



Filton Sports & Leisure Centre Options Analysis

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Your Objectives/Outcomes

- Options Appraisal
 - Address current issues
 - Key emerging needs/opportunities
- Sustainable Facility
 - Capital & Revenue
 - Reduce Revenue Costs
- Potential Operating Models

Existing Site Issues

Unattractive Arrival

Multiple Entrances

Courts need resurfacing

Good Outdoor Facilities



Internal Layout

Reception only for Pool?

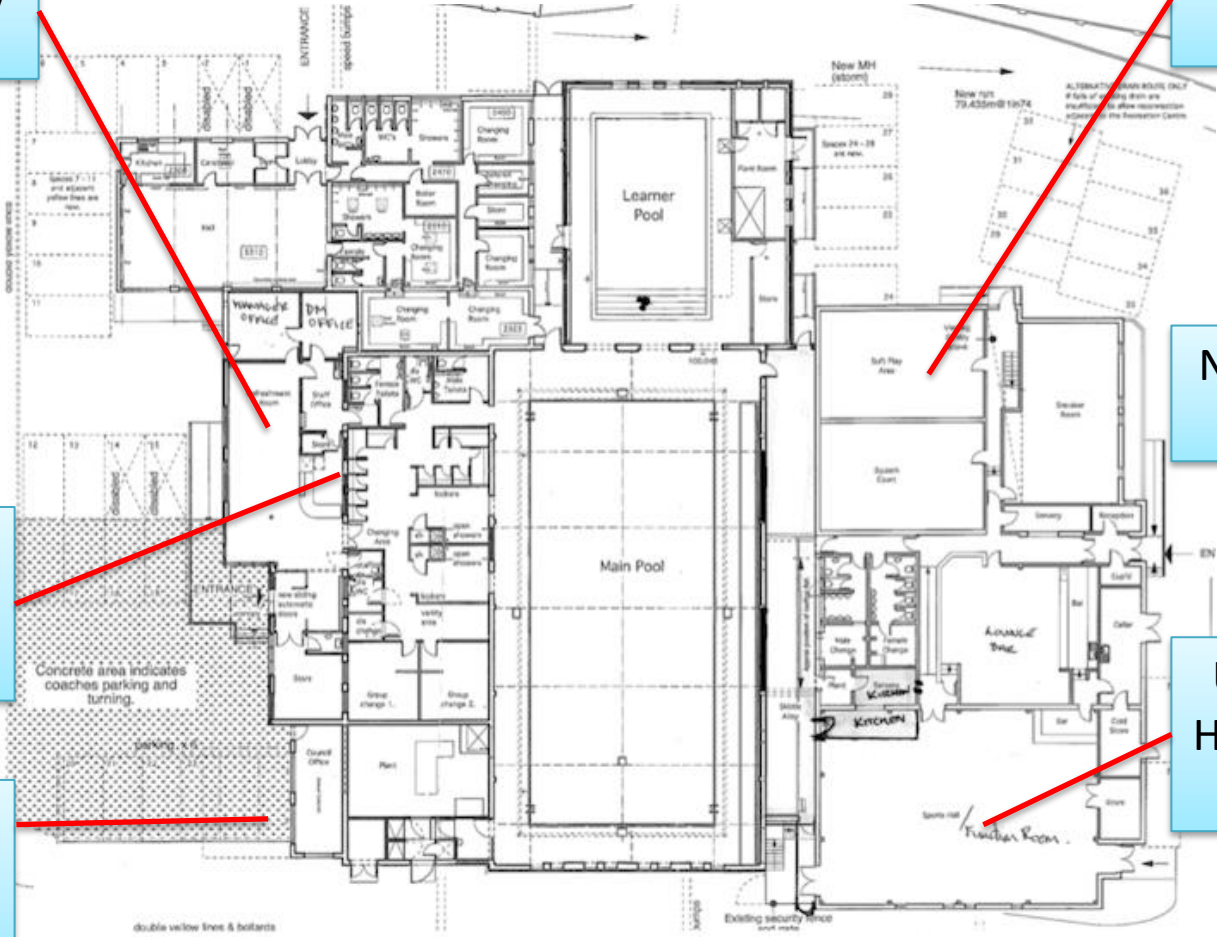
Soft Play – not linked to cafe

Lack of walkway through Centre

Need for Bar & Snooker?

Council Offices – prime location?

Underutilised Hall – functions only?



Existing Performance (£'000's)

Area	2019/20 Projected	2019/20 Budget	% Increase/ (Decrease)
Income			
Pool (inc Vending)	369	377	(2.2%)
Bar	169	180	(6.3%)
Indoor & Outdoor Sport	15	15	(0.6%)
General	27	27	(2.0%)
Total Income	580	599	(3.3%)
Expenditure			
Pool (inc Vending)	100	103	(2.9%)
Bar	180	179	0.5%
Indoor & Outdoor Sport	17	18	(5.9%)
General	667	623	6.5%
Total Expenditure	964	924	4.2%
Net (Cost)/Surplus	(384)	(324)	15.5%

- Pool & Bar Accounts only – excludes Parks

Further Detailed Analysis

- Bar Performance (2018/19 Proj)

£'000's	Existing	Key %	Should Achieve	Potential
Income	169			169
Salaries	99	58%	40%	68
Cost of Sales	63	37%	35%	59
Other Costs	18	11%	10%	17
Total Costs	180	106%	85%	144
Net (Cost)/Profit	(10)			25

- Excludes any costs of utilities or building maintenance
- Income also includes £8k of rent (flat?)
- Function Income – circa £12.5k (10%)

Other Activities

- Other Areas
 - Soft Play Income of circa £12,000
 - Snooker Hall Income of circa £5,000
 - Business Rates – circa £60k
- Leisure Centre KPI's

Key Performance Indicator	2018/19 Proj	Benchmarks
Swim Income (£ per sqm)	1,113	1,100 – 1,300
Staff Costs (% of income)	128%	60 - 75%
Utilities (£ per sqm)	32	25 - 30

Some Key Opportunities/Issues

- Swimming performance is good
 - Retain & Develop
- The rationale for a Bar?
 - No real income driver
 - Develop Café/Bar – linked to soft play & swim viewing?
- Soft Play – key opportunity
- Leisure Centre Staffing (excl Bar)
 - Higher than income (128%) – key issue
 - Total Hrs per week = 664 (circa 7 staff on average assume 100 hours per week opening) – excludes zero hours
- Business Rates – potential 80% saving (£48k)

Potential Financial Improvements

- Savings

- Business Rates £48k
- Bar Improvements £25k
 - Deliver on expected %'s
- Staffing £50 – 75K
 - Improve %'s from 128%

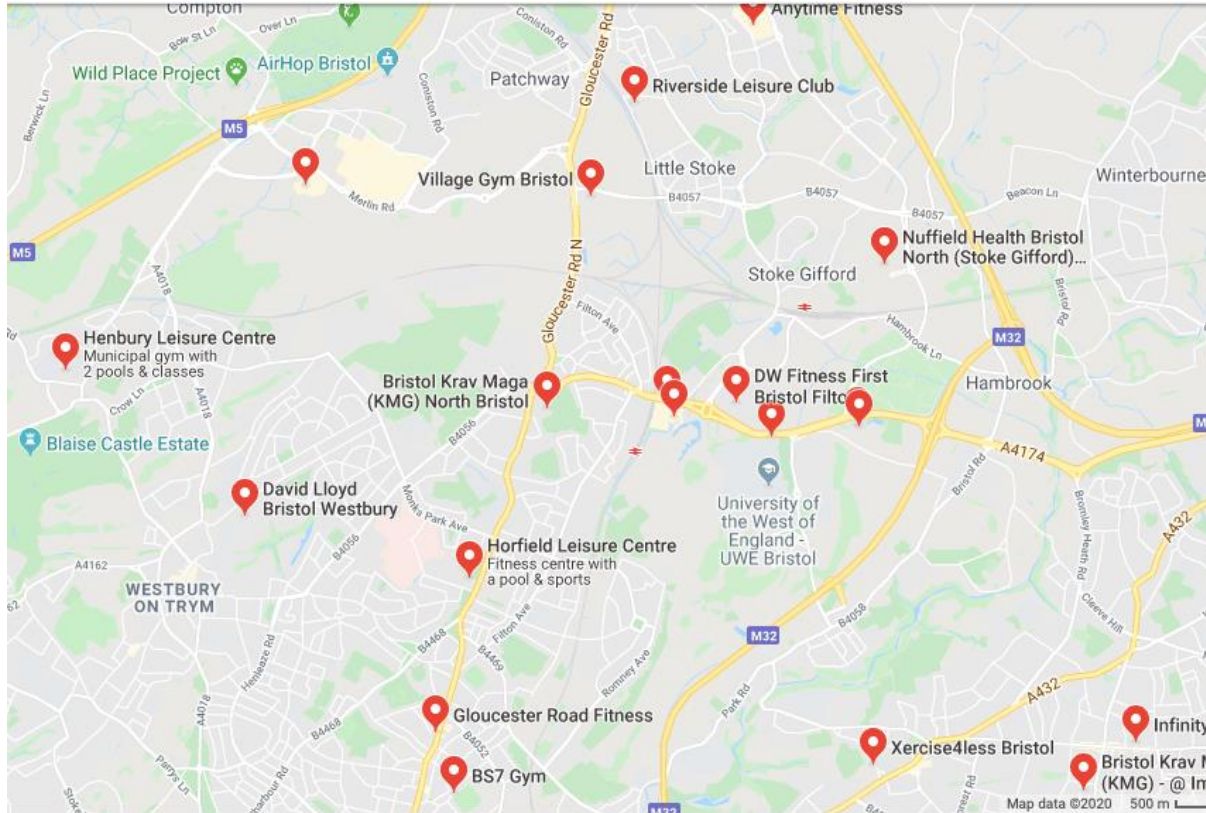
- Partner to deliver required

- Business rates savings
- Total savings – circa £125 - £175k savings

Emerging Needs

- Significant Growth in Population
 - Filton Airfield Development – circa 13,000 population
 - No leisure developments – possibly gym
- Strategic Plans
 - South Gloucestershire (significant growth in population)
 - Demand for Sports Halls and Swimming Pools
 - Limited demand for Health & Fitness
 - Bristol City Sport & Physical Activity Strategy
 - Focus on physical activity and health benefits
- Support for swimming
- Current Immediate Catchment
 - Filton (11,000) plus other wards, circa 35-40k

Health & Fitness



- Significant competition
- Growth in population
- Small supporting facility
- Provide holistic approach

Other Activities

- **Soft Play**
 - Limited competition
 - Requires a café & larger to be successful
 - Opportunity
- **Clip n Climb**
 - Bradley Stoke & Bristol
 - Limited Opportunities
- **Spa**
 - Possibly linked to fitness
- **TenPin Bowling – to supplement other activities**

Some Examples – Summit Indoor Adventure

- Skate/BMX Indoor Park
- High Ropes – adventure climb
- Indoor Adventure Play & Clip n Climb
- Ten Pin Bowling – 6 lane



Hertsmere - Furzefield



- Spa
- Clip n Climb & Soft Play



Some Opportunities

Facility	Need
Sports Hall	<ul style="list-style-type: none">• Limited demand for sport – predominantly functions but limited
Swimming Pool	<ul style="list-style-type: none">• The key revenue driver and success• Demand likely to increase
Health & Fitness	<ul style="list-style-type: none">• Limited demand but a small facility (with proper studio space) could provide real benefits
Soft Play	<ul style="list-style-type: none">• Limited Competition• Opportunity to enhance provision and scale
Other Activities	<ul style="list-style-type: none">• Clip n Climb – unlikely to be a demand• Ten Pin – supporting facility• Spa – possible opportunity

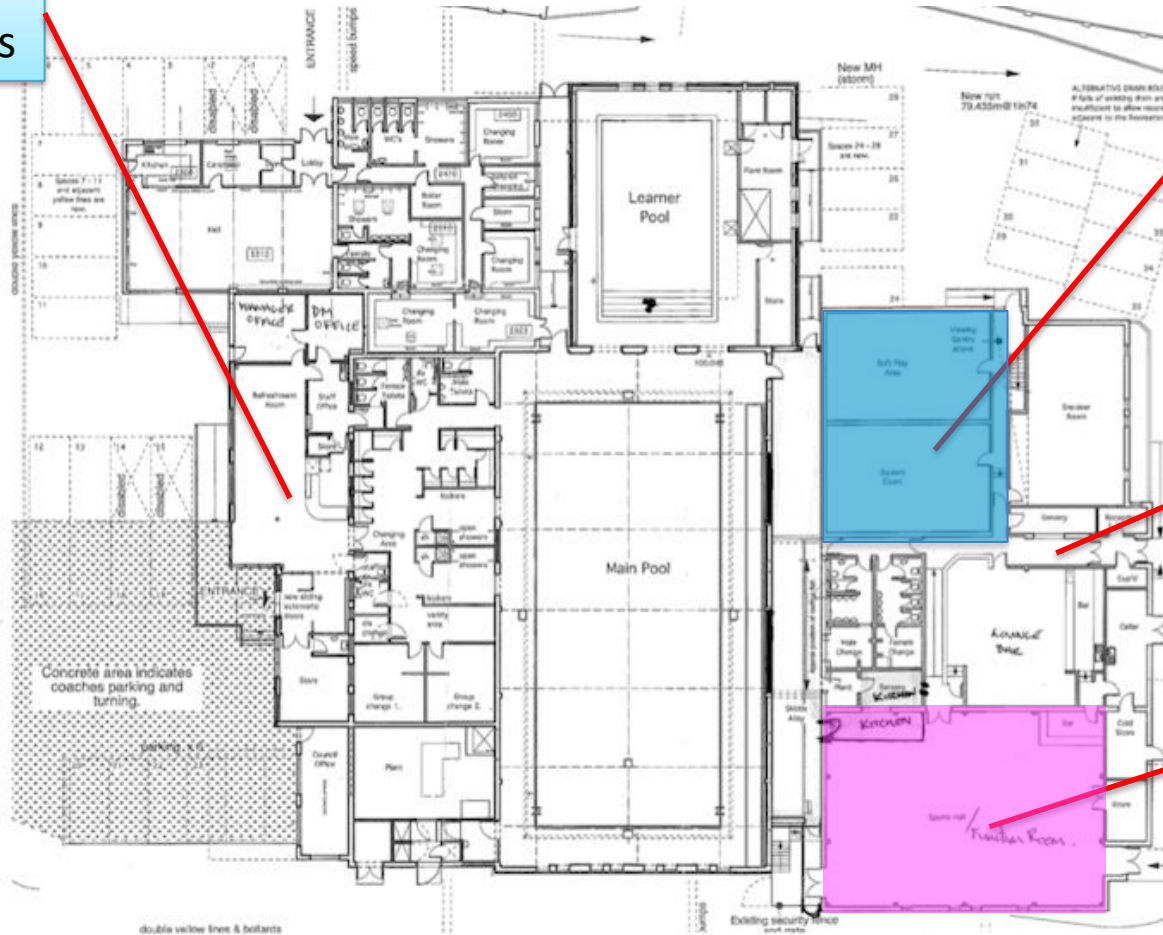
Future Options

Options	Description
1. Minimal Investment	<ul style="list-style-type: none"> • Convert old squash (soft play) to fitness • Sports Hall becomes soft play • Retain Bar & Snooker
2. Some Realignment	<ul style="list-style-type: none"> • As 1 but with realignment and bring reception to back of building
3. Major Realignment	<ul style="list-style-type: none"> • Create Reception at front overlooking park • Health & Fitness at front and spa • Soft Play in Sports Hall • Ten pin bowling
4. Partial New Build	<ul style="list-style-type: none"> • Knock facility down except pool • Create new build around
5. Complete New Build	<ul style="list-style-type: none"> • Demolish existing & new build • Include Pool, Health & Fitness & Soft Play

- All options - develop outdoor pitches for 3G five a side
- Sub Options – lose bar for Options 2 & 3

Option 1 – Minimal Investment

Retain Pool Reception as is



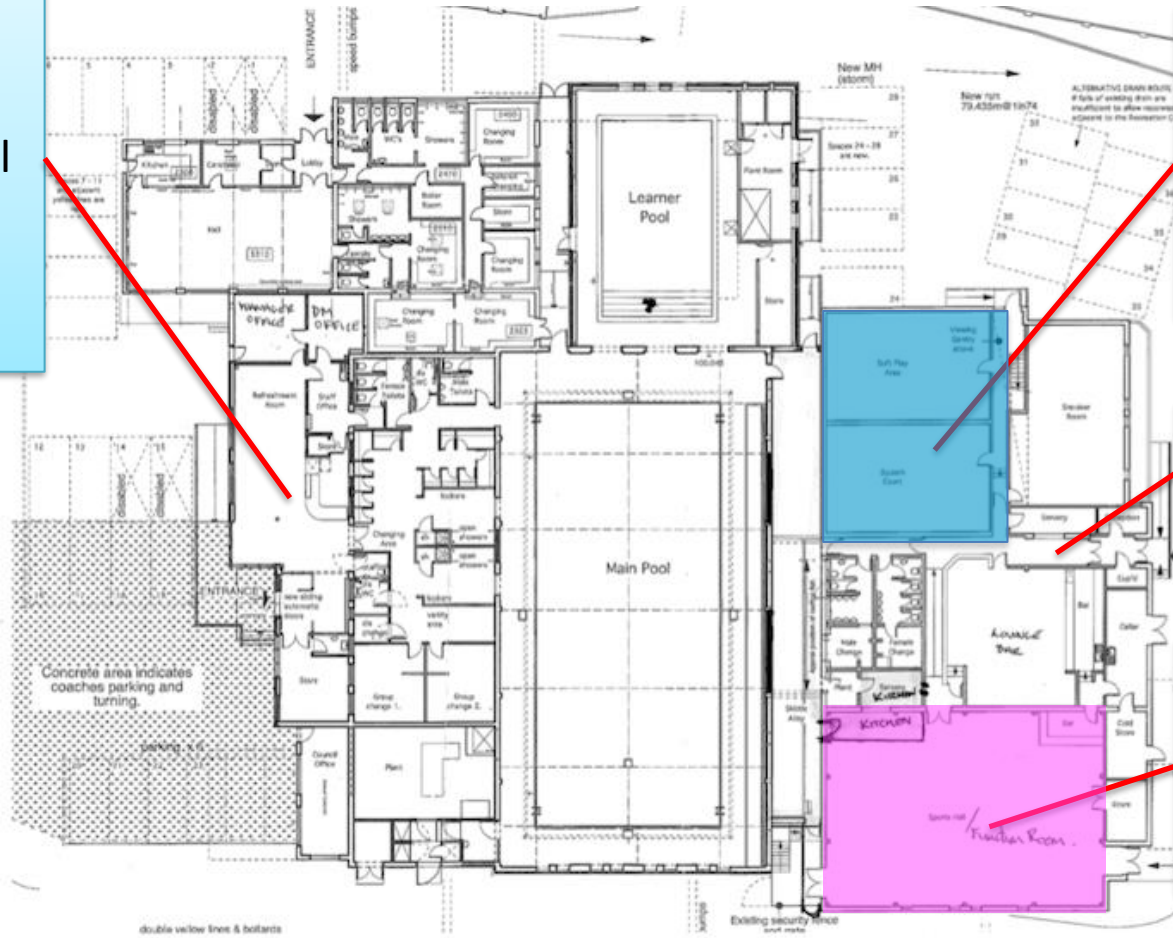
Health & Fitness, plus studio with mezzanine floor

Reception for fitness & soft play

Soft Play – views over play area & café included

Option 2 – Some Realignment

Close Reception
Access to pool change through the pool



Health & Fitness, plus studio with mezzanine floor

Main Reception

Soft Play – views over play area & café included

Option 3 - Realignment

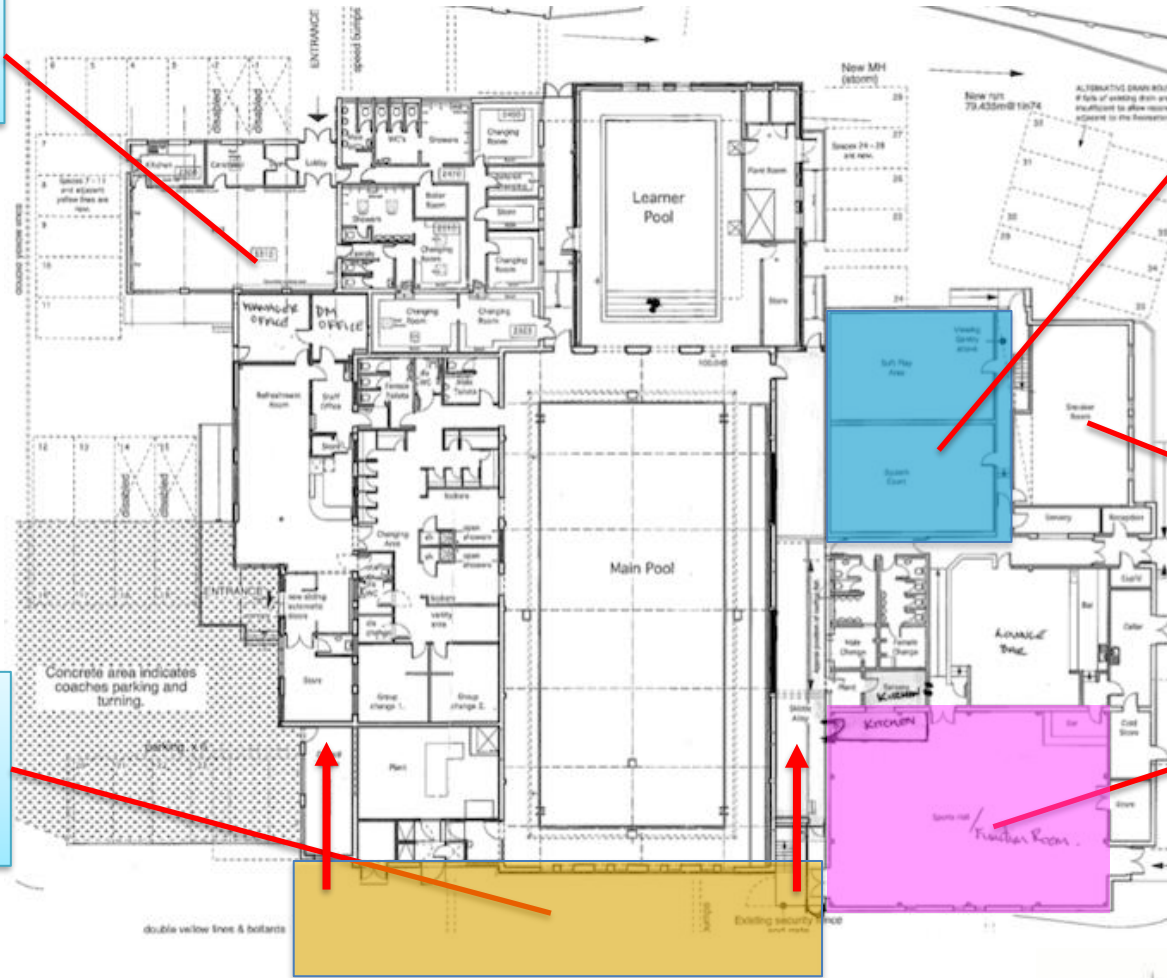
New Offices
(Council)

Health & Fitness, plus studio with mezzanine floor

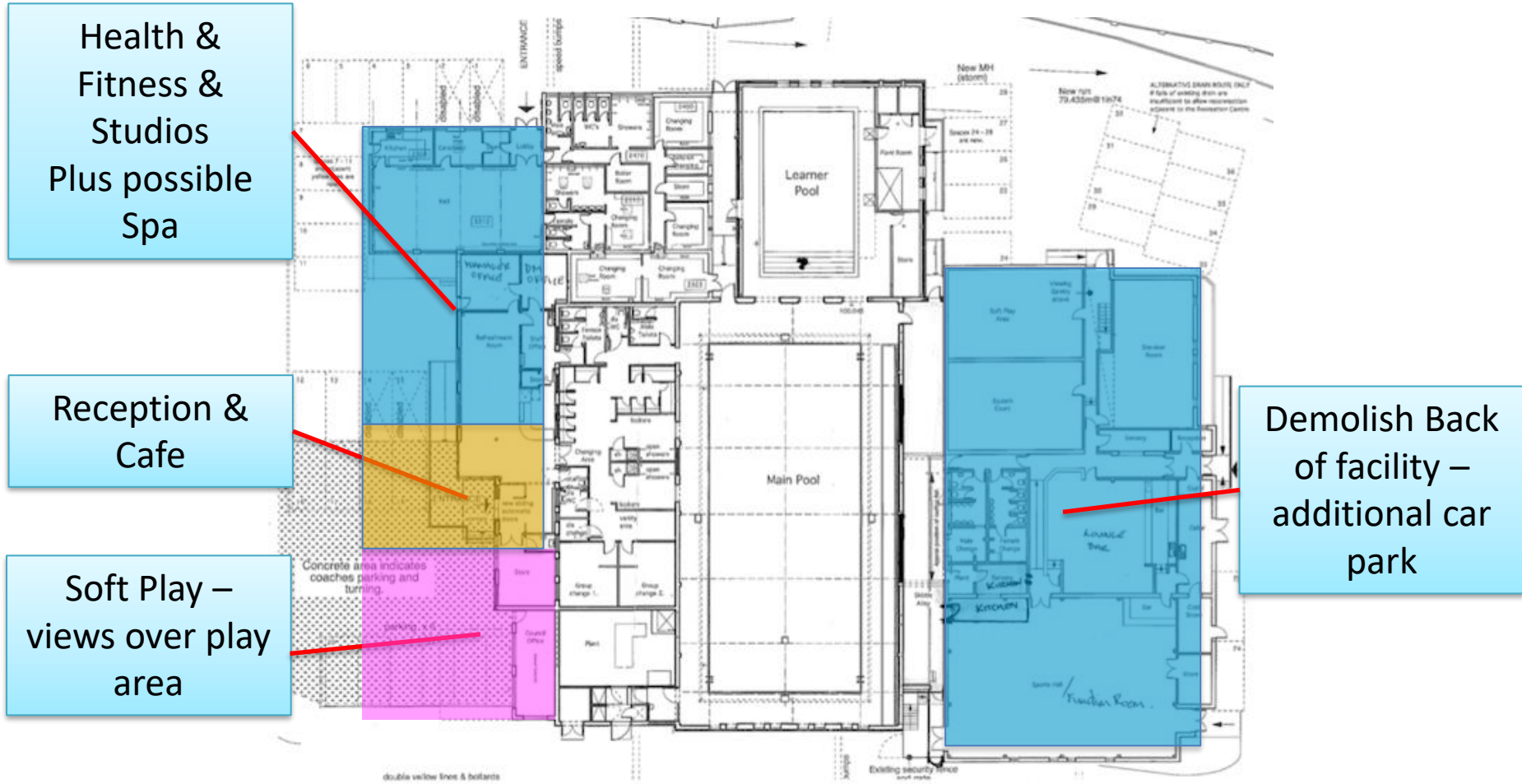
Possible 10 Pin in snooker

New Reception with link to both sides

Soft Play – views over play area & café included



Option 4 – Part New Build



Enderby Leisure Centre

- 15 year Contract
- Refurbishment of 30 yr old but structurally sound
- £5 million investment
- Delivered improvement of £450k per annum
- Spa, Soft Play, Increased Studio – Health & Wellbeing



Grange Leisure Centre

- 15 year Contract with Parkwood Leisure, following procurement
- Refresh and development of 30 year old Centre
- Redevelopment of Bar to a Café/Bar (retained elements)
- £0.8 million investment
- Revenue from £400k per annum to £27k payment to Parish Council
- Soft Play, Additional Studio, Improved Health & Fitness & Redeveloped Reception



Wigston Pool

- Old 33 metre pool developed into 25 metre pool & fitness
- Cap ex – circa £5 million (2012)
- Improved revenue from £200k cost to £100k revenue



Options Analysis

Options	Indicative Capital (£'m)	Improvement in Revenue (£'000)	Issues
1. No investment	Nil	125 - 175	<ul style="list-style-type: none"> Partner support (such as Trust)
2. Minimal Investment	0.5 – 1.0	200 - 300	<ul style="list-style-type: none"> Retains issue of different receptions
3. Some Realignment	0.75 – 1.0	225 - 325	<ul style="list-style-type: none"> Link across pool still difficult
4. Major Realignment	0.75 – 1.25	250 - 350	<ul style="list-style-type: none"> Provides vista over park Front of house – still an issue
5. Partial New Build	2.0 – 3.0	400 plus	<ul style="list-style-type: none"> Provides better front of house & resolves welcome Loss of bar
6. New Build	7.0 – 8.0	450 plus	<ul style="list-style-type: none"> Significant disruption Unlikely to deliver return

Development Options

- **Council Development**
 - Undertake design & build
 - Partners such as Alliance Leisure
 - Risk sits with Council – build and operation
- **Partner Development**
 - Potential market procurement
 - Deliver investment & operational improvements
 - Risk with partner
 - Usually funding comes from Council via borrowing
- **Management Options**

Management Options

Option	Description	Examples
In House	Direct Operation by Council	As existing
New Not for Profit Distributing Organisation (NPDO)	A NPDO is established specifically to operate Grange Leisure	HALO, Hertsmere Leisure
Existing NPDO	A NPDO already established to operate another Council's facilities	Circadian Leisure, Greenwich Leisure Limited, Fusion Lifestyle, HALO
Hybrid NPDO	A NPDO established by a leisure management Contractor	SLM, Places Leisure, Serco, Parkwood
Private Sector	Leisure Management contractor without NPDO structure	No longer applies - generally

Key Points

- Business Rates/VAT – Ealing case means opportunity to deliver through In House
- Governance Costs
- Operational Performance

Key Conclusions

- Some real opportunities for improvement
 - Partner to support/deliver
 - Savings in Rates, etc
- Key Decisions to make
 - How important is the pub & rationale for bar?
 - Retain in house v seek a partner?
- Future Development Options
 - Series of options – all deliver
 - Total New Build - likely to be unaffordable
 - Partial New Build v Refurbishment Options
 - Test in Market if appropriate

Market Procurement

- Market Operator Feedback
 - Level of interest – national & local partners
 - Investment opportunity – pub a low priority
- Procurement Process
 - Advertise & Seek Expressions of Interest
 - Shortlist & Invite to Tender
 - Consider Options – investment solutions
 - Capital & revenue – whole life improvements
 - Final Tender
 - Council determines preferred option
 - Invites final tender bids
 - Contract Award

Next Steps – Our Recommendations

- Finalise Report & Business Case 31 March
 - Pursue partial new build & refurbishment options
 - Seek partner to operate
- Procurement of Operator
 - Invitation to Tender Apr – Jul 20
 - Review and test options
 - Bids to reflect different options
 - Council Decision on Option Aug/Sep 20
 - Seek final tenders
 - Appointment Partner Dec 2020
 - Construction & Investment From Jan 21

Questions ?