

# Public Document Pack



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18 May 2016

Dear Councillor

Please find enclosed, for consideration at the meeting of the **DOVER LEISURE CENTRE ADVISORY GROUP** on Thursday 19 May 2016 at 5.00 pm, an urgent report entitled Facility Options which the Chairman has agreed may be considered under Agenda Item 7. This is in accordance with the provisions of Section 100(B)(4)(b) of the Local Government Act 1972.

7 **FACILITY MIX - CORE AND COMMERCIAL FACILITIES** (Pages 2-9)

To consider possible core facilities and feedback obtained from members of the Group regarding additional commercial facilities.

Yours sincerely

A handwritten signature in dark ink, appearing to read "Nicky", is written over a large, sweeping flourish that extends to the right and then loops back down and left. Below the signature, the text "Chief Executive" is printed.

Chief Executive



# Facility Options

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May 2016



# Progress to Date

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Week Commencing	22-Feb	29-Feb	07-Mar	14-Mar	21-Mar	28-Mar	04-Apr	11-Apr	18-Apr	25-Apr	02-May	09-May	16-May	23-May	30-May	06-Jun	13-Jun	20-Jun	27-Jun	04-Jul	11-Jul	18-Jul	25-Jul
1 – Project Initiation	Orange	Orange	Orange																				
Project team meeting 1					Green																		
Project Advisory Group						Green																	
2 – Sequential test and planning consultancy					Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow										
Comparable facility site visits									Green														
Project team meeting 2								Green	Green														
3 – Background Review & Surveys for the Whitfield site							Green	Green	Green	Green	Green	Yellow	Yellow	Orange									
4 – Stakeholder Consultation and Brief Development						Green	Green	Green	Green	Green	Green	Yellow	Yellow										
5 – Development of the Facility Options					Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow										
Project Advisory Group (Ramsgate site visit)											Green												
Project Advisory Group												Green											
Project team meeting 3																	Orange						
6 – Management Options and Soft Market Testing									Green	Green	Green	Yellow	Yellow	Orange	Orange	Orange							
7 – Public Consultation																				Orange	Orange		
8 – Refinement of Options												Yellow	Yellow	Orange	Orange	Orange	Orange	Orange	Orange				
9 – Recommendations & Conclusions												Yellow	Yellow	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
Project team meeting 4																					Orange		

## Initial Options Considered

Option 1	Core Option
Main pool	8 lane x 25m pool
Spectator seating	250 spectator seats (fixed)
Learner pool	15m x 8.5m with moveable floor
Sports hall	4 courts
Health and fitness	120 stations
Multi activity studio	2 x studios
Multi purpose room (ground floor)	x 1 room for meetings / parties / crèche etc
Spin studio	1 x studio
Squash court	2 courts
Cafe	Included
Parking spaces	250

Optional Facilities	Additional Facilities
Option 2	Full size 3G pitch
Option 3	Café and soft play (not staffed)
Option 4	Clip and climb
Option 5	Toning tables
Option 6	Small sauna and steam (poolside)
Option 7	50m pool with 500 spectator seats
Option 8	Additional 4 Court Sports Hall
Option 9	2 x five a side football pitches (outdoor 3G)
Option 10	Confidence water area
Option 11	Full Spa (Ramsgate)

# Facility Options





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## Affordability Analysis

The consultant team has considered the impact of adding each of the options facilities on the affordability of the project. This has involved the following work:

- Estimating the additional capital cost of each option.
- Forecasting the net revenue implications.
- Calculating the prudential borrowing potential, based on the improvement in the net revenue position, compared to the cost of operating the existing centre. We have used assumptions on the cost of borrowing supplied by the Council.
- Calculating the affordability / funding gap based on the increase in capital costs versus the increases.

The table on the following page contains a summary of the results of the affordability analysis. This shows that the current estimated affordability / funding gap for the core option is £2.276m.

The remainder of the table contains the additional facilities which are listed in descending order, in relation to their impact on affordability. The rows shaded green indicate facilities that are **recommended for inclusion** in the facility mix, due to their positive impact on affordability.

Rows shaded in amber are facilities that will **potentially have a negative impact on affordability**. Their inclusion in the facility mix should be carefully considered.

Rows shaded red contain facilities that will have a **significantly negative impact on affordability**. Their inclusion in the facility mix would increase the affordability gap significantly and will have a negative impact on the viability of the project.

# Affordability Conclusions

Rank	Description	Affordability Comparison with Option 1	Recommendation
n/a	Core Option	-£2,276,494	This is the basis for all options. The funding gap for the core option is £2.276m
1	2 x five a side football pitches (outdoor 3G)	£421,165	Include, as this has the most significant positive impact on affordability. Provision of outdoor five a side pitches can mitigate the impact of the loss of 4 courts compared to the existing centre, so important from a participation perspective.
2	Clip and climb	£268,716	Inclusion should improve financial viability significantly. It should be regarded as a 'nice to have' facility. There is a risk associated with providing such a specific activity area, if trends change in the future.
3	Full size 3G pitch	£117,666	The Council could provide this to meet a clear strategic need, though other organisations in Dover are considering provision of similar facilities. Suggest the Council works towards provision in partnership with another organisation via joint funding e.g. Dover Christchurch Academy possibly in partnership with football and rugby clubs.
4	Small sauna and steam (poolside)	£38,890	Should include based on the improved affordability. Not a strategically important facility, so it perhaps should be regarded as a 'nice to have' facility.
5	Toning tables	-£385,786	Do not include on grounds of affordability. Should only be included if there is a specific and clearly identified need from a health and inclusion perspective.. Also, unlikely to be sustainable at both Tides and Dover Leisure Centre
6	Full Spa (Ramsgate)	-£472,259	Do not include on grounds of affordability. This option presents a risk in terms of financial viability and should be regarded as a nice to have facility. Could be considered as a potential future phase / extension.
7	Soft play (not staffed)	-£762,083	Do not include on grounds of negative impact on affordability.
8	Confidence water area	-£1,214,501	Do not include on grounds of affordability and competition with the leisure water provision at Tides (Deal), which meets this need for the district better
9	Additional 4 Court Sports Hall	-£2,193,210	Do not include. Likely to have a negative impact on affordability of the project, increasing the affordability gap significantly. Provision of outdoor five a side pitches can mitigate the impact of the loss of 4 courts compared to the existing centre, as much of the activity that takes place in the hall at peak time is five a side football.
10	50m pool with 500 spectator seats	-£7,660,487	This option creates the largest affordability gap of all options. Do not include on grounds of affordability and no strategic need identified. It would result in over provision in terms of pool water and is aimed more at elite/competition swimmers. Dover is not currently identified as a priority for a 50m competition pool.



## Recommended Option

Based on the results of the affordability analysis, the recommended areas for inclusion in the final facility mix are listed below. These will form the basis of design, cost and revenue modelling as the project proceeds to completion. The right hand column includes brief comments on how the proposed provision compares with existing provision at Dover Leisure Centre. It should be noted that the full spa will be considered as an option that could be included in the main build or added at a future date.

	Core Option	Comparison with Existing Provision
Main pool	8 lane x 25m pool (county standard competition pool)	2 lane increase and only county standard competition pool in Kent
Spectator seating	250 tiered seating	Improvement on current provision
Learner pool	15m x 8.5m with moveable floor	Increase in water area from 94m <sup>2</sup> to 128m <sup>2</sup>
Sports hall	4 courts	Reduced from 8 to 4 courts
Health and fitness	120 stations	Increase in health and fitness from 65 stations to 120
Multi activity studio	2 x studios	Increase in studios from 1 to 2 with significantly greater areas
Multi purpose room (ground floor)	1 x room for meetings / parties / soft play / crèche etc.	Additional area not currently provided
Spin studio	1 x studio	Additional area not currently provided
Squash court	2 x glass backed courts	Reduced from 3 to 2 courts
Climb and climb	Included	Additional area not currently provided
Small sauna and steam room	Included	Improved area
2 x five a side football pitches (outdoor 3G)	Included	Additional area to mitigate reduction in indoor hall space
Café	Included	Additional and improved area
Parking spaces	250 minimum	Additional area
	Spa Option	Comparison with Existing Provision
Full spa (Ramsgate model)	Include in design as optional future expansion	Additional area not currently provided