,000
CONTINGENCY (15%)	£1,250,985	£1,345,485	£1,328,235	£1,452,735	£1,378,185	£1,478,685
PROFESSIONAL FEES (12%)	£1,150,906	£1,237,846	£1,221,976	£1,336,516	£1,267,930	£1,360,390
TOTAL CAPITAL COST	£10,741,791	£11,553,231	£11,405,111	£12,474,151	£11,834,015	£12,696,975

Assumptions applied in the capital cost estimates

A range of assumptions have been applied in developing the capital costs estimates these are listed in the table below:

Assumptions	Exclusions
<ol style="list-style-type: none">1. Costs include Main Contractor's organisation and management costs, overheads and profit, construction contingency and design development contingency.2. Costs based on current prices, Qtr 3 2014.3. Shell & Core allowances are based on buildings of three storeys or less, standard lightweight cladding, efficient structural design, no specialist thermal or acoustic requirements and normal foundations.4. A contingency sum has been included at 15%.5. Professional fees have been included at 12%.	<ol style="list-style-type: none">1. Improvements to mains services infrastructure. It is assumed the neighbouring cinema development will include installation of main service infrastructure to the site.2. Demolition costs have been excluded.3. Removal of contamination or asbestos from site.4. General hard/ soft landscaping allowed for. No allowance has been made for any specialist landscaping.5. VAT.6. Capital allowances or other grants/ incentives.7. Costs arising from Section 106 agreements.8. Finance costs.9. Tender price inflation prior to start on site.10. Highways or infrastructure works.11. Abnormal foundations and ground treatment12. Client direct FF&E.13. Sustainability enhancements/ specialist BREEAM requirements.

Revenue Implications

Current revenue position of the Paradise Pools

We have reviewed the current income and expenditure accounts for the Paradise Pools. This includes the cost to the Council for subsidising the operation of the centre.

- **Paradise Pools** - Current facilities are swimming only and operate at a revenue deficit of circa £152,000 per annum with a cost to the Council of £173,810 in 2012/13. This includes £158,810 management fee and typical Council repair and maintenance costs of c. £15,000.
- 143,000 visits were made to the Paradise Pools during the last financial year.
- **The Paradise Centre** - generated a small revenue surplus of £8,295 in the year ending 2013 and a deficit of £3,067 in 2012. It has reserves of over £600,000.

Income	Actual 2012/13
Swimming	£105,127
Swimming Courses	£218,107
Swimming Pool Hire	£37,554
Parties & Functions	£5,689
Sales	£22,226
Vending & Food	£25,598
Other	£2,797
Total Income	£417,098
Expenses	Actual 2012/13
Materials	£48,372
Labour	£250,003
Maintenance	£48,034
Marketing	£19,820
Premises overheads	£152,004
Lease	£15,000
Insurance	£6,000
Central Costs	£24,827
Other costs	£6,021
Total Expenditure	£570,081
Surplus / Deficit	-£152,983
Management Fee	£158,810
Operators Profit	£5,827
Cost to the Council	
Management Fee	-£158,810
Repairs and maintenance (Council)	-£15,000
Total Cost to the Council	-£173,810

Revenue projections (10 - Year Average)

A summary of the revenue projections are provided in the following table. These show the 10-year averages for the income and expenditure projections for each option. Copies of the 10-year projections are contained in Appendix 3.

		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Income	Existing	Core	8 Lane Pool	6 Ct Sports Hall	8 Ct Sports Hall	Synthetic Turf Pitch	All Facilities (8 In pool & 4 ct Hall)
Sports Hall		£98,601	£98,601	£131,424	£164,246	£98,601	£98,601
Health & Fitness		£1,340,469	£1,340,469	£1,340,469	£1,340,469	£1,340,469	£1,340,469
Swimming Pools		£535,636	£563,534	£535,636	£535,636	£535,636	£563,534
Synthetic Turf Pitch		£0	£0	£0	£0	£120,516	£120,516
Secondary Income (Vending, Retail etc)		£65,247	£66,669	£68,042	£70,837	£72,861	£74,283
Total Income		£2,039,953	£2,069,273	£2,075,570	£2,111,188	£2,168,083	£2,197,403
Expenditure							
Staffing costs		(£980,840)	(£980,840)	(£996,480)	(£996,480)	(£996,480)	(£996,480)
Premises costs		(£373,479)	(£396,761)	(£400,559)	(£439,597)	(£383,470)	(£408,511)
Management costs		(£248,863)	(£257,041)	(£258,557)	(£271,286)	(£260,182)	(£268,817)
Cost of sales		(£32,624)	(£33,335)	(£34,021)	(£35,419)	(£36,431)	(£37,142)
Other costs		(£193,885)	(£196,689)	(£197,293)	(£200,702)	(£206,143)	(£208,947)
Total Expenditure		(£1,829,691)	(£1,864,666)	(£1,886,910)	(£1,943,483)	(£1,882,706)	(£1,919,896)
Net Revenue							
Profit/Loss (Management Fee)	(£173,810)	£210,262	£204,607	£188,660	£167,705	£285,377	£277,507
Membership Numbers							
Membership		3,008	3,008	3,008	3,008	3,008	3,008
Throughput							
Total Throughput		525,042	536,592	547,745	570,448	586,889	598,439

Assumptions applied in the revenue projections

To support the capital cost estimation, and to provide the Council with an early understanding of the long-term financial implications of the new centre, a series of revenue projections were developed.

The projections are based on The Sports Consultancy's benchmark model, which generates the required outputs through performance indicators from our Operational Database. This contains over 700 records of financial and throughput information from over 300 operational leisure facilities across the United Kingdom. As such, it is a 'high-level' model which depends on results from other, similar facilities, rather than specific programmes of usage and local pricing. The database generates a range of benchmark levels (e.g. mean, upper quartile, lower quartile) and in choosing the benchmarks to use, it is important to consider the specific local context and current facility performance. For this study we applied the upper quartile data, as this will be a new facility in an area with significant existing and potential demand. We have also reviewed historic income and expenditure data for the existing facilities (Paradise Pools and Paradise Centre) to provide a local perspective.

The following approach was adopted for selecting the benchmarks:

- Income - this took into account the performance of the existing Paradise Pools and The Paradise Centre, the fact that the new centre will be designed to a higher specification than is currently the case and the need for the business plan to be relatively prudent
- Expenditure - this took into account the expenditure levels at the existing Centre and the fact that the facilities will be new and more efficient than the existing one
- Throughput - this took into account the throughput levels at the existing Centre and the likely increase due to the opening of a new facility.

The operational analysis includes a number of key expenditure areas, which are listed below:

- Staffing costs - based on the staffing structure and costs for similar facilities
- Utilities - based on benchmark rates for similar new facilities
- Repairs and maintenance - based on benchmark rates for similar facilities
- Cleaning - based on benchmark rates for similar facilities
- Insurances - based on benchmark rates for similar facilities
- Cost of sales - based on benchmark rates for similar facilities
- Operator profit - at 5% of income
- Overheads and central costs - at 5% of income
- Full price health and fitness membership at £35 per month, with an average of 3,008 members over 10 years.

Lifecycle costs, for the periodic refurbishment and replacement of facilities, have been excluded from the revenue projections at this stage. This is to allow a like for like comparison with the existing revenue position, which does not include an allowance for these costs. However, lifecycle costs should be added to the revenue costs going forward to ensure the facilities are kept in good condition and that income does not diminish over time, due to deteriorating facilities. A typical allowance equal to 1.6% of the build costs (excluding fees and contingencies) should be allowed for on an annual basis.

Funding

Funding

The level of confirmed and potential funding was reviewed. This is based on the assumption that funding would be achieved from the sources listed in the following table. It is based on information provided by the Council. Confirmed funding will be the same for all options. Potential funding may vary across the options.

Confirmed Funding	Amount	Assumptions
Contribution from cinema development - £485,000	£485,000	Based on figures provided by the Council
7-9 Market Place capital receipt - £250,000	£250,000	Based on figures provided by the Council
Barton Road Capital Receipt - £650,000	£650,000	Based on figures provided by the Council
New Homes Bonus funding 2015-16 - £560,000	£560,000	Based on figures provided by the Council
S106 funding - £46,000	£46,000	Based on figures provided by the Council
CIL funding - £133,000	£133,000	Based on figures provided by the Council
Saving on Paradise Pool contract - £150,000	£150,000	Based on figures provided by the Council
Sub Total	£2,274,000	
Potential Funding	Amount	Assumptions
Prudential borrowing (linked to revenue improvement for each option)	See Options	Based on a loan term of 35 years, as agreed with the Council. The assumption used is that £70,771 revenue saving is required to borrow £1m capital over the term. Amount varies for each option.
Sport England Strategic Facilities Fund (£0.5 - £2m)	£1,000,000	Based on pre-application advice from Sport England.
Football Foundation funding (up to 50% of the cost of the AGP and changing)	£0	Based on current funding advice from the Football Foundation.
Further S.106 funding (at members discretion)	£0	None identified to date.
Further CIL Funding (at members discretion)	£0	None identified to date.
Further new homes bonus (at members discretion)	£0	None identified to date.
Capital receipt - Paradise Pools site	£290,000	Based on commercial site valuation commissioned by the Council in September 2014
Sub Total	£1,290,000	
Total	£3,564,000	

Affordability

Affordability

The following table contains a summary of the affordability calculations for each option, based on the capital costs estimates, the revenue projections and funding calculations for prudential borrowing and capital receipts. The total funding is subtracted from the capital cost to determine the affordability (i.e. the funding shortfall). It shows that all options currently have a shortfall of funding. The funding shortfalls range from circa £1.5m (Option 5) to circa £2.5m (Option 4). Therefore all options require further funding to be delivered.

Option	Description	Capital Cost	Total Funding		Affordability	Rank
			Prudential Borrowing	Other Funding		
Option 1	Core	£10,741,791	£5,426,965	£3,564,000	-£1,750,826	2
Option 2	8 Lane Pool	£11,553,231	£5,347,065	£3,564,000	-£2,642,167	4
Option 3	6 Ct Sports Hall	£11,405,111	£5,121,729	£3,564,000	-£2,719,382	5
Option 4	8 Ct Sports Hall	£12,474,151	£4,825,637	£3,564,000	-£4,084,514	6
Option 5	Artificial Grass Pitch	£11,834,015	£6,488,352	£3,814,000	-£1,531,664	1
Option 6	All Facilities (8 In pool, 4 ct Hall & AGP)	£12,696,975	£6,377,151	£3,814,000	-£2,505,824	3

Option 5 is the most affordable option. This will deliver the core facilities identified through the needs analysis, as well as a full size artificial grass pitch, which will generate positive revenue to improve the business case and affordability. The funding gap is currently circa £1.5m. Option 6 is the third most affordable option and contains a 8 lane pool, meeting the identified strategic need. The funding gap for this option is circa £2.5m

The initial options were discussed by the Council's project team and Options 5 and 6 were identified as the preferred options to be taken forward for further development. The difference between the two is the scale of swimming pool provision (i.e. a 6 or 8 lane pool). This was based on affordability and the extent to which the option meets the sporting needs of the catchment area.

Sensitivity Analysis

Sensitivity analysis

In order to test the impact of changes in capital costs and revenue performance of the new centre, a sensitivity analysis was completed. This involved running a number of scenarios to show the financial impact of increase and decreases for the preferred options (Options 5 and 6). We used a range of + or - 10%. The results are summarised in the following table. Scenarios 1 and 4 would result in an increased funding gap. Scenarios 2 and 3 would result in a reduced funding gap.

Base	Projections from business planning					
Base Case	Description	Capital Cost	Impact on Revenue Position	Prudential Borrowing	Other Funding	Affordability
Option 5	Synthetic Turf Pitch	£11,834,015	£459,187	£6,488,352	£3,814,000	-£1,531,664
Option 6	All Facilities (8 In pool, 4 ct Hall & STP)	£12,696,975	£451,317	£6,377,151	£3,814,000	-£2,505,824
Scenario 1	10% increase in capital costs					
Base Case	Description	Capital Cost	Impact on Revenue Position	Prudential Borrowing	Other Funding	Affordability
Option 5	Synthetic Turf Pitch	£13,017,417	£459,187	£6,488,352	£3,814,000	-£2,715,065
Option 6	All Facilities (8 In pool, 4 ct Hall & STP)	£13,966,673	£451,317	£6,377,151	£3,814,000	-£3,775,522
Scenario 2	10% decrease in capital costs					
Base Case	Description	Capital Cost	Impact on Revenue Position	Prudential Borrowing	Other Funding	Affordability
Option 5	Synthetic Turf Pitch	£10,650,614	£459,187	£6,488,352	£3,814,000	-£348,262
Option 6	All Facilities (8 In pool, 4 ct Hall & STP)	£11,427,278	£451,317	£6,377,151	£3,814,000	-£1,236,127
Scenario 3	10% increase in revenue					
Base Case	Description	Capital Cost	Impact on Revenue Position	Prudential Borrowing	Other Funding	Affordability
Option 5	Synthetic Turf Pitch	£11,834,015	£700,273	£9,894,918	£3,814,000	£1,874,902
Option 6	All Facilities (8 In pool, 4 ct Hall & STP)	£12,696,975	£671,058	£9,482,100	£3,814,000	£599,125
Scenario 4	10% decrease in revenue					
Base Case	Description	Capital Cost	Impact on Revenue Position	Prudential Borrowing	Other Funding	Affordability
Option 5	Synthetic Turf Pitch	£11,834,015	£266,657	£3,767,881	£3,814,000	-£4,252,135
Option 6	All Facilities (8 In pool, 4 ct Hall & STP)	£12,696,975	£231,577	£3,272,202	£3,814,000	-£5,610,773

Outline Project Programme

Outline programme

An outline programme has been developed to show the key stages in the development of the project and the timescales associated with these. The programme is based on the Royal Institution of British Architects (RIBA) stages of work. It shows the new centre could be completed by early 2017. This programme assumes that there are no long delays in Council approvals or in the procurement of consultants and contractors.

Ely Leisure Centre	2014				2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Appraisal (completion of initial options review)			■									
Detailed Feasibility (RIBA Stage A-C)					■							
Public Consultation					■							
Design Development (RIBA Stage D)						■						
Planning Application						■						
Technical Design (RIBA Stage E)							■					
Production Information (RIBA Stage F)							■					
Tender Documentation (RIBA Stage G)							■					
Tender Action (RIBA Stage H)							■					
Mobilisation (RIBA Stage J)							■					
Construction to Practical Completion (RIBA Stage K)								■	■	■	■	
Fit Out and Familiarisation												■
Completion and Opening												■

Procurement Options

Procurement options

When developing new facilities it is important to consider the main procurement routes. These are listed below with key features highlighted:

Traditional construction contract with separate management contract

- The design process is separate from the construction
- Full documentation (i.e. drawings, work schedules, bills of quantities) must be supplied by the client before the building contractor can be invited to tender for carrying out the work
- The management contractor appointment is separate from the construction contract.

Design and Build (D&B) construction contract with separate management contract

- Design and Build procurement works on the basis that the main contractor is responsible for undertaking both the design and construction work on a project, for an agreed lump-sum price. The employer has control over any design elements of the project that are included in their requirements, but once the contract is let responsibility over design passes to the contractor, so the employer has no direct control over the contractor's detailed design.
- The management contractor appointment is separate from the construction

Design Build Operate Maintain – DBOM

- DBOM takes Design and Build one step further by including the operations and maintenance of the completed project in the same contract. Typical minimum contract term is 10-15 years. Competition among management contractors will be more limited.

Design Build Finance Operate – DBFO

- DBFO is similar to the DBOM option but with the contractors consortium providing finance in return for a long-term contract for operating and maintaining the facility. PFI contracts are the best example of this arrangement, although since the withdrawal of PFI credits for leisure schemes there have been no new DBFO projects in leisure. Competition among management contractors is very limited with Parkwood and DC Leisure the main operators active in DBFO market.

We have listed some of the key considerations relating to the procurement options in the following pages.

Procurement options

Considerations	Notes
Council control over design of the facility	<ul style="list-style-type: none"> Traditional and Design and Build offer the greatest levels of Council control over design of the facility. Under the Traditional route the Council is responsible for working up full design and cost plan, giving it maximum control over design and specification. With Design and Build the Council gives up some control. Contractor undertakes more of the design process. Council's influence diminishes significantly in DBOM and DBFO, although this can be mitigated through devising a detailed specification.
Time taken from initial feasibility to opening	<ul style="list-style-type: none"> Design and build typically takes the least time to deliver of the options. The Traditional route involves 3 separate processes run sequentially with minimal overlap until the management contract procurement, where this can be achieved to an extent. It also involves three distinct milestones or appointments. Under Design and Build the programme is shortened as the management contract can be run in parallel. More complexity and consequently time required under the DBOM and DBFO (mainly due to legal and financial etc). DBFO is the most time consuming process, with procurement processes previously running over several years in some cases.
Cost certainty (build and lifecycle costs)	<ul style="list-style-type: none"> There is a greater degree of cost certainty involved under the Design and Build, DBOM and DBFO options. DBOM & DBFO involve the Council signing up to a fully costed solution, including lifecycle costs. Under the Traditional route there are a number of cost variables e.g. cost of the management contract will be dependant on the design and quality of build. Lifecycle costs remain a risk under both Traditional and Design and Build options, as these will only become clear when costed in by the management contractors as part of their proposals for operation of the sites.
Risk transfer (from Council to operator)	<ul style="list-style-type: none"> There is a greater degree of risk transfer under the DBOM and DBFO options, as more major risks are transferred under a longer-term contract than via the Traditional and Design and Build options. Under the Traditional route all stages are split so more risk e.g. design to build and from build to management. This fragmented approach provides increased scope for risk. There is potential for a mismatch between the completed building and management operator needs. This can be mitigated to some extent through consultation with operators during the design process.

Procurement options

Considerations	Notes
Price (build and lifecycle costs)	<ul style="list-style-type: none"> DBOM and Design and Build are likely to provide the best price for the Council, in terms of build costs and lifecycle costs. DBFO is likely to be most expensive option, due largely to 3rd party cost of capital. DBOM is likely to be cheaper, because finance provided via the Council is cheaper. Also, greater efficiencies due to the operator working in a consortium with the designer and builder. Operators don't need to price for risk of poor design etc. as they are involved in creating a design that best meets their operating model. Design and Build will not achieve as much of an efficiency saving, as there may be more risk for an operator in accepting a building that they haven't designed. This can be mitigated to some extent through involvement of contractors in the design process via market testing.
Competition within the operator market	<ul style="list-style-type: none"> Traditional and Design and Build (with a separate management contract) is likely to generate the most competition from the operator market. There are only 2 active leisure contractors in the DBFO market (Parkwood and DC). DBOM offers a little more choice, with two (Parkwood and DC) with a strong track record and four more with and untested / low level of experience (1Life, SLM, GLL and SIV). Traditional and Design and Build (with a separate management contract) offer access to the full market with a choice of perhaps 10-15 operators. The operator market is currently very competitive and worth testing. Selecting the DBFO or DBOM routes will severely restrict competition from management contractors.
Flexibility of contract term	<ul style="list-style-type: none"> Traditional and Design and Build offer more flexibility in terms of contract length and ability to test the market more regularly. DBFO requires a long-term contract to achieve a return on investment for the operator, thereby restricting the ability of the Council to test the market. Typical contract lengths under DBFO are 25-35 years (in line with PFI contracts). DBOM is typically a shorter term of 15 + years. Traditional and Design and Build will vary but are likely to be 5 - 10 years and much easier to terminate if required.
Minimise procurement costs	<ul style="list-style-type: none"> DBOM and DBFO require significant technical input, particularly from a legal perspective, due to the complex nature of the contracts and procurement processes. Traditional also takes a significant amount of time, due largely to the sequential process and the professional fees incurred in developing the complete scheme. Design and Build is likely to offer some savings on professional fees over the Traditional option.

Procurement options

Recommended Procurement Route

Following a review of the pros and cons of the procurement options available to the Council, it is recommended that the Design and Build option, with a separate management contract, is the preferred option. This is followed by the Design Build Operate and Manage (DBOM) option, then Traditional with separate management contract and finally Design Build Finance and Operate (DBFO).

The design and build route offers benefits, over other options, in terms of:

- Control over building design
- Reduced timescales for delivery
- Greater cost certainty
- Competitive pricing
- Increased competition from the operator market
- Flexibility of contract term
- Reduced procurement costs.

The design and build should follow the two stage process as this offers greater control over the design and specification of the building compared to a single stage design and build procurement.

The final recommendation on the preferred procurement route will need to be determined following completion of further work on the scope and affordability of the project e.g. if private funding is critical to the funding of the project the Council may be limited to the DBOM or DBFO option.

Risks and Issues

Risks and issues

The project is at the inception stage and requires significant further development before cost certainty can be achieved. Currently there are a number of issues which could affect the overall business case going forward. These should be reviewed during the next stage of work and beyond.

Risk / Issue	Comments and Mitigation
<p>Funding - The project is currently subject to a funding shortfall.</p>	<ul style="list-style-type: none"> Alternative sources of funding must be investigated. The scale and specification of the facility could be reviewed to reduce the capital costs further.
<p>Project cash flow – There is likely to be a period during the construction programme, when the Council is in a negative cash flow position.</p>	<ul style="list-style-type: none"> The Council must identify how the project can be fully funded for the duration of the project. This may include the option of accessing private sector funding via a facility operator. Early advice should be sought from the Council’s treasury advisors (Capita).
<p>Impact on existing facilities - The new centre will have a negative impact on existing facilities in Ely (e.g. The Paradise Centre).</p>	<ul style="list-style-type: none"> The opening of a new good quality leisure centre in Ely is likely to have a significant impact on existing facilities in the City. In particular The Paradise Centre, which is likely to be unsustainable following opening of the new centre.
<p>Design development - Further changes to the schedule of accommodation, as the design is refined.</p>	<ul style="list-style-type: none"> Changes to the schedule of accommodation can have a significant impact on the design, capital costs, revenue performance and affordability. Any changes to the schedule of accommodation should be agreed as early in the design development as possible to avoid unnecessary delay and abortive costs.
<p>Capital costs - Changes to the capital costs, as the design develops.</p>	<ul style="list-style-type: none"> Design changes will inevitably occur as the design develops during the next stage of work. The financial impact of all changes on the capital, and revenue costs and on the business case should be monitored to ensure the project is affordable.
<p>Abnormal ground conditions - The study is based on the assumption that the Downham Road site is not affected by any abnormal site / ground conditions.</p>	<ul style="list-style-type: none"> The study is based on the assumption that the Downham Road site is not affected by any abnormal site / ground conditions. Site investigations should be completed during a detailed feasibility study to assess the ground conditions and to provide estimates for any remedial works required.
<p>Procurement route – The procurement route will need to be examined in further detail and is likely to be driven by funding and cash flow.</p>	<ul style="list-style-type: none"> The study contains an initial review of procurement options. These options should be reviewed further when the funding and affordability have been examined in further detail.
<p>Delays in starting the project – Delays in moving forward with the project could have a negative impact on affordability.</p>	<ul style="list-style-type: none"> Building cost inflation is increasing (c. 5-10% per annum) and this trend is expected to continue as the construction sector continues to recover following the recession. Interest rates are likely to increase, from historically low rates increasing the cost of borrowing.

Next Steps

Next steps

The work completed during this study represents the initial 'Options Appraisal' stage in developing the project. It includes benchmarked capital and revenue costs and the outline business case for the initial options to enable the Council to decide whether to proceed and, if so, which is the Preferred Option(s) to carry forward. However, it should be noted that all capital and revenue costs are likely to be subject to change as the options are developed and refined. If the Council decides to proceed with the project, the next stage should involve completion of a detailed feasibility study to RIBA Stage C. This will provide the Council with the information required to take final decisions on the scope of the project. The key items included in a typical Stage C study for this type of development are listed below:

Task	Summary
Pre-Application Planning Consultation	Complete initial consultation with the local planning authority to understand what opportunities and constraints there may be in relation to the potential development of new leisure facilities on the proposed site.
Design Development	Refine the Preferred Option to RIBA Stage C, including production of a site plan and floor plans, showing the internal arrangement of the building including all areas listed of the schedule of accommodation. Draw up a detailed technical design brief to RIBA Stage C
Capital Cost Plan	Complete pre-tender cost estimates based on the final schedule of accommodation linked to the RIBA Stage C design
Business Plan	Create a detailed business plan model alongside the design and capital cost plan. This will be used to test the impact of changes in the scope of the project and inform the refinement of the business case.
Procurement Options Appraisal	Review procurement options for the procurement of the building and the management operator. This should identify all procurement options and summarise the advantages and disadvantages of each, as well as identifying the Preferred Option.
Risk Analysis	Devise a project risk register to identify all risks and assess their impact and probability of occurring as well as summarising the actions that should be taken to manage and mitigate each risk
Governance Structure	Define the governance structure for delivering the project to provide guidance on the most effective structure for delivering the project through to completion
Project Programme	Develop a project programme covering the delivery of the project
Funding Review	Review of all realistic funding opportunities for a project of this type and the possible amounts of funding available from each. Agree the make-up of the project funding.
Transport Planning	Complete a transport assessment and travel plan, if required by the local planning authority
Stakeholder Consultation	Consultation with relevant stakeholder to identify further issues and requirements that should be considered in developing the project
Site Surveys	Environmental, Topographic, Geotechnical, Flood Risk Assessment, Archaeology and other to be agreed.

Conclusion & Recommendations

Conclusions

The results of the options appraisal and feasibility study have identified two potential options (Options 5 and 6) to take forward. Both options will transform the quality and range of sport and leisure provision for the community in Ely and the wider catchment of East Cambridgeshire District Council. There will be a significant improvement in the revenue performance of the new centre, compared to Paradise Pools. The improvement in the revenue position will enable the Council to finance a significant sum of prudential borrowing. However, there is still a significant shortfall of between £1.5m and £2.5m for, after taking account of other funding (confirmed and potential) that is available.

In taking the project forward, it is important that the Council focusses on mitigating all areas of financial risk. These areas must be subject to further work, as a priority. This will ensure that the Council only proceeds with development of the project once these risks are understood. In particular, the facility mix, design and specification of the building will need to be more clearly defined. These elements will impact on the capital cost. The Council will also need to take a view on key elements of the business case e.g. the target for health and fitness membership numbers and the level of fees and charges, as these could have a significant impact on the final revenue and funding position.

Overall, the project is only financially viable if the current affordability gap can be closed. This could be achieved by a number of methods including reducing capital costs, securing further funding or a combination of the two. The Council should proceed to the next stage of development, with an initial focus on ensuring the preferred options are affordable. Once the Council has established whether the preferred options are affordable, it is recommended that the project moves forward to completion of a detailed feasibility study in line with RIBA Stage C.

Appendix 1 – Latent Demand Report

Latent demand for health and fitness

Introduction

The Sports Consultancy commissioned a latent demand report from The Leisure Database Company Ltd. This report provides a detailed analysis of consumer demographics, using Experian's MOSAIC consumer profiling, for a defined core catchment area of a 15 minute drive time. The report identifies the profile of consumers on a postcode basis and their propensity to join a health and fitness club. It identifies competing facilities within the catchment area and their current membership numbers. This enables a detailed estimate of latent demand to be produced and the likely overall membership targets to be defined.

These reports are accurate and are used by most major commercial health and fitness, operators when making decisions on the location for new gym developments. As such, they provide a robust, but relatively conservative, estimate of membership numbers - a key income generator in the business plan. This is a robust and well tested methodology for forecasting membership numbers and the resulting income.

Consumer Demographics

Ely is a comparatively isolated Fenland city situated just off the A10 between Cambridge and Downham Market, to the north. Just like the cathedral which dominates the city, Ely sits, for the most part, in isolation from the other population centres in this part of Cambridgeshire. Ely is more than 10 miles from the other towns which have wet/dry leisure centres with fitness gym facilities, including Cambridge, St Ives, March, Downham Market, Mildenhall and Newmarket. We have shown all of these on the competition map to illustrate how the market fits together. That said, the area to the north and west, in particular, is extremely sparsely populated. The population of Ely itself is around 20,000. Because the proposed site, next to Ely Outdoor Sports Association, is on land to the west of the A10, which otherwise acts as a barrier to new build in the city, almost all of the city's population are to the south and east – around 10,000 of them in one mile, c.23,000 in 2 miles radius. 10 mins drive – which approximates to c.5 miles drive, in terms of population numbers (38,000) - still makes a comparatively small impression on the large distances involved in this area

On this basis, we have concentrated on the potential from among those living in 15 mins drive (56,802). Further than this starts to take you more than halfway up and down the A10 towards Downham Market and Impington (Cambridge). 15 mins includes Littleport, to the north, which has its own 'dry' leisure centre and reaches large parts of Soham, which also has a sports centre with similar facilities. Because neither of these has a swimming pool, we have made some allowance for travel from more than 15 mins in our modelling for those who would want a swimming pool in the mix but when travel times reach c.15 mins there may be some 'decay' factor to build into the equation.

There are three Mosaic groups which combine to account for more than half the local population. G Careers & Kids (18% of those within 15 mins, nearly 22% of the total 10 mins population) tends to be full of young professional people, often with children; often there may be two wage-earners in the house, giving a healthy overall income. The segment is personified by a type such as G32 Childcare Years, where mortgage outgoings may be high and time is precious. Nonetheless, overall propensity to use gyms and health clubs is usually high.

Latent demand for health and fitness

In terms of wealth and likelihood to take out gym membership – particularly in the private sector – the next most important tranche of the population is B Professional Rewards (14% of those within 15 mins). These are mostly very comfortably off families who have taken the decision to live in pleasant towns and villages, even if it means commuting that bit further to their well-paid jobs – perhaps in Cambridge, Peterborough or London. Many of these may have hitherto made up the membership at the Atrium Club in Ely, for example.

The third Mosaic group which makes up a substantial share of the Ely (and environs) population is D Small Town Diversity (21.6%). This is the slightly 'catch-all' segment which is to be found around many regional small towns and includes many of the pillars of local society who make the local community run smoothly, from (mostly blue collar) local tradesmen to recently retired couples living in low density estates on the edge of town. Put simplistically, for many a weekly dip in the pool might be more to their taste than using a gym several times a week. There are also significant numbers in Mosaic groups such as M Industrial Heritage and I Ex-Council Communities, where disposable incomes tend to be below the national average and would-be gym members welcome competitive prices to ensure regular participation.

Competition

We understand that the proposed new centre would almost certainly aim to replace the separate entities that are the ageing Paradise Centre and Paradise Pools. The former claims to have around 1,500 members at a price point of £29/month. The town's other major provider is The Atrium Club, which has a 40 station gym, 10m plunge pool, studio and treatment rooms. It claims to have around 1,850 members, with special Summer offers of £49.99/month available at present. Although one should not underestimate the attraction of an offering with a more exclusive feel if it is well done, the gym and pool in particular would suffer in comparison to what is envisaged for the new leisure centre. We assume, too, that the Atrium would suffer in comparison, cost-wise. The other offerings in Ely itself are at educational establishments and have limited public access.

Littleport Leisure Centre, 4 miles away to the north, is run by a management company of the same name. It has a 24 station gym, 5 court sports hall, beauty suite and squash court. There are around 700 members, paying up to £40/month.

The Ross Peers Sports Centre in Soham, to the south west of Ely, is a little further way from the new leisure centre site but we would still assume that a fair share of local residents would be willing to travel to the new centre, even though some Soham residents are more than 15 mins away. The current facility, run by a sports association, includes a 28 station gym, 5 court sports hall, bowls centre, squash courts and small size artificial turf pitch.

The largest gym in the surrounding towns shown on the map is probably the 120 station facility at One Leisure St Ives. Generally, those at Downham Market, Impington, Newmarket and March have fewer than 70 stations.

Latent demand for health and fitness

Latent Demand

We assume membership fees in the new centre will exceed the current cost of the existing Paradise Centre (£29 p/m), while retaining a clear price advantage over the Atrium Club. Our model therefore assumes that the majority of members would pay in the mid-£30s/month. With no current Paradise member data to analyse, which would help us get a handle on how far people are currently willing to travel to Ely –albeit for an inferior facility - we have run the supply demand model using the wider, 15 minute drive time and made smaller allowances for travel from further afield, rather than miss out on communities – Haddenham, Mepal, Wilburton, Welney, much of Soham – which would almost certainly be part of the Ely demand equation. The model shows the new centre attracting 2,521 members from within 15 mins, rising to a total of 2,966 when travel from further afield is taken into account. However, indications are that around 250 of this total might fall victim to reluctance on the part of some people to travel up to 15 mins on a regular basis or to drive past local options such as Littleport and Ross Peers. The result is a net demand figure for the new site of 2,716. This is how many members we think the proposed site looks good for at present, assuming that The Paradise Centre were to close. We cannot imagine many compelling reasons for many of the current Paradise membership to resist transferring their allegiance to the new centre and we imagine that the vast majority would do so and have been included in the total figure. The exceptions in the short term might be some of the less mobile Ely residents who are used to walking to the existing facilities at either the ‘dry’ centre or the pool. If the new centre opens with a sympathetically-priced offer it seems unlikely that the Paradise Centre could stem the tide of defections and any decision relating to the viability of the swimming pool would have been made even earlier.

Once again, without any formal knowledge of how the Atrium Club membership breaks down demographically – the more affluent the better the chance it might have of hanging on to loyal members - it is difficult to say with absolute certainty what proportion of the demand for the new centre would come from that sector. However, membership figures they are achieving do seem high when set against the range of facilities on offer. This may reflect the (comparative) paucity of what is available elsewhere in the city at present as much as the excellence of their offering.

We have tried to estimate the potential growth in demand from among the c.6,000 people who might join the Ely City population in the period up to 2031, although this is necessarily a figure which relies, to some extent, on penetration rates arrived in the here and now – that is, we cannot second-guess trading conditions even a few years down the line.

The latent demand analysis has also taken account of population growth of circa 6,000 by 2031. This overall penetration rate does ultimately average out at a higher figure than that originally arrived at for the whole 15 min catchment and has the effect of adding 325 more members, increasing membership to 3,041.

Recommended Number of Stations

Using a typical ratio of 25 members per health and fitness station and a total forecast membership of say 2,716 it is recommended that any new facilities should be designed to accommodate at least 100 stations of equipment. We understand that the facility includes an area designed for 120 stations. This could comfortably accommodate 3,000 members at 25 members per health and fitness station and could accommodate further membership numbers if a higher ratio of members per station is accepted. For example the 120 station gym could comfortably accommodate 3,600 members at a ratio of 30 members per station.

Appendix 2 – Capital Cost Estimates

			Option 1		Option 2		Option 3		Option 4		Option 5		Option 6	
			Core		6 Lane Pool		6 CI Sports Hall		8 CI Sports Hall		Synthetic Turf Pitch		All Facilities (8 in pool, 4 CI Hall & 3TP)	
INTERNAL WORKS		Rate (£ per m ²)	Floor Area (m ²)	Estimated Capital Cost	Floor Area (m ²)	Estimated Capital Cost	Floor Area (m ²)	Estimated Capital Cost	Floor Area (m ²)	Estimated Capital Cost	Floor Area (m ²)	Estimated Capital Cost	Floor Area (m ²)	Estimated Capital Cost
Foyer & Reception														
Draught lobby		£1,600	30	£48,000	30	£48,000	30	£48,000	30	£48,000	30	£48,000	30	£48,000
Entrance & reception area		£1,600	150	£240,000	150	£240,000	175	£280,000	200	£320,000	150	£240,000	175	£280,000
Buggy storage		£1,600	8	£12,800	8	£12,800	8	£12,800	8	£12,800	8	£12,800	8	£12,800
Café / vending area		£1,600	80	£128,000	80	£128,000	80	£128,000	80	£128,000	80	£128,000	80	£128,000
Vending store		£1,600	11	£17,600	11	£17,600	11	£17,600	11	£17,600	11	£17,600	11	£17,600
Mother and baby area; baby change and feeding		£1,600	10	£16,000	10	£16,000	10	£16,000	10	£16,000	10	£16,000	10	£16,000
Toilets (for vending only)		£1,600	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000
Reception desk		£1,600	18	£28,800	18	£28,800	18	£28,800	18	£28,800	18	£28,800	18	£28,800
Duty office; includes separate cash room		£1,600	14	£22,400	14	£22,400	14	£22,400	14	£22,400	14	£22,400	14	£22,400
Admin office; includes separate managers office		£1,600	40	£64,000	40	£64,000	40	£64,000	40	£64,000	40	£64,000	40	£64,000
Comms room		£1,600	6	£9,600	6	£9,600	6	£9,600	6	£9,600	6	£9,600	6	£9,600
Staff rest room		£1,600	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000
staff changing/locker room		£1,600	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000	20	£32,000
Associated plant		£1,100	22	£24,200	22	£24,200	22	£24,200	22	£24,200	22	£24,200	22	£24,200
Sub Total			449	£707,400	449	£707,400	474	£747,400	499	£787,400	449	£707,400	474	£747,400
6 lane 25m pool														
6 lane 25 metre pool (with fold down spectator seating along one wall)		£2,500	650	£1,625,000	-	£0	650	£1,625,000	650	£1,625,000	650	£1,625,000	-	£0
Pool store		£2,500	75	£187,500	-	£0	75	£187,500	75	£187,500	75	£187,500	-	£0
Pool changing		£2,500	350	£875,000	-	£0	350	£875,000	350	£875,000	350	£875,000	-	£0
Accessible pool changing room		£2,500	12	£30,000	-	£0	12	£30,000	12	£30,000	12	£30,000	-	£0
First aid room		£2,500	13	£32,500	-	£0	13	£32,500	13	£32,500	13	£32,500	-	£0
Associated plant		£1,100	175	£192,500	-	£0	175	£192,500	175	£192,500	175	£192,500	-	£0
Sub Total			1,275	£2,942,500	-	£0	1,275	£2,942,500	1,275	£2,942,500	1,275	£2,942,500	-	£0
8 lane 25m pool														
8 lane 25 metre pool (17m x 25m) to ASA County standard		£2,500	-	£0	736	£1,840,000	-	£0	-	£0	-	£0	736	£1,840,000
Spectator seating for 100 people (poolside)		£2,500	-	£0	100	£250,000	-	£0	-	£0	-	£0	100	£250,000
Pool store		£2,500	-	£0	100	£250,000	-	£0	-	£0	-	£0	100	£250,000
Pool changing; includes change capacity for spa		£2,500	-	£0	380	£950,000	-	£0	-	£0	-	£0	380	£950,000
Accessible pool changing room		£2,500	-	£0	12	£30,000	-	£0	-	£0	-	£0	12	£30,000
First aid room		£2,500	-	£0	13	£32,500	-	£0	-	£0	-	£0	13	£32,500
Associated plant		£1,100	-	£0	200	£220,000	-	£0	-	£0	-	£0	200	£220,000
Sub Total			-	£0	1,641	£3,572,500	-	£0	-	£0	-	£0	1,641	£3,572,500
Learner Pool														
Teaching pool 12m x 8m with moveable floor (positive pressure)		£2,500	250	£625,000	250	£625,000	250	£625,000	250	£625,000	250	£625,000	250	£625,000
Moveable floor		Prov Sum	8	£200,000	8	£200,000	8	£200,000	8	£200,000	8	£200,000	8	£200,000
Sub Total			258	£825,000	258	£825,000								
Sports Hall														
4 court hall		£1,500	690	£1,035,000	690	£1,035,000	-	£0	-	£0	690	£1,035,000	690	£1,035,000
6 court hall		£1,501	-	£0	-	£0	950	£1,425,000	-	£0	-	£0	-	£0
8 court hall		£1,502	-	£0	-	£0	-	£0	1,380	£2,070,000	-	£0	-	£0
Sports hall store 1		£1,500	50	£75,000	50	£75,000	60	£90,000	50	£75,000	50	£75,000	50	£75,000
Sports hall store 2		£1,500	50	£75,000	50	£75,000	60	£90,000	50	£75,000	50	£75,000	50	£75,000
Dayside change		£1,500	250	£375,000	250	£375,000	300	£450,000	350	£525,000	250	£375,000	250	£375,000
Sub Total			1,640	£1,560,000	1,640	£1,560,000	1,370	£2,055,000	1,910	£2,865,000	1,640	£1,560,000	1,640	£1,560,000
Health & Fitness Suite (120 stations)														
Fitness suite		£1,500	600	£900,000	600	£900,000	600	£900,000	600	£900,000	600	£900,000	600	£900,000
Disabled WC / change		£1,500	6	£9,000	6	£9,000	6	£9,000	6	£9,000	6	£9,000	6	£9,000
Consultation room		£1,500	10	£15,000	10	£15,000	10	£15,000	10	£15,000	10	£15,000	10	£15,000
Cleaners store		£1,500	6	£9,000	6	£9,000	6	£9,000	6	£9,000	6	£9,000	6	£9,000
Circulation		£1,500	80	£120,000	80	£120,000	80	£120,000	80	£120,000	80	£120,000	80	£120,000
Plant room		£1,100	120	£132,000	120	£132,000	120	£132,000	120	£132,000	120	£132,000	120	£132,000
Sub Total			822	£1,185,000	822	£1,185,000								
Activity Studios (x2)														
Studio 1 (30 persons)		£1,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500
Studio 1 store		£1,500	15	£22,500	15	£22,500	15	£22,500	15	£22,500	15	£22,500	15	£22,500
Studio 2 (30 persons)		£1,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500	135	£202,500
Studio 2 store		£1,501	15	£22,500	15	£22,500	15	£22,500	15	£22,500	15	£22,500	15	£22,500
Sub Total			300	£450,000	300	£450,000								
Changing Rooms for Synthetic Pitch														
4 team changing rooms		£1,400	-	£0	-	£0	-	£0	-	£0	150	£210,000	150	£210,000
Officials changing		£1,400	-	£0	-	£0	-	£0	-	£0	20	£28,000	20	£28,000
Outdoor equipment and maintenance store		£1,100	-	£0	-	£0	-	£0	-	£0	100	£110,000	100	£110,000
Sub Total			-	£0	-	£0	-	£0	-	£0	270	£348,000	270	£348,000
TOTAL INTERNAL WORKS			4,144	£7,669,900	4,410	£8,299,900	4,499	£8,294,900	5,064	£9,094,900	4,414	£8,017,900	4,705	£8,687,900
EXTERNAL WORKS														
Full Size 3G Synthetic Turf Pitch														
Full size 3g pitch, floodlighting and fencing		Contractor Est	-	£0	-	£0	-	£0	-	£0	-	£500,000	-	£500,000
Sub Total			-	£0	-	£0	-	£0	-	£0	-	£500,000	-	£500,000
Car Parking														
Parking		£2,000	160	£320,000	160	£320,000	150	£300,000	140	£280,000	160	£320,000	160	£320,000
Sub Total			160	£320,000	160	£320,000	150	£300,000	140	£280,000	160	£320,000	160	£320,000
External Works														
External Works Drainage / Services / Landscaping		Prov Sum	-	£250,000	-	£250,000	-	£250,000	-	£250,000	-	£250,000	-	£250,000
Statutory Services Allowance		Prov Sum	-	£100,000	-	£100,000	-	£100,000	-	£100,000	-	£100,000	-	£100,000
Sub Total			-	£350,000	-	£350,000								
Demolition														
Demolition of existing facilities and site clearance		Prov Sum	-	£0	-	£0	-	£0	-	£0	-	£0	-	£0
Sub Total			-	£0	-	£0	-							

Appendix 3 - Income and Expenditure Projections

Option 1 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£94,245	£95,187	£96,139	£97,101	£98,072	£99,052	£100,043	£101,043	£102,054	£103,074	£98,601
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,468.62
Swimming Pools	£511,972	£517,091	£522,262	£527,485	£532,760	£538,087	£543,468	£548,903	£554,392	£559,936	£535,635.59
Synthetic Turf Pitch	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Secondary Income (Vending, Retail etc)	£62,570	£63,769	£64,837	£65,551	£65,958	£65,958	£65,958	£65,958	£65,958	£65,958	£65,247.34
Total Income	£1,938,846	£1,978,316	£2,016,579	£2,042,331	£2,054,593	£2,060,902	£2,067,273	£2,073,708	£2,080,208	£2,086,772	2039952.673
Expenditure											
Staffing costs	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)
Premises costs	(£344,315)	(£349,972)	(£355,911)	(£362,148)	(£368,696)	(£375,571)	(£382,791)	(£390,371)	(£398,330)	(£406,688)	(£373,479)
Management costs	(£288,031)	(£239,162)	(£240,350)	(£241,597)	(£242,907)	(£244,282)	(£245,726)	(£247,242)	(£248,834)	(£250,505)	(£248,863)
Cost of sales	(£31,285)	(£31,884)	(£32,418)	(£32,776)	(£32,979)	(£32,979)	(£32,979)	(£32,979)	(£32,979)	(£32,979)	(£32,624)
Other costs	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)	(£193,885)
Total Expenditure	(£1,838,355)	(£1,795,743)	(£1,803,404)	(£1,811,245)	(£1,819,306)	(£1,827,557)	(£1,836,220)	(£1,845,316)	(£1,854,867)	(£1,864,896)	(£1,829,691)
Net Revenue											
Profit/Loss (Management Fee)	£100,490	£182,573	£213,175	£231,086	£235,287	£233,345	£231,053	£228,392	£225,340	£221,876	£210,262
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	500,561	510,150	518,694	524,409	527,662	529,677	531,712	533,768	535,844	537,941	525,042

Option 2 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£94,245	£95,187	£96,139	£97,101	£98,072	£99,052	£100,043	£101,043	£102,054	£103,074	£98,601
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,469
Swimming Pools	£538,638	£544,024	£549,465	£554,959	£560,509	£566,114	£571,775	£577,493	£583,268	£589,100	£563,534
Synthetic Turf Pitch	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Secondary Income (Vending, Retail etc)	£63,950	£65,163	£66,244	£66,973	£67,394	£67,394	£67,394	£67,394	£67,394	£67,394	£66,669
Total Income	£1,966,892	£2,006,643	£2,045,189	£2,071,227	£2,083,778	£2,090,364	£2,097,016	£2,103,734	£2,110,519	£2,117,373	£2,069,273
Expenditure											
Staffing costs	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)	(£980,840)
Premises costs	(£365,268)	(£371,376)	(£377,790)	(£384,524)	(£391,595)	(£399,020)	(£406,816)	(£415,002)	(£423,597)	(£432,622)	(£396,761)
Management costs	(£295,743)	(£246,964)	(£248,247)	(£249,594)	(£251,008)	(£252,493)	(£254,052)	(£255,690)	(£257,409)	(£259,214)	(£257,041)
Cost of sales	(£31,975)	(£32,581)	(£33,122)	(£33,486)	(£33,697)	(£33,697)	(£33,697)	(£33,697)	(£33,697)	(£33,697)	(£33,335)
Other costs	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)	(£196,689)
Total Expenditure	(£1,870,515)	(£1,828,451)	(£1,836,688)	(£1,845,134)	(£1,853,830)	(£1,862,740)	(£1,872,095)	(£1,881,918)	(£1,892,232)	(£1,903,062)	(£1,864,666)
Net Revenue											
Profit/Loss (Management Fee)	£96,377	£178,192	£208,501	£226,093	£229,948	£227,625	£224,921	£221,816	£218,287	£214,311	£204,607
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	511,600	521,300	529,955	535,783	539,150	541,280	543,431	545,604	547,798	550,015	536,592

Option 3 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£125,618	£126,874	£128,142	£129,424	£130,718	£132,025	£133,346	£134,679	£136,026	£137,386	£131,424
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,469
Swimming Pools	£511,972	£517,091	£522,262	£527,485	£532,760	£538,087	£543,468	£548,903	£554,392	£559,936	£535,636
Synthetic Turf Pitch	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Secondary Income (Vending, Retail etc)	£65,283	£66,508	£67,604	£68,346	£68,780	£68,780	£68,780	£68,780	£68,780	£68,780	£68,042
Total Income	£1,972,931	£2,012,742	£2,051,349	£2,077,448	£2,090,062	£2,096,697	£2,103,398	£2,110,166	£2,117,002	£2,123,906	£2,075,570
Expenditure											
Staffing costs	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)
Premises costs	(£368,686)	(£374,868)	(£381,359)	(£388,175)	(£395,331)	(£402,846)	(£410,736)	(£419,020)	(£427,719)	(£436,853)	(£400,559)
Management costs	(£297,182)	(£248,419)	(£249,717)	(£251,080)	(£252,512)	(£254,014)	(£255,592)	(£257,249)	(£258,989)	(£260,816)	(£258,557)
Cost of sales	(£32,641)	(£33,254)	(£33,802)	(£34,173)	(£34,390)	(£34,390)	(£34,390)	(£34,390)	(£34,390)	(£34,390)	(£34,021)
Other costs	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)	(£197,293)
Total Expenditure	(£1,892,282)	(£1,850,314)	(£1,858,651)	(£1,867,201)	(£1,876,006)	(£1,885,023)	(£1,894,491)	(£1,904,433)	(£1,914,871)	(£1,925,832)	(£1,886,910)
Net Revenue											
Profit/Loss (Management Fee)	£80,648	£162,428	£192,698	£210,248	£214,056	£211,674	£208,907	£205,734	£202,131	£198,075	£188,660
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	522,261	532,067	540,830	546,767	550,243	552,484	554,747	557,033	559,342	561,674	547,745

Option 4 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£156,990	£158,560	£160,145	£161,747	£163,364	£164,998	£166,648	£168,315	£169,998	£171,698	£164,246
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,469
Swimming Pools	£511,972	£517,091	£522,262	£527,485	£532,760	£538,087	£543,468	£548,903	£554,392	£559,936	£535,636
Synthetic Turf Pitch	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Secondary Income (Vending, Retail etc)	£67,995	£69,248	£70,371	£71,141	£71,603	£71,603	£71,603	£71,603	£71,603	£71,603	£70,837
Total Income	£2,007,016	£2,047,168	£2,086,119	£2,112,566	£2,125,531	£2,132,492	£2,139,523	£2,146,624	£2,153,797	£2,161,041	£2,111,188
Expenditure											
Staffing costs	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)
Premises costs	(£403,817)	(£410,757)	(£418,044)	(£425,694)	(£433,728)	(£442,163)	(£451,020)	(£460,320)	(£470,085)	(£480,338)	(£439,597)
Management costs	(£309,130)	(£260,518)	(£261,975)	(£263,506)	(£265,112)	(£266,799)	(£268,571)	(£270,431)	(£272,384)	(£274,434)	(£271,286)
Cost of sales	(£33,998)	(£34,624)	(£35,185)	(£35,570)	(£35,802)	(£35,802)	(£35,802)	(£35,802)	(£35,802)	(£35,802)	(£35,419)
Other costs	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)	(£200,702)
Total Expenditure	(£1,944,126)	(£1,903,080)	(£1,912,386)	(£1,921,952)	(£1,931,823)	(£1,941,945)	(£1,952,574)	(£1,963,734)	(£1,975,451)	(£1,987,755)	(£1,943,483)
Net Revenue											
Profit/Loss (Management Fee)	£62,889	£144,087	£173,733	£190,614	£193,708	£190,547	£186,950	£182,891	£178,345	£173,286	£167,705
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	543,961	553,984	562,966	569,124	572,824	575,291	577,782	580,299	582,840	585,407	570,448

Option 5 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£94,245	£95,187	£96,139	£97,101	£98,072	£99,052	£100,043	£101,043	£102,054	£103,074	£98,601
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,469
Swimming Pools	£511,972	£517,091	£522,262	£527,485	£532,760	£538,087	£543,468	£548,903	£554,392	£559,936	£535,636
Synthetic Turf Pitch	£115,192	£116,344	£117,507	£118,682	£119,869	£121,068	£122,278	£123,501	£124,736	£125,983	£120,516
Secondary Income (Vending, Retail etc)	£69,959	£71,232	£72,375	£73,164	£73,647	£73,647	£73,647	£73,647	£73,647	£73,647	£72,861
Total Income	£2,061,427	£2,102,123	£2,141,624	£2,168,626	£2,182,152	£2,189,659	£2,197,241	£2,204,899	£2,212,633	£2,220,445	£2,168,083
Expenditure											
Staffing costs	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)
Premises costs	(£376,406)	(£382,431)	(£358,758)	(£365,400)	(£372,375)	(£379,699)	(£387,388)	(£395,463)	(£403,941)	(£412,842)	(£383,470)
Management costs	(£306,969)	(£258,174)	(£249,440)	(£250,768)	(£252,163)	(£253,628)	(£255,166)	(£256,781)	(£258,476)	(£260,256)	(£260,182)
Cost of sales	(£34,980)	(£35,616)	(£36,187)	(£36,582)	(£36,824)	(£36,824)	(£36,824)	(£36,824)	(£36,824)	(£36,824)	(£36,431)
Other costs	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)	(£206,143)
Total Expenditure	(£1,920,978)	(£1,878,844)	(£1,847,007)	(£1,855,373)	(£1,863,984)	(£1,872,772)	(£1,882,000)	(£1,891,689)	(£1,901,863)	(£1,912,545)	(£1,882,706)
Net Revenue											
Profit/Loss (Management Fee)	£140,449	£223,279	£294,617	£313,253	£318,167	£316,886	£315,240	£313,209	£310,770	£307,900	£285,377
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	559,676	569,857	578,997	585,316	589,177	591,808	594,464	597,147	599,857	602,594	586,889

Option 6 – 10 Year Revenue Projections

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Sports Hall	£94,245	£95,187	£96,139	£97,101	£98,072	£99,052	£100,043	£101,043	£102,054	£103,074	£98,601
Health & Fitness	£1,270,059	£1,302,268	£1,333,341	£1,352,194	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,357,804	£1,340,469
Swimming Pools	£538,638	£544,024	£549,465	£554,959	£560,509	£566,114	£571,775	£577,493	£583,268	£589,100	£563,534
Synthetic Turf Pitch	£115,192	£116,344	£117,507	£118,682	£119,869	£121,068	£122,278	£123,501	£124,736	£125,983	£120,516
Secondary Income (Vending, Retail etc)	£71,339	£72,626	£73,782	£74,586	£75,083	£75,083	£75,083	£75,083	£75,083	£75,083	£74,283
Total Income	£2,089,473	£2,130,450	£2,170,234	£2,197,522	£2,211,337	£2,219,121	£2,226,983	£2,234,924	£2,242,945	£2,251,045	£2,197,403
Expenditure											
Staffing costs	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)	(£996,480)
Premises costs	(£398,941)	(£405,452)	(£382,289)	(£389,467)	(£397,004)	(£404,919)	(£413,229)	(£421,954)	(£431,116)	(£440,736)	(£408,511)
Management costs	(£315,103)	(£266,405)	(£257,772)	(£259,208)	(£260,716)	(£262,298)	(£263,960)	(£265,706)	(£267,538)	(£269,462)	(£268,817)
Cost of sales	(£35,670)	(£36,313)	(£36,891)	(£37,293)	(£37,542)	(£37,542)	(£37,542)	(£37,542)	(£37,542)	(£37,542)	(£37,142)
Other costs	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)	(£208,947)
Total Expenditure	(£1,955,141)	(£1,913,597)	(£1,882,379)	(£1,891,395)	(£1,900,689)	(£1,910,186)	(£1,920,158)	(£1,930,628)	(£1,941,622)	(£1,953,166)	(£1,919,896)
Net Revenue											
Profit/Loss (Management Fee)	£134,332	£216,853	£287,855	£306,127	£310,648	£308,935	£306,826	£304,296	£301,323	£297,879	£277,507
Membership Numbers											
Membership	2,901	2,951	2,995	3,023	3,035	3,035	3,035	3,035	3,035	3,035	3,008
Throughput											
Total Throughput	570,715	581,006	590,258	596,689	600,665	603,410	606,183	608,983	611,811	614,668	598,439

Appendix 4 – Estimated Cash flow Forecast (Options 5 and 6)

Monthly Cash Flow Projection
Ely Leisure Centre Option 5
Sep-14

Pre-Startup	2014				2015				2016				2017				TOTAL
	Q1 14	Q2 14	Q3 14	Q4 14	Q1 15	Q2 15	Q3 15	Q4 15	Q1 16	Q2 16	Q3 16	Q4 16	Q1	Q2	Q3	Q4	
1. CASH ON HAND																	
[Beginning of QTR]	-	-	-	-	515,603	388,810	506,638	5,002,200	3,719,620	2,372,040	375,273	(2,575,851)	(1,990,851)	(1,990,851)	(2,909,225)	(2,909,225)	-
2. SECURED FUNDING																	
Contribution from cinema development - £485,000	-	-	-	-	-	485,000	-	-	-	-	-	-	-	-	-	-	485,000
7-9 Market Place capital receipt - £250,000	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	-	250,000
Barton Road Capital Receipt - £650,000	-	-	-	-	-	-	-	65,000	-	-	-	-	-	-	-	-	650,000
New Homes Bonus funding 2015-16 - £560,000	-	-	-	-	-	140,000	140,000	140,000	140,000	140,000	-	-	-	-	-	-	560,000
S106 funding - £46,000	-	-	-	46,000	-	-	-	-	-	-	-	-	-	-	-	-	46,000
CIL funding - £133,000	-	-	-	133,000	-	-	-	-	-	-	-	-	-	-	-	-	133,000
Saving on Paradise Pool contract - £150,000	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
2. POTENTIAL FUNDING																	
Prudential borrowing (linked to revenue improvement for each option)	-	-	-	-	-	-	6,488,352	-	-	-	-	-	-	-	-	-	6,488,352
Sport England Improvement Fund (£0.5 - £2m)	-	-	-	-	-	-	250,000	250,000	250,000	250,000	-	-	-	-	-	-	1,000,000
Football Foundation funding (up to 50% of the cost of the 3G pitch and changing)	-	-	-	-	-	-	-	100,000	100,000	50,000	-	-	-	-	-	-	250,000
Further S.106 funding (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Further CIL Funding (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Further new homes bonus (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. CAPITAL RECEIPTS FROM LAND SALE																	
Capital receipt - Paradise Pools site	-	-	-	-	-	-	-	-	-	-	290,000	-	-	-	-	-	290,000
Capital receipt - Paradise Centre	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital receipt - Paradise Park site	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3. TOTAL CASH RECEIPTS																	
[Before cash out] (1 + 3)	-	-	-	579,000	-	625,000	6,878,352	555,000	490,000	300,000	290,000	585,000	-	-	-	-	10,302,352
4. TOTAL CASH AVAILABLE																	
[Before cash out] (1 + 3)	-	-	-	579,000	515,603	1,013,810	7,384,990	5,557,200	4,209,620	2,672,040	665,273	(1,990,851)	(1,990,851)	(1,990,851)	(2,909,225)	(2,909,225)	-
5. CASH PAID OUT - PROFESSIONAL FEES																	
Appraisal (completion of initial options review excluded)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A/B. Appraisal/Design Brief	-	-	-	63,397	-	-	-	-	-	-	-	-	-	-	-	-	63,397
C. Concept	-	-	-	-	126,793	-	-	-	-	-	-	-	-	-	-	-	126,793
D. Design Development	-	-	-	-	-	190,190	-	-	-	-	-	-	-	-	-	-	190,190
E. Technical Design	-	-	-	-	-	253,586	-	-	-	-	-	-	-	-	-	-	253,586
G/H. Tender Documentation/Tender Action	-	-	-	-	-	63,397	-	-	-	-	-	-	-	-	-	-	63,397
F. Production Information	-	-	-	-	-	-	253,586	-	-	-	-	-	-	-	-	-	253,586
J/K. Mobilisation/Construction	-	-	-	-	-	-	291,624	-	-	-	-	-	-	-	-	-	291,624
L. Post Practical completion	-	-	-	-	-	-	-	-	-	25,359	-	-	-	-	-	-	25,359
5. CASH PAID OUT - CONTRACTOR COSTS																	
Contractor costs (spread evenly over project duration)	-	-	-	-	-	-	1,837,580	1,837,580	1,837,580	1,837,580	1,837,580	-	-	-	-	-	9,187,900
5. CASH PAID OUT - CONTINGENCY																	
Contingency (assume not used until tail end of project)	-	-	-	-	-	-	-	-	-	-	1,378,185	-	-	-	-	-	1,378,185
Subtotal																	
[5+6]	-	-	-	63,397	126,793	507,172	2,382,790	1,837,580	1,837,580	1,837,580	3,241,124	-	-	-	-	-	11,834,015
6. CASH PAID OUT - LOAN PAYMENTS																	
Loan Payments (Estimated annual repayments split over qtrs)	-	-	-	-	-	-	-	-	-	459,187	-	-	-	459,187	-	-	918,374
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal																	
[5+6]	-	-	-	-	-	-	-	-	-	459,187	-	-	-	459,187	-	-	918,374
7. TOTAL CASH PAID OUT																	
[5+6]	-	-	-	63,397	126,793	507,172	2,382,790	1,837,580	1,837,580	2,296,767	3,241,124	-	-	918,374	-	-	13,211,577
8. CASH POSITION																	
[End of QTR (4 minus 7)]	-	-	-	515,603	388,810	506,638	5,002,200	3,719,620	2,372,040	375,273	(2,575,851)	(1,990,851)	(1,990,851)	(2,909,225)	(2,909,225)	(2,909,225)	-

Monthly Cash Flow Projection
Ely Leisure Centre Option 6
Sep-14

Pre-Startup	2014				2015				2016			2017				TOTAL	
	Q1 14	Q2 14	Q3 14	Q4 14	Q1 15	Q2 15	Q3 15	Q4 15	Q1 16	Q2 16	Q3 16	Q4 16	Q1	Q2	Q3		Q4
1. CASH ON HAND																	
[Beginning of QTR]	-	-	-	-	510,980	374,941	455,785	4,666,389	3,249,809	1,768,229	(354,669)	(3,542,141)	(2,957,141)	(2,957,141)	(3,859,776)	(3,859,776)	-
2. SECURED FUNDING																	
Contribution from cinema development - £485,000	-	-	-	-	-	485,000	-	-	-	-	-	-	-	-	-	-	485,000
7-9 Market Place capital receipt - £250,000	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	-	250,000
Barton Road Capital Receipt - £650,000	-	-	-	-	-	-	-	65,000	-	-	-	-	-	-	-	-	650,000
New Homes Bonus funding 2015-16 - £560,000	-	-	-	-	-	140,000	140,000	140,000	140,000	140,000	-	-	-	-	-	-	560,000
S106 funding - £46,000	-	-	-	46,000	-	-	-	-	-	-	-	-	-	-	-	-	46,000
CIL funding - £133,000	-	-	-	133,000	-	-	-	-	-	-	-	-	-	-	-	-	133,000
Saving on Paradise Pool contract - £150,000	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
2. POTENTIAL FUNDING																	
Prudential borrowing (linked to revenue improvement for each option)	-	-	-	-	-	-	6,377,151	-	-	-	-	-	-	-	-	-	6,377,151
Sport England Improvement Fund (£0.5 - £2m)	-	-	-	-	-	-	250,000	250,000	250,000	250,000	-	-	-	-	-	-	1,000,000
Football Foundation funding (up to 50% of the cost of the 3G pitch and changing)	-	-	-	-	-	-	-	100,000	100,000	50,000	-	-	-	-	-	-	250,000
Further S.106 funding (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Further CIL Funding (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Further new homes bonus (at members discretion)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. CAPITAL RECEIPTS FROM LAND SALE																	
Capital receipt - Paradise Pools site	-	-	-	-	-	-	-	-	-	-	290,000	-	-	-	-	-	290,000
Capital receipt - Paradise Centre	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital receipt - Paradise Park site	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3. TOTAL CASH RECEIPTS																	
[Before cash out] (1 + 3)	-	-	-	579,000	-	625,000	6,767,151	555,000	490,000	300,000	290,000	585,000	-	-	-	-	10,191,151
4. TOTAL CASH AVAILABLE																	
[Before cash out] (1 + 3)	-	-	-	579,000	510,980	999,941	7,222,936	5,221,389	3,739,809	2,068,229	(64,669)	(2,957,141)	(2,957,141)	(2,957,141)	(3,859,776)	(3,859,776)	-
5. CASH PAID OUT - PROFESSIONAL FEES																	
Appraisal (completion of initial options review excluded)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A/B. Appraisal/Design Brief	-	-	-	68,020	-	-	-	-	-	-	-	-	-	-	-	-	68,020
C. Concept	-	-	-	-	136,039	-	-	-	-	-	-	-	-	-	-	-	136,039
D. Design Development	-	-	-	-	-	204,059	-	-	-	-	-	-	-	-	-	-	204,059
E. Technical Design	-	-	-	-	-	272,078	-	-	-	-	-	-	-	-	-	-	272,078
G/H. Tender Documentation/Tender Action	-	-	-	-	-	68,020	-	-	-	-	-	-	-	-	-	-	68,020
F. Production Information	-	-	-	-	-	-	272,078	-	-	-	-	-	-	-	-	-	272,078
J/K. Mobilisation/Construction	-	-	-	-	-	-	312,890	-	-	-	-	-	-	-	-	-	312,890
L. Post Practical completion	-	-	-	-	-	-	-	-	-	27,208	-	-	-	-	-	-	27,208
5. CASH PAID OUT - CONTRACTOR COSTS																	
Contractor costs (spread evenly over project duration)	-	-	-	-	-	-	1,971,580	1,971,580	1,971,580	1,971,580	1,971,580	-	-	-	-	-	9,857,900
5. CASH PAID OUT - CONTINGENCY																	
Contingency (assume not used until tail end of project)	-	-	-	-	-	-	-	-	-	-	1,478,685	-	-	-	-	-	1,478,685
Subtotal																	
[5+6]	-	-	-	68,020	136,039	544,156	2,556,548	1,971,580	1,971,580	1,971,580	3,477,473	-	-	-	-	-	12,696,975
6. CASH PAID OUT - LOAN PAYMENTS																	
Loan Payments (Estimated annual repayments split over qtrs)	-	-	-	-	-	-	-	-	-	451,317	-	-	-	451,317	-	-	902,635
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal																	
[5+6]	-	-	-	-	-	-	-	-	-	451,317	-	-	-	451,317	-	-	902,635
7. TOTAL CASH PAID OUT																	
[5+6]	-	-	-	68,020	136,039	544,156	2,556,548	1,971,580	1,971,580	2,422,897	3,477,473	-	-	902,635	-	-	14,050,927
8. CASH POSITION																	
[End of QTR (4 minus 7)]	-	-	-	510,980	374,941	455,785	4,666,389	3,249,809	1,768,229	(354,669)	(3,542,141)	(2,957,141)	(2,957,141)	(3,859,776)	(3,859,776)	(3,859,776)	-

Appendix 5 – Concept Sketch Plans (Options 5 & 6)

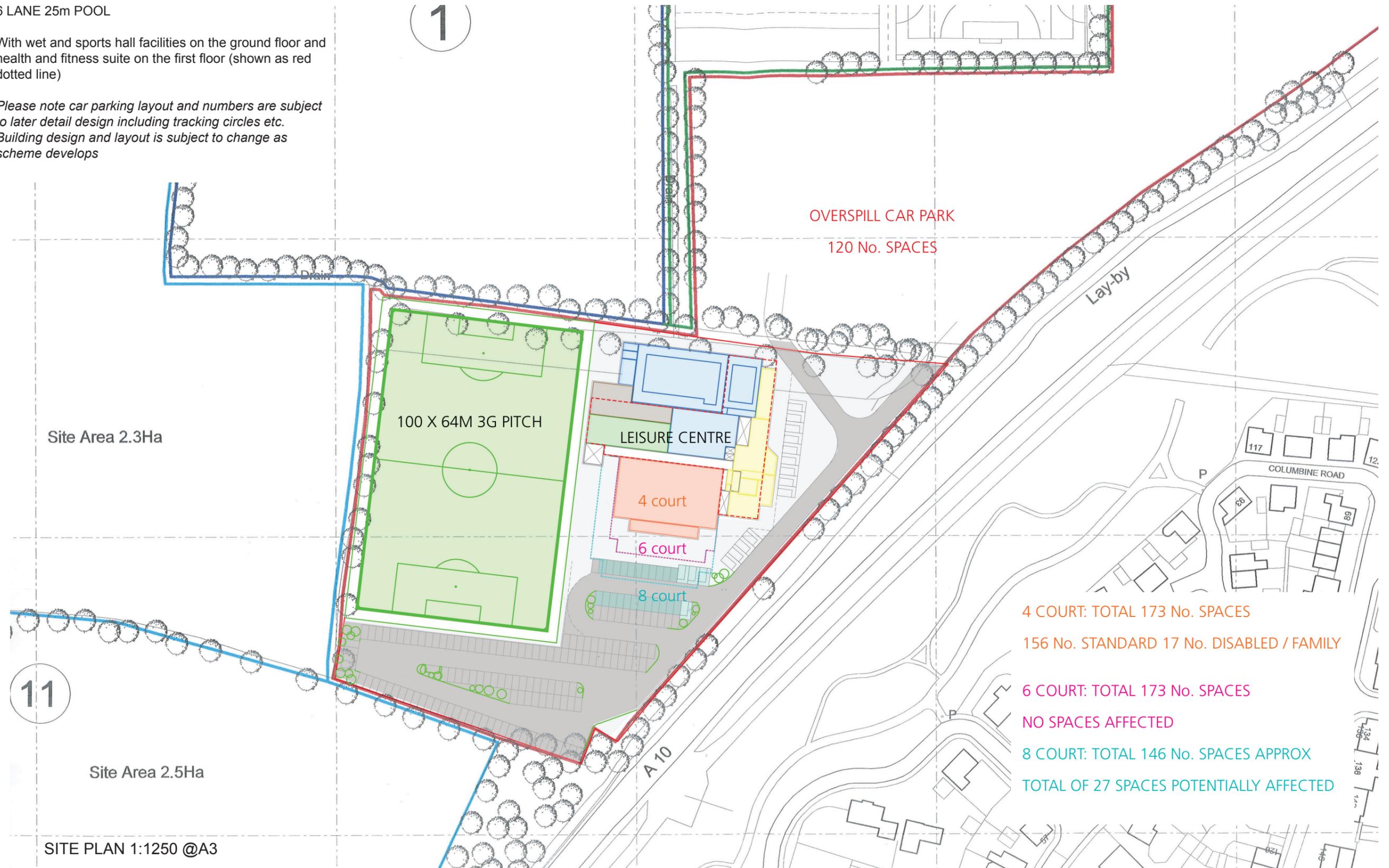
Ely Leisure Centre Feasibility Study

OPTION 5

6 LANE 25m POOL

With wet and sports hall facilities on the ground floor and health and fitness suite on the first floor (shown as red dotted line)

Please note car parking layout and numbers are subject to later detail design including tracking circles etc. Building design and layout is subject to change as scheme develops



- 4 COURT: TOTAL 173 No. SPACES
- 156 No. STANDARD 17 No. DISABLED / FAMILY
- 6 COURT: TOTAL 173 No. SPACES
- NO SPACES AFFECTED
- 8 COURT: TOTAL 146 No. SPACES APPROX
- TOTAL OF 27 SPACES POTENTIALLY AFFECTED

SITE PLAN 1:1250 @A3

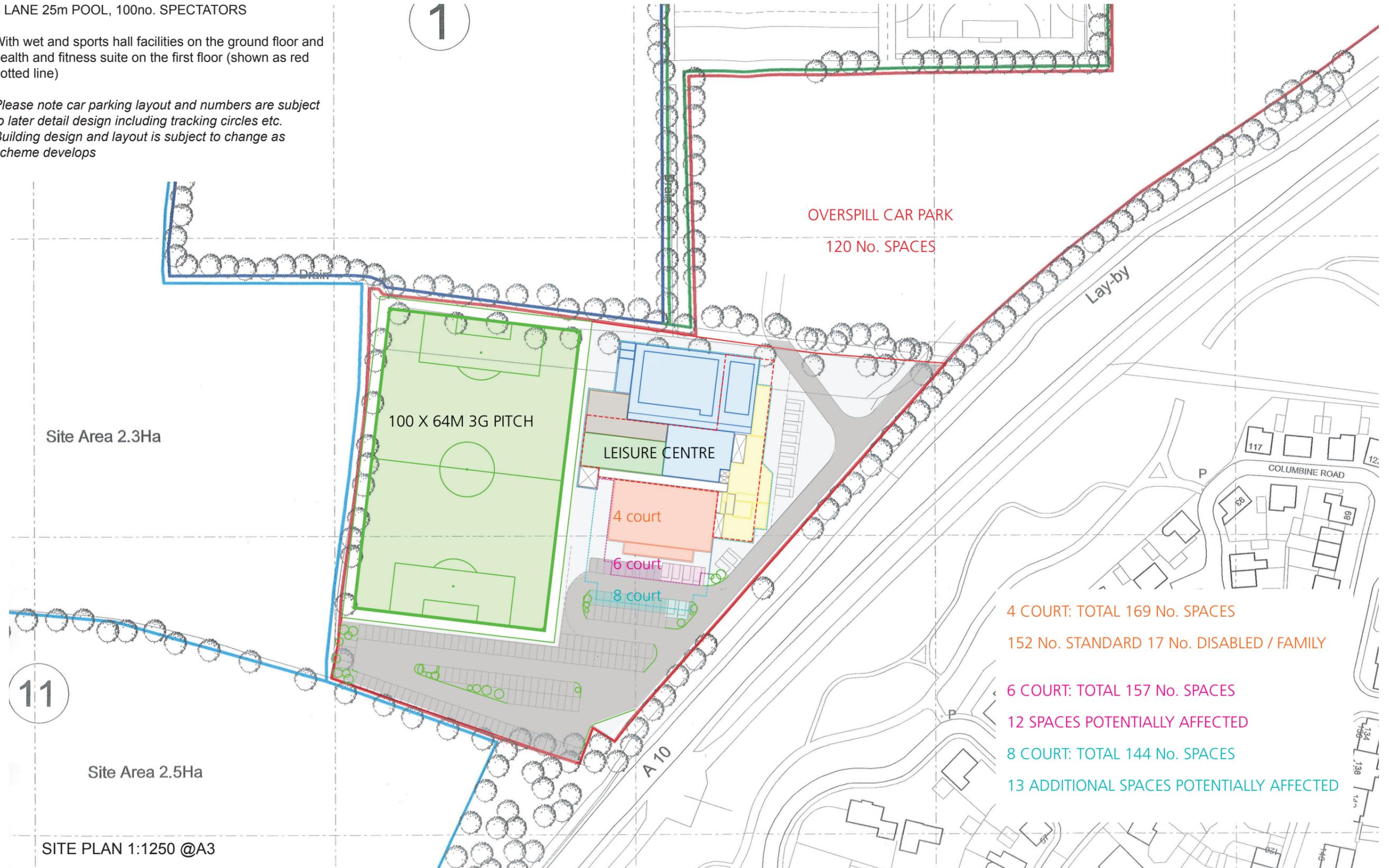
Ely Leisure Centre Feasibility Study

OPTION 6

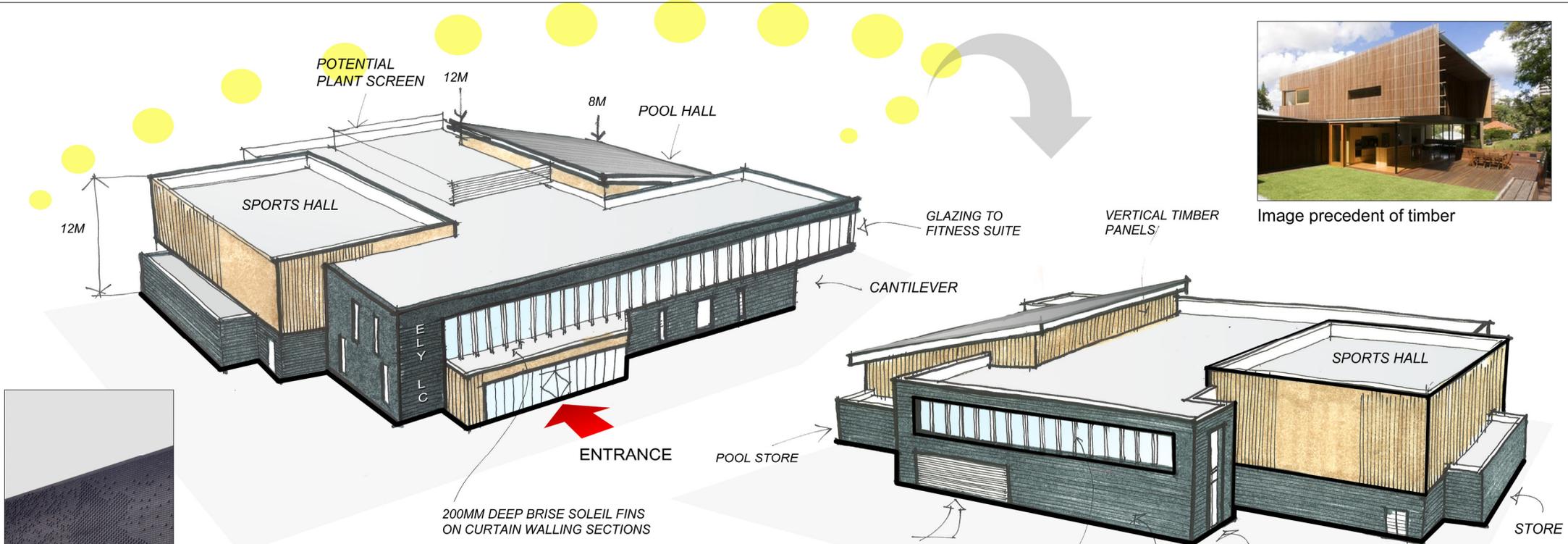
8 LANE 25m POOL, 100no. SPECTATORS

With wet and sports hall facilities on the ground floor and health and fitness suite on the first floor (shown as red dotted line)

Please note car parking layout and numbers are subject to later detail design including tracking circles etc. Building design and layout is subject to change as scheme develops



- 4 COURT: TOTAL 169 No. SPACES
- 152 No. STANDARD 17 No. DISABLED / FAMILY
- 6 COURT: TOTAL 157 No. SPACES
- 12 SPACES POTENTIALLY AFFECTED
- 8 COURT: TOTAL 144 No. SPACES
- 13 ADDITIONAL SPACES POTENTIALLY AFFECTED

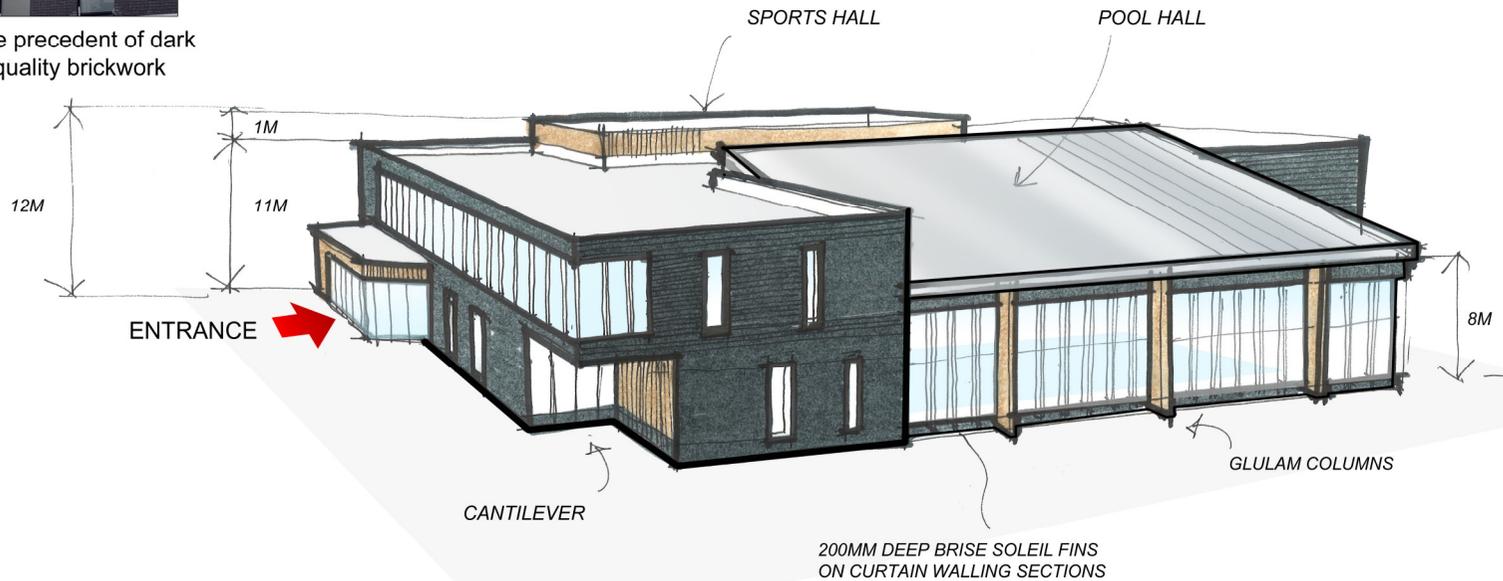


Main Entrance Elevation. (Facing South)

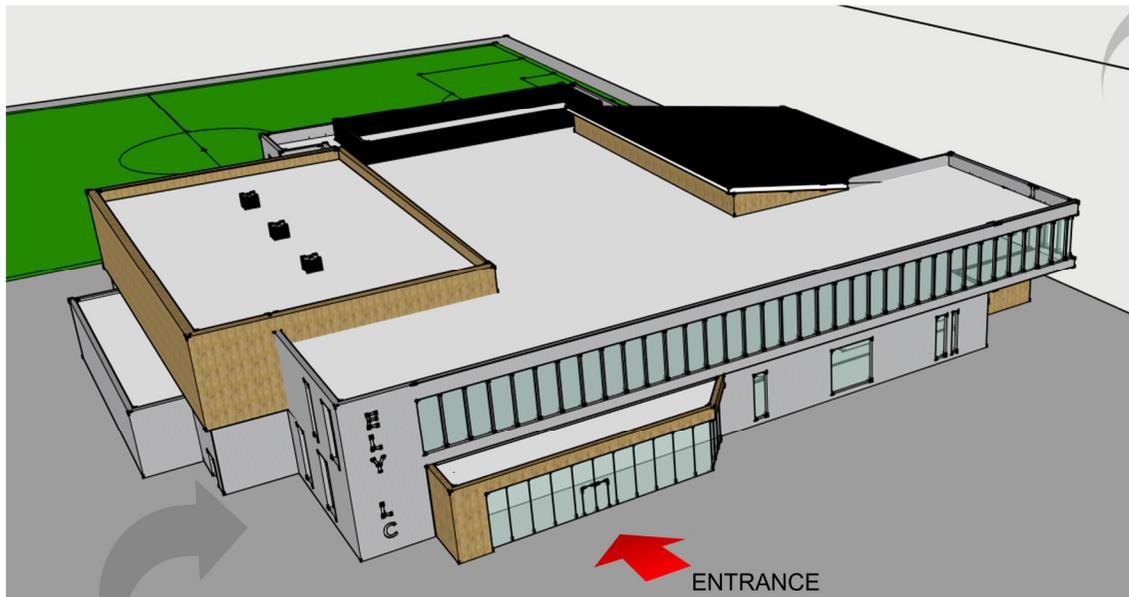
Sports Hall Elevation (Adjacent Muga)



Image precedent of dark high quality brickwork



Cafe/Pool Hall Elevation. (Facing North)



Main Entrance Elevation. (Facing South)

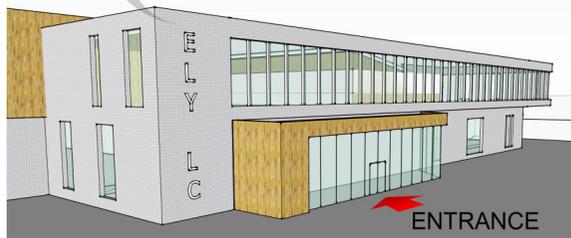
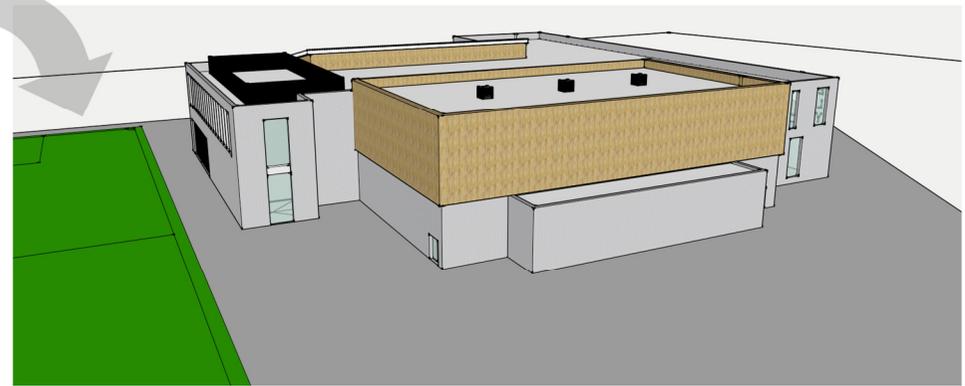


Image precedent of timber



Sports Hall Elevation view 1



Sports Hall Elevation view 2



Cafe/Pool Hall Elevation. (Facing North)



Image precedent of dark high quality brickwork