

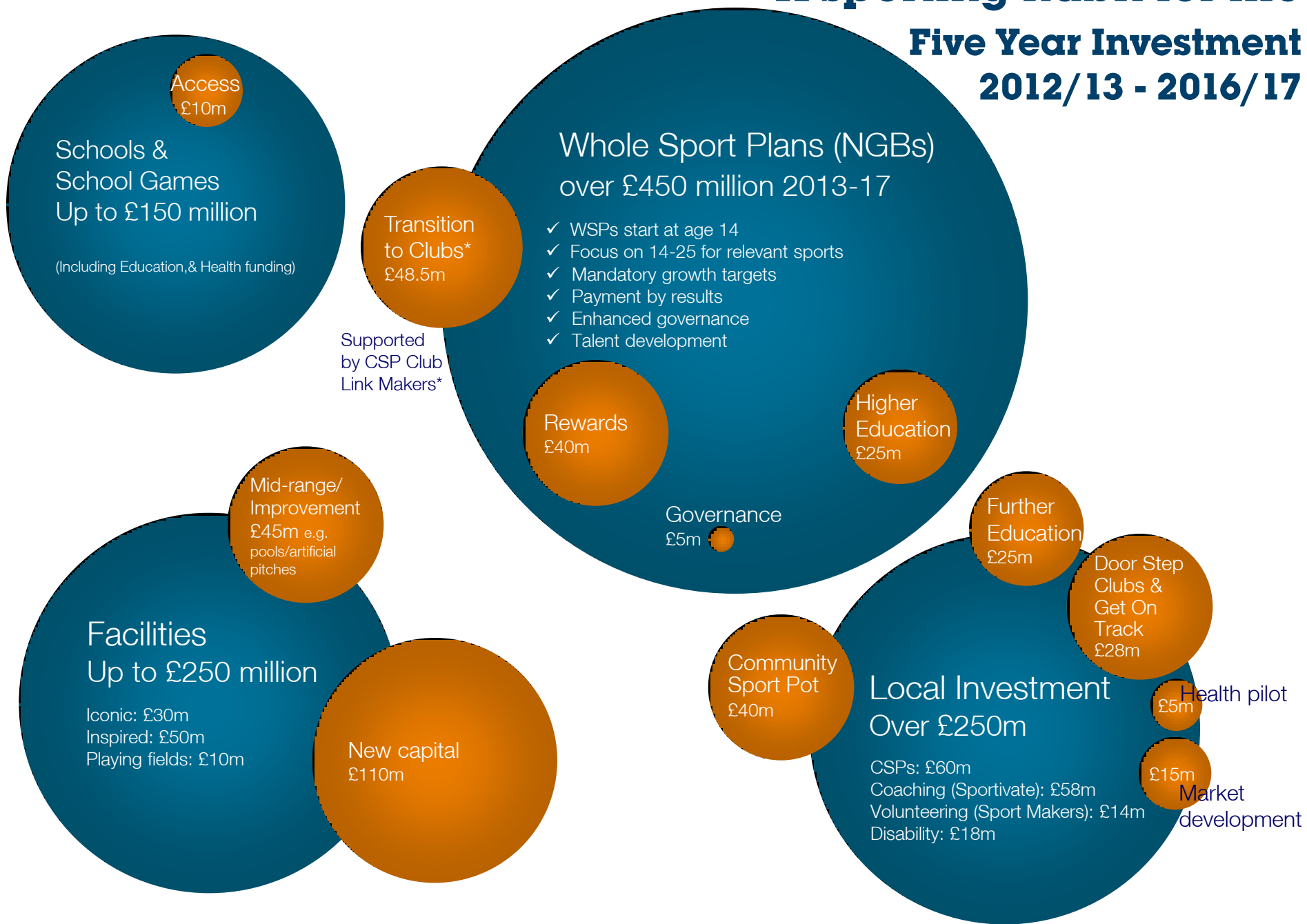
A young boy with dark hair, wearing a red long-sleeved shirt, is running forward with a white rugby ball. The ball has the word "SKANSKA" in blue capital letters. He is wearing black fingerless gloves. In the background, several other children are visible, wearing blue and white striped shirts, suggesting a school sports event. The scene is outdoors on a grassy field.

Capital Infrastructure Challenges and Approach

19th April 2013

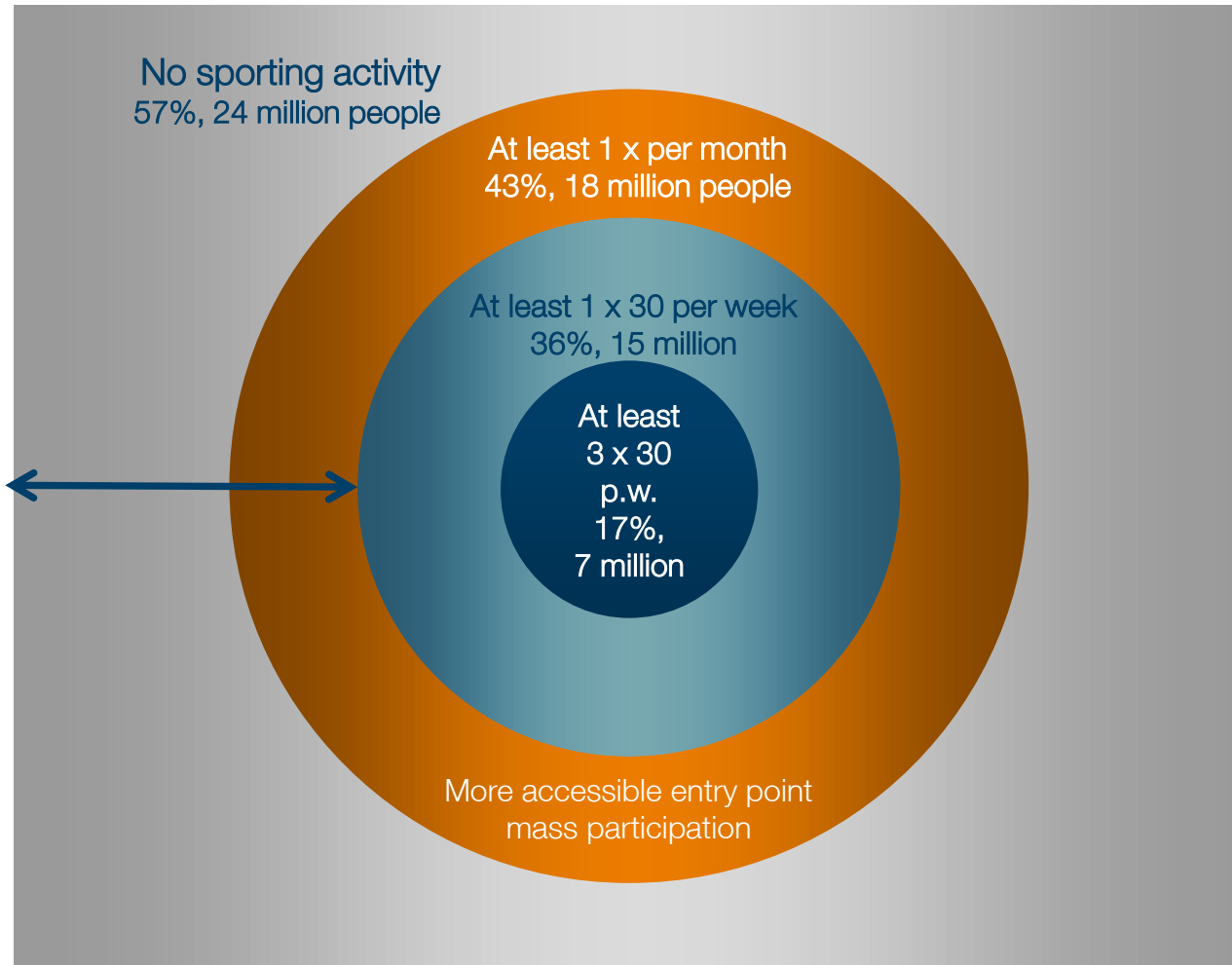
A sporting habit for life

Five Year Investment 2012/13 - 2016/17



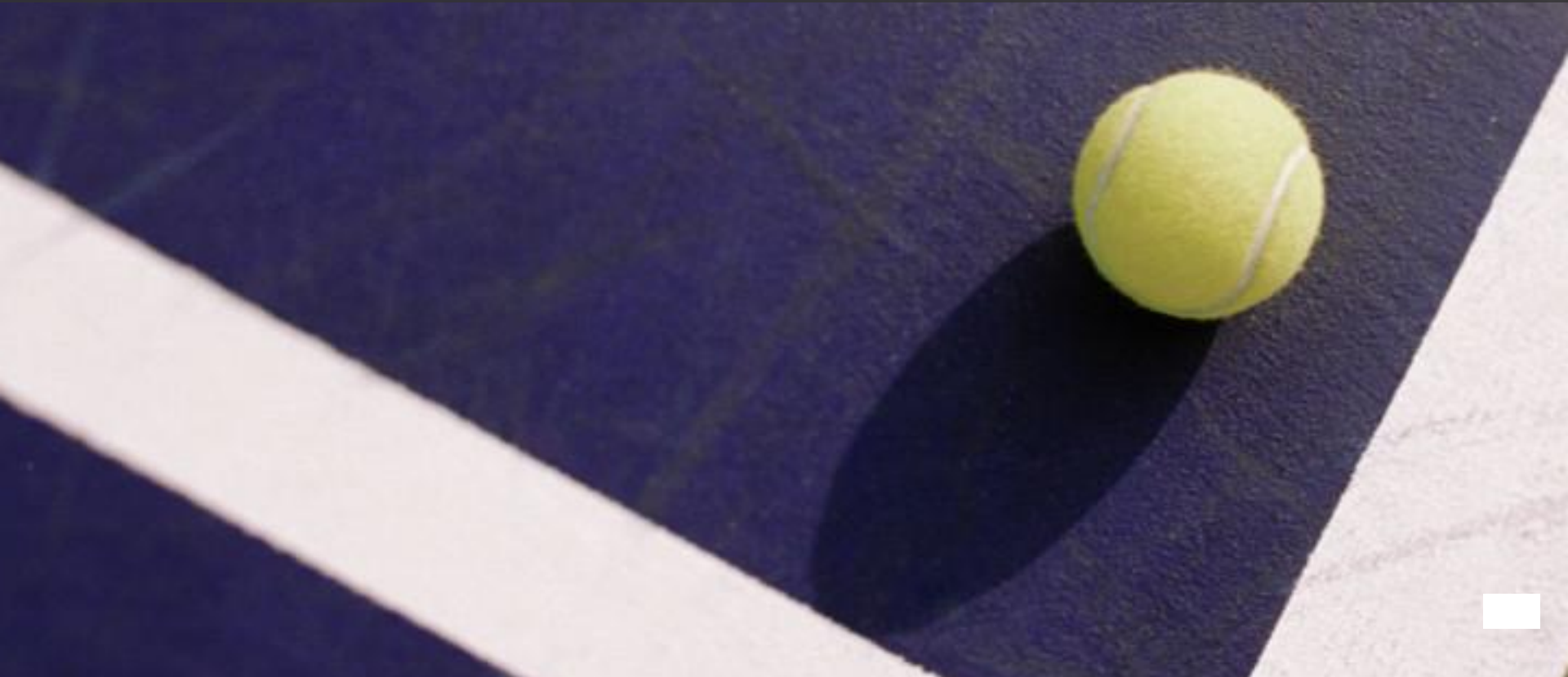
* £7.5m for CSP Club Link Makers has been included within the local investment budget. All figures are draft and subject to Board approval. Numbers have been rounded in this diagram.

Current participation



Emphasis on “do something, do more”

The Immediate Challenges



Implications for Local Authorities

- 30% + overall reduction in budgets
- Sport is a non Statutory Provision
- What are the Options Available?
- Where are the Reductions coming from?
- Are Outsourcing/Commissioning attractive?
- How do I know which Route to choose?

Can Threat become Opportunity?



Achievable Outcomes

- 30% reduction in Capital spend
- 30% reduction in Revenue costs
- Maintain Growth in Participation!

Benchmark Research Findings

Analysis by Sheffield Hallam suggests that:

“the top performing 25% of leisure centres earn enough income to cover 41% more of their costs compared to the bottom performing 25% of centres. This is equivalent to potential savings of about £420,000 per centre”



Efficiency Process

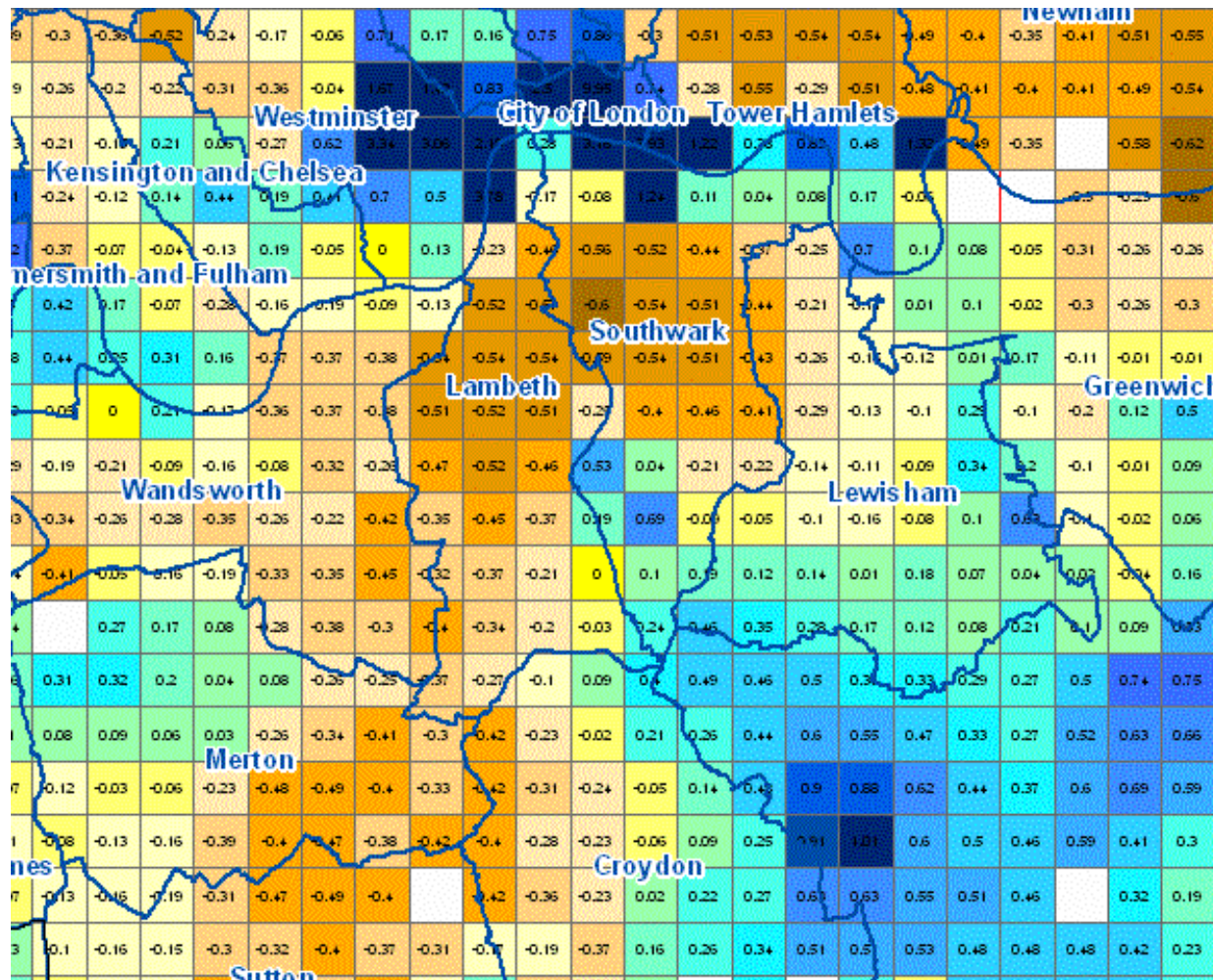
- Efficiency Study against Benchmarks
- Attract inward investment
- Needs and Evidence Study of Supply and Demand
- Rationalisation of Facility provision
- Review Operational Arrangements



Rationalisation Planning

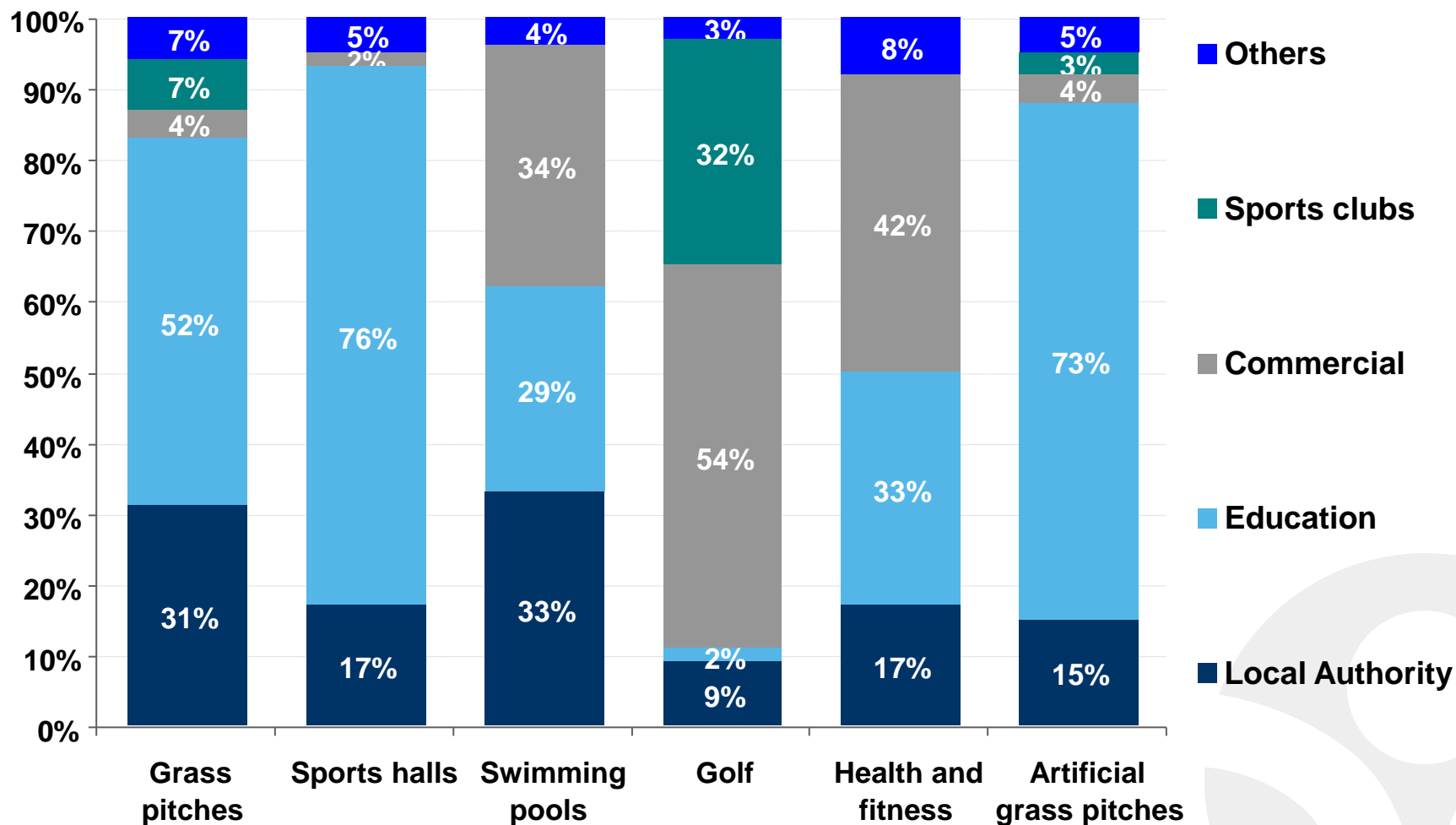


Scenario testing and Needs Analysis

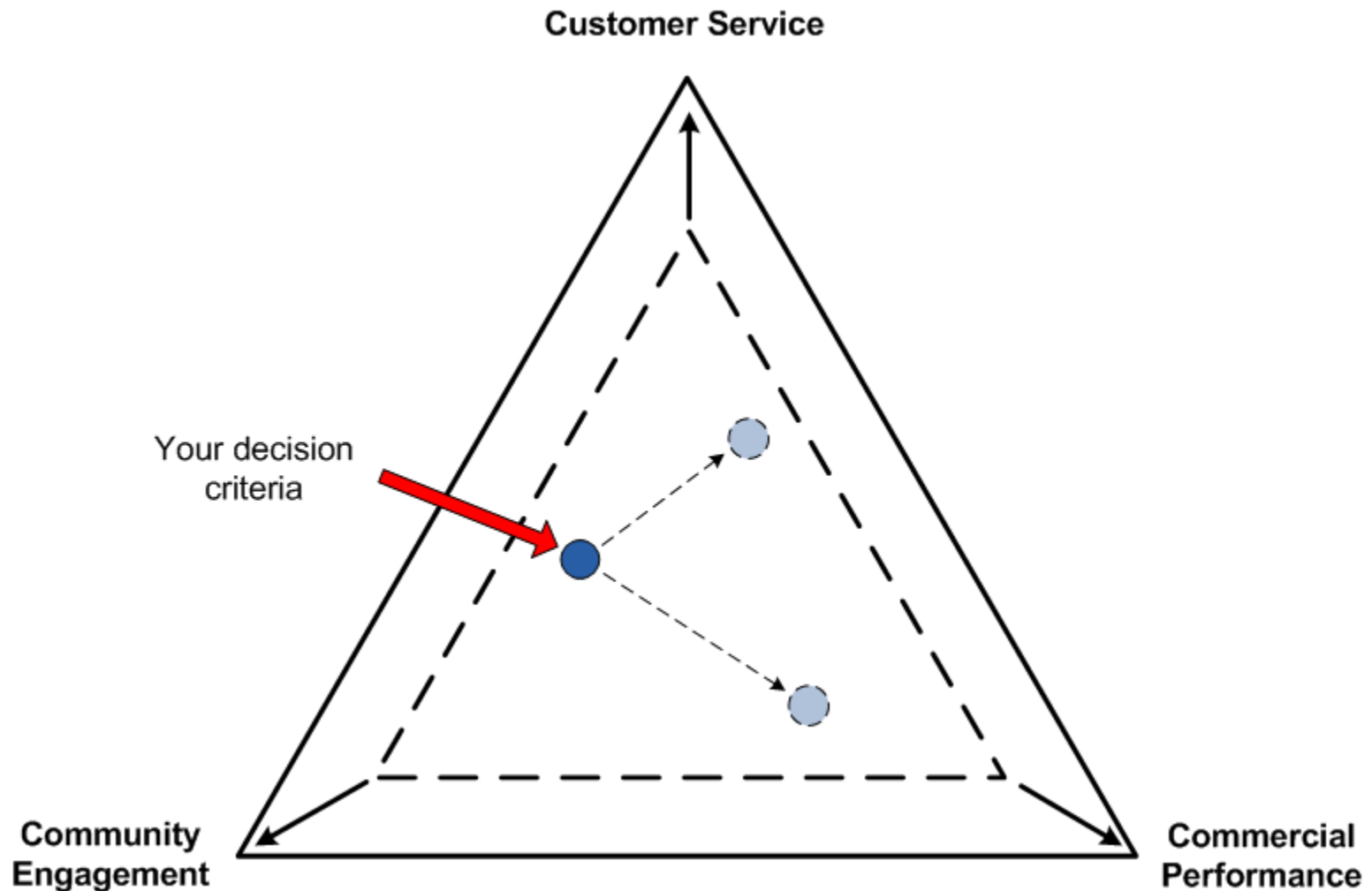


Current Facility Ownership

Ownership of sports facilities in England



Individual Priorities



The Solutions



Examples of our Work to Drive Change

- 25 metre Swimming Pool model with ASA
- Sports Hall and H&F Model Schemes
- Limited range of Repeatable Models
- Asset Transfer Model developed and Launched
- Increased investment in Quest & NBS
- Digital Legacy Project to promote availability



Limited Selection ...



Summary of Swimming Pool Model

- Compact, functional and economic building form achievable
- *Typical* current base construction costs for 25m pools are
 - 4 lane £2.1m
 - 6 lane £2.8m
 - 6 lane with secondary pool £3.4m
 - 8 lane £3.4m
 - 8 lane with secondary pool £4.0m
- Typical construction programme for 6 lane pool is 24 months
- An operating *surplus* can be achieved with 6 lane options and 8 lane with secondary pool

Affordable Sports Halls

Strategic Planning

Options on size/configuration

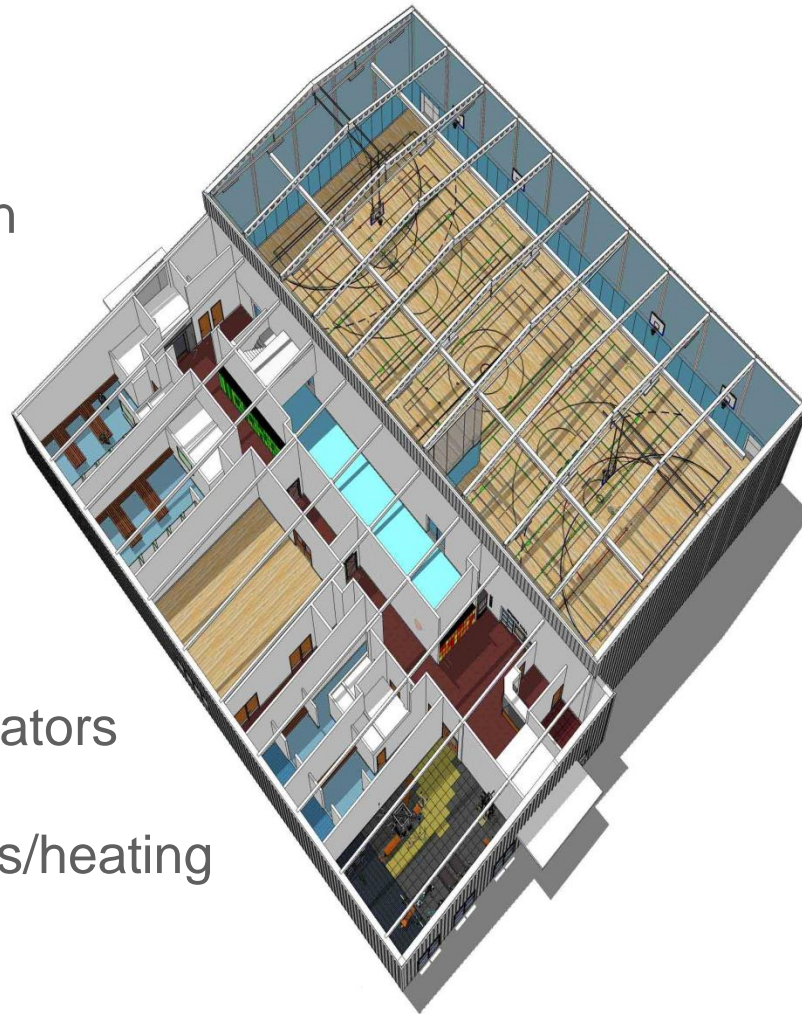
Details on costs

Business plan templates

Procurement and delivery

Developed with NGBs, Operators

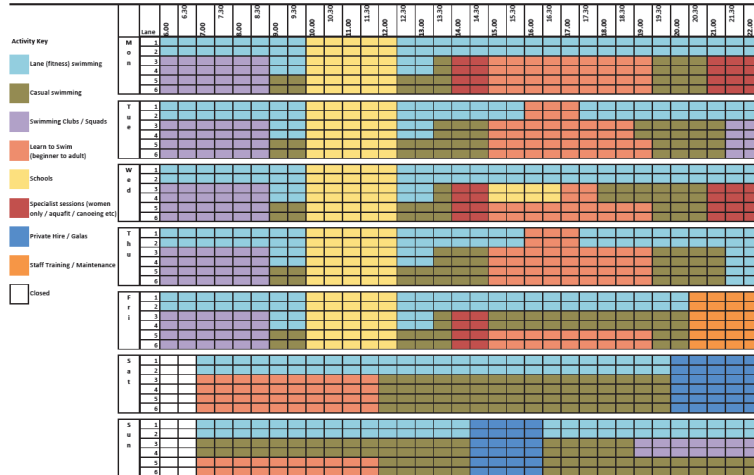
School site focus – build regs/heating



Be Clear on Efficiency / Subsidy

Indicative programme of use (6 lane pool)

Main pool - term time (39 weeks)



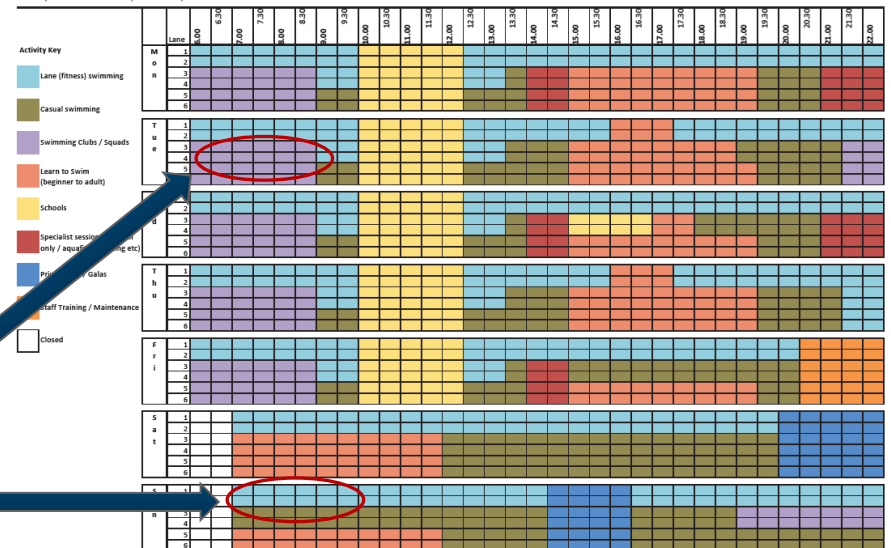
Maximise efficiency first

THEN


Invest in specific programmes

Indicative programme of use (6 lane pool)

Main pool - term time (39 weeks)



“I can’t find anything near me”



**Pilates Class – 9pm Every
Weds
0.25 miles from SK10 4EF
Perfect for Mums after putting
the kids in bed!**

[Click to find out more>](#)

Capital Investment Available

- Legacy Programme 2013/14 **£45m**
- Capital Budget until 2017:
 - Governing Body budget **£80m**
 - Capital Facilities **£100m**
 - Improvement Fund **£45m**
 - Access to School Sites **£10m**



Examples of Best Practice



Godalming Leisure Centre



P2782 - Godalming Leisure Centre



www.pozzoni.co.uk

Godalming Leisure Centre - Ground Floor Plan

POZZONI



Opened July 2012
52 week build

Xcel Centre, Elmbridge



Financial Appraisal

	Original	New Cost	Benefit 15/25 years
Leisure Centres	£650k pa	£187k pa	£6.94m £11.57m
Build Cost - Build - Ground Conditions	£12m £ 2m	£11.8m £ 1.0m	
Cost per m ² Including all fees and consultants.	£2000 m2	£1638m2	

Elmbridge Xcel Performance

- **Attendances**
 - **275,000** full year in old Facility
 - **850,000 in 2010 at Xcel**
- **Fitness Membership**
 - **1500** at Old Facility
 - **3000** at New Xcel Development
- **Swimming**
 - Swim lessons increased by **70%**
 - Swims increased by **131%**
- **Centre Membership** increased by **163%**
 - *Dry visits up* **161%**
 - *Aerobics up* **126%**



In Conclusion

In Conclusion

- High quality facilities are key part of Strategy to increasing participation
- Quality is a combination of a number of factors:
 - Location
 - Facility offer
 - Customer service
- Current solution is too fragmented and not built on best practice
- Real opportunity to deliver improved quality for customers at reduced cost
- Inward investment available to support efficient delivery

Questions

