

# Meadowbank Sports Centre and Stadium Options Appraisal and Stakeholder Engagement

## Final Report

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# Executive Summary

# Background and Project Brief

Meadowbank Sports Centre and Stadium was built in the late 1960s as a key venue for the 1970 Commonwealth Games. Since then, Meadowbank has continued to be well used by local, regional and national sports athletes for recreational as well as performance purposes. The facilities are now more than 40 years old and require significant upgrade and/or replacement. Comments received during stakeholder consultation identified the deteriorating condition of the facilities as a concern. The centre is failing to keep up with customer expectations and is regarded as inferior when compared to other regionally and nationally significant facilities such as those more recently developed in Glasgow, Aberdeen and Stirling.

Deloitte Real Estate (Deloitte) was appointed in August 2013, to complete an options appraisal study, including stakeholder engagement, in relation to options for the redevelopment of sports facilities at Meadowbank Sports Centre and Stadium. Deloitte was supported by The Sports Consultancy and Reiach and Hall Architects. The client team included representatives from the City of Edinburgh Council, sportscotland, and Edinburgh Leisure. The brief included the following list of deliverables:

- Summary of the outcome of the consultation, highlighting any differences between community consultation and sporting community, alongside where there was consensus
- Recommendations on the sporting facility mix, and any other Council service uses, uses by other agencies, potential private sector involvement
- Concept drawings of proposed new facilities on site
- Details on the options appraisal and business case.

## The Options

It is clear from the stakeholder consultation that the options for refurbishment of the existing facilities or replacement based on the original brief will not meet the current and future needs for the users of Meadowbank, therefore it was agreed not to consider the options of refurbishment or like-for-like replacement further. We worked closely with the project team to develop a long list of core and optional facilities. The facility mix was refined to create three distinct options reflect the sporting needs identified through consultation with 39 organisations. The options that were developed are summarised below:

### Option 1 - Core

This option provides the core facility requirements, identified during stakeholder and user consultation. This is effectively the minimum level of provision required to meet the core needs identified by users and stakeholders during consultation.

### Option 2 - Pitch Sports Focus

This option is an extension of the core option, with an increased focus on meeting the needs of pitch sports, particularly meeting the demand for football and to some extent rugby. The main difference between this option and the core option is the introduction of a full size 3G pitch in place of the grass pitch inside the athletics track and the expansion of the indoor 3G pitch from a single five-a-side pitch to a 60m x 40m pitch, capable of accommodation 3 x five-a-side pitches.

### Option 3 - Maximum

This option is significantly larger than Options 1 and 2. It contains a range of higher level sports facilities. The main difference between this option and Option 2 (Pitch Sports) is the addition of a 10,000 capacity community stadium (including a 3G pitch) for football and rugby, a larger indoor athletics training facility, a four court indoor tennis centre and a 200m indoor velodrome.

# Facility Mix

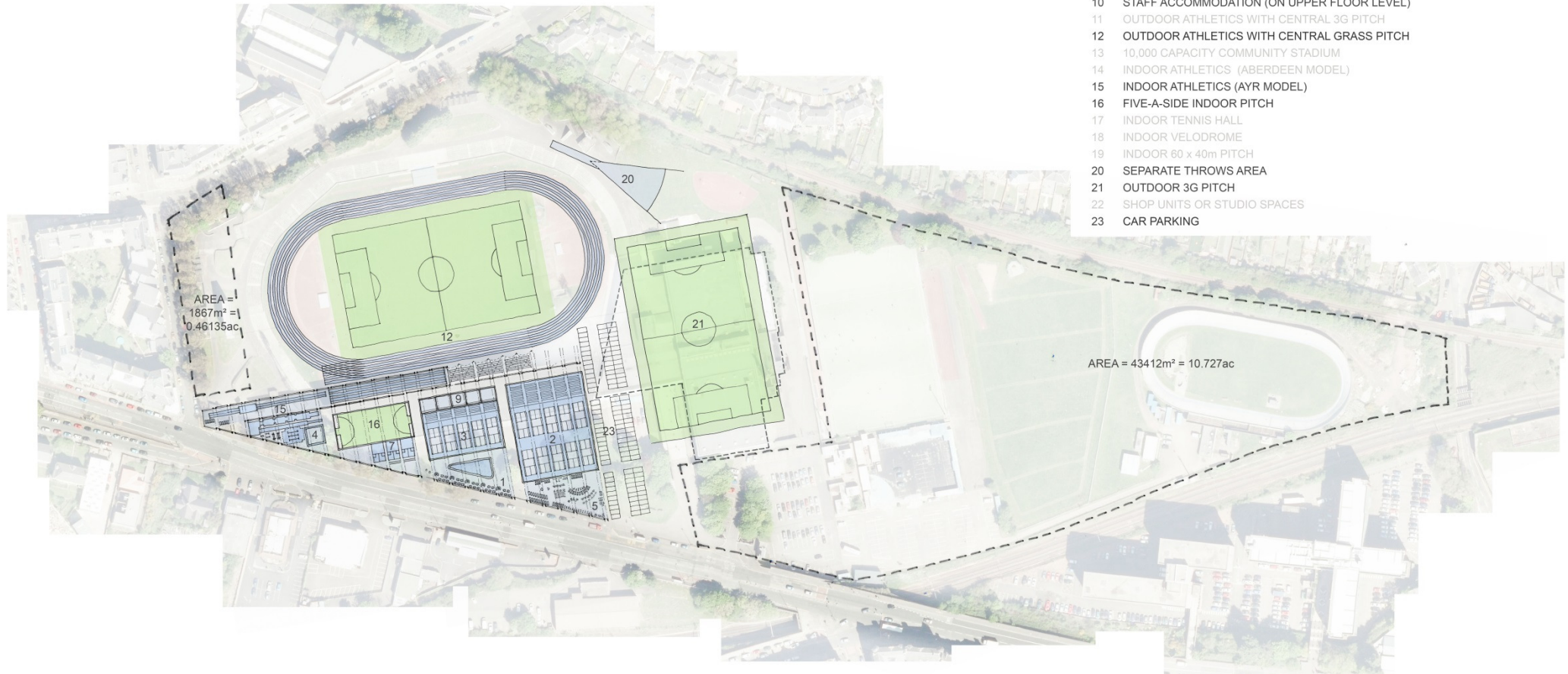
A summary of the contents of the three options and the estimated capital costs are included in the following table.

CORE - INDOOR FACILITIES	Option 1 - Core	Option 2	Option 3 - Maximum
Reception Areas	✓	✓	✓
10 Court Sports Hall (seating for 2,500)	✓	✓	✓
5 Court Sports Hall (bleacher seating for 650)	✓	✓	✓
Gymnastics/ Trampolining Hall	✓	✓	✓
Gym (120 stations)	✓	✓	✓
Studios (4 x studio spaces)	✓	✓	✓
3 x Squash Courts with 2 Moveable Walls	✓	✓	✓
Combat Studio (Dojo/Boxing)	✓	✓	✓
Changing	✓	✓	✓
Other Areas/ Event Support Facilities	✓	✓	✓
Staff Accommodation	✓	✓	✓
Circulation and Plant Spaces	✓	✓	✓
CORE - OUTDOOR FACILITIES			
Full Sized 3G Training Pitch for Football/ Rugby	✓	✓	✓
Outdoor Athletics Track with Central Rugby/ Football Pitch (see pitch options below)	✓	✓	✓
<b>Sub-Total</b>	<b>£27,900,000</b>	<b>£27,900,000</b>	<b>£27,900,000</b>
OPTIONAL FACILITIES			
Outdoor Athletics Track with Central Rugby/ Football Pitch (Grass) & Seating for 500	✓		
Outdoor Athletics Track with Central Rugby/ Football Pitch (3G) & Seating for 500		✓	
10,000 Capacity Community Stadium with 3G Pitch Inside Track			✓
Indoor Athletics (Regional Model e.g. Aberdeen Sports Village)			✓
Indoor Athletics (Community Model e.g. Ayrshire Arena)	✓	✓	
Indoor Five-a-Side 3G Football Pitch	✓		
Indoor Tennis (4 x Courts)			✓
Indoor Velodrome (200m)			✓
Indoor 60m x 40m 3G Pitch		✓	✓
Outdoor Athletics Throws Area	✓	✓	✓
<b>Sub-Total</b>	<b>£7,200,000</b>	<b>£13,100,000</b>	<b>£57,300,000</b>
<b>Total</b>	<b>£35,100,000</b>	<b>£41,000,000</b>	<b>£85,200,000</b>

# Site Layout and Concept Design – Option 1 (Minimum)

Option 1 - Core	Best Case	Worst Case
Capital Cost	£35,100,000	£35,100,000
Prudential Borrowing	£3,028,083	£3,028,083
Capital Receipt	£16,770,000	£10,062,000
Funding Shortfall	<b>-£15,301,917</b>	<b>-£22,009,917</b>

- KEY:
- 1 RECEPTION AREA
  - 2 10 COURT SPORTS HALL
  - 3 5 COURT SPORTS HALL
  - 4 GYMNASTICS HALL
  - 5 HEALTH AND FITNESS SUITE
  - 6 STUDIOS (ON UPPER FLOOR LEVEL)
  - 7 SQUASH COURTS
  - 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
  - 9 CHANGING
  - 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
  - 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
  - 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
  - 13 10,000 CAPACITY COMMUNITY STADIUM
  - 14 INDOOR ATHLETICS (ABERDEEN MODEL)
  - 15 INDOOR ATHLETICS (AYR MODEL)
  - 16 FIVE-A-SIDE INDOOR PITCH
  - 17 INDOOR TENNIS HALL
  - 18 INDOOR VELODROME
  - 19 INDOOR 60 x 40m PITCH
  - 20 SEPARATE THROWS AREA
  - 21 OUTDOOR 3G PITCH
  - 22 SHOP UNITS OR STUDIO SPACES
  - 23 CAR PARKING



# Site Layout and Concept Design – Option 2 (Pitch Sports Focus)

Option 2 - Pitch Sports Focus	Best Case	Worst Case
Capital Cost	£41,000,000	£41,000,000
Prudential Borrowing	£4,759,604	£4,759,604
Capital Receipt	£13,080,000	£7,848,000
Funding Shortfall	<b>-£23,160,396</b>	<b>-£28,392,396</b>

KEY:

- 1 RECEPTION AREA
- 2 10 COURT SPORTS HALL
- 3 5 COURT SPORTS HALL
- 4 GYMNASTICS HALL
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- 20 SEPARATE THROWS AREA
- 21 OUTDOOR 3G PITCH
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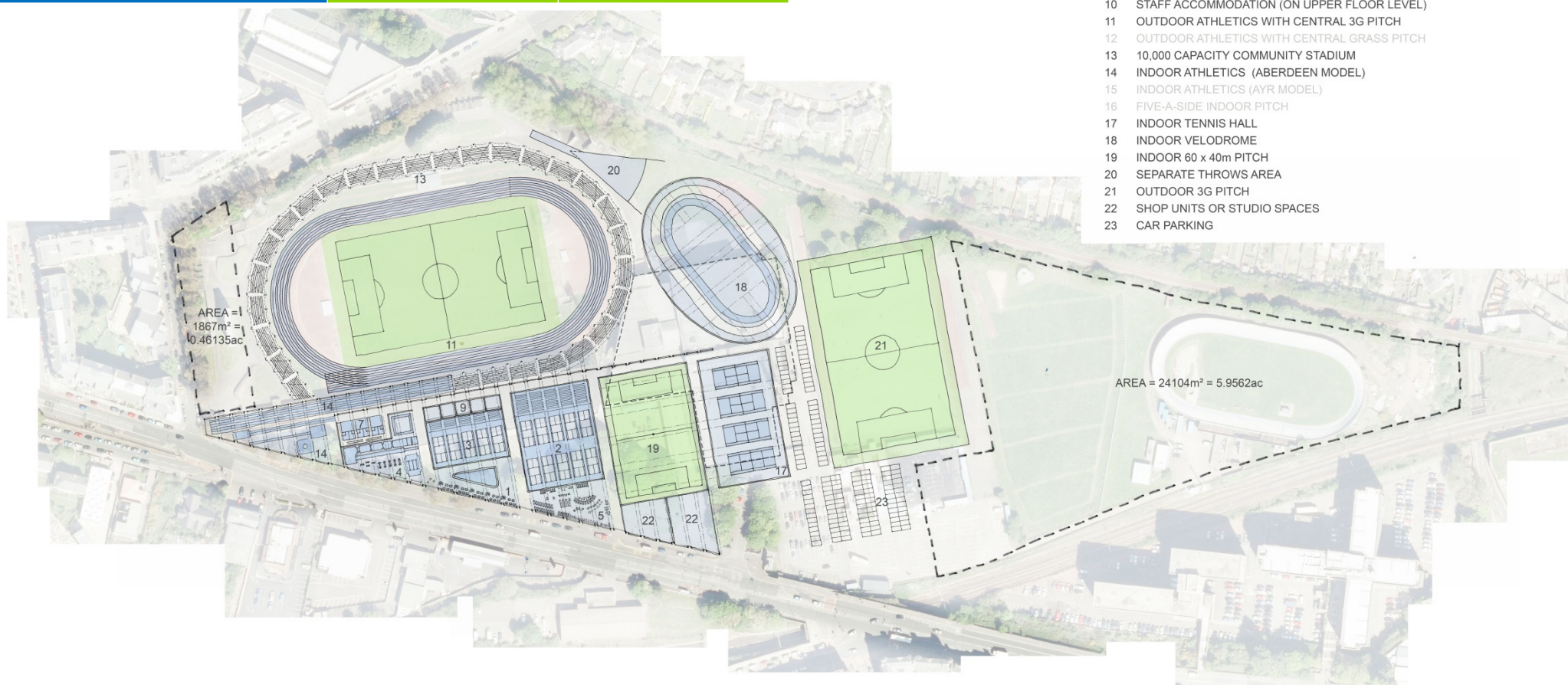




# Site Layout and Concept Design – Option 3 (Maximum)

Option 3 - Maximum	Best Case	Worst Case
Capital Cost	£85,200,000	£85,200,000
Prudential Borrowing	£3,432,681	£3,432,681
Capital Receipt	£9,615,000	£5,769,000
Funding Shortfall	<b>-£72,152,319</b>	<b>-£75,998,319</b>

- KEY:
- 1 RECEPTION AREA
  - 2 10 COURT SPORTS HALL
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  - 21 OUTDOOR 3G PITCH
  - 22 SHOP UNITS OR STUDIO SPACES
  - 23 CAR PARKING



# Funding and Affordability

The following tables 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). Finally, the options are ranked in terms of affordability, with 1 being the most affordable and 3 being the least affordable. The first table is based on the high valuation, for capital receipts, and the second table is based on the low valuation. This provides the Council with a realistic range of possible outcomes at this stage.

Affordability - High Valuation			Funding			
Description	Capital Cost	Impact on Revenue Position	Additional Borrowing Potential	Capital Receipt	Affordability (Funding - cost)	Rank
Option 1 - Core	£35,100,000	£227,106	£3,028,083	£16,770,000	-£15,301,917	1
Option 2 - Pitch Sports Focus	£41,000,000	£356,970	£4,759,604	£13,080,000	-£23,160,396	2
Option 3 - Maximum	£85,200,000	£257,451	£3,432,681	£9,615,000	-£72,152,319	3

Affordability - Low Valuation			Funding			
Description	Capital Cost	Impact on Revenue Position	Additional Borrowing Potential	Capital Receipt	Affordability (Funding - cost)	Rank
Option 1 - Core	£35,100,000	£227,106	£3,028,083	£10,062,000	-£22,009,917	1
Option 2 - Pitch Sports Focus	£41,000,000	£356,970	£4,759,604	£7,848,000	-£28,392,396	2
Option 3 - Maximum	£85,200,000	£257,451	£3,432,681	£5,769,000	-£75,998,319	3

The results show that Option 1 - (Core) is the most affordable option, with an estimated funding gap of between £15.3m and £22m. Option 2 (Pitch Sports Focus) is the second most affordable option, with an estimated funding gap of between £23.2m and £28.4m. Option 3 - (Maximum) is the least affordable option with a funding gap of between £72.2m and £76m.

It should be noted that the capital cost estimates for providing the velodrome and 10,000 capacity stadium have been included in the funding and affordability calculations for option 3. However, it has been assumed that the revenue impact of operating these would be zero, as these facilities will only be provided if the capital and revenue costs are covered by external partners. Therefore, additional resources will be required from other partners if these facilities are to be provided.

# Conclusions

A summary of the key financial implications of the options is provided in the following table:

Option 1 - Core	Best Case	Worst Case
Capital Cost	£35,100,000	£35,100,000
Prudential Borrowing	£3,028,083	£3,028,083
Capital Receipt	£16,770,000	£10,062,000
Funding Shortfall	-£15,301,917	-£22,009,917

Option 2 - Pitch Sports Focus	Best Case	Worst Case
Capital Cost	£41,000,000	£41,000,000
Prudential Borrowing	£4,759,604	£4,759,604
Capital Receipt	£13,080,000	£7,848,000
Funding Shortfall	-£23,160,396	-£28,392,396

Option 3 - Maximum	Best Case	Worst Case
Capital Cost	£85,200,000	£85,200,000
Prudential Borrowing	£3,432,681	£3,432,681
Capital Receipt	£9,615,000	£5,769,000
Funding Shortfall	-£72,152,319	-£75,998,319

# Conclusions

A number of options have been developed during this study. They have been developed to enable a like for like comparison between alternative solutions for the redevelopment of Meadowbank Sports Centre. Following a review of the options, the following conclusions have been drawn:

## Key Conclusions

Option 1 (Core) is the most affordable option, followed by Options 2 (Pitch Sport Focus) and 3 (Maximum)

Funding is limited with a funding gap for all options. Additional contributions will be required ranging from circa £15.3m to £76m

Refurbishment and like-for-like replacement should be discounted. The current facility mix is dated, inefficient and does not meet the current and future needs of users and stakeholders. They were built for the purpose of hosting the Commonwealth Games and not for the purpose of community sports facilities, which are now required at the site.

Disposal of excess land is critical to the funding of the project. It is important that the value of any site disposal is maximised. This will be driven by the scale of site available, land use and density development.

The provision of a stadium and/or a velodrome would require significant additional funding. At this point it is not clear how that level of funding could be secured. Funding for such a facility should be provided by a third party.

Phasing of development should be considered, based on delivery of the core facility but allowing for future expansion, as and when funding becomes available.

If the Council proceeds quickly, Options 1 and 2 can be delivered by Spring 2017. Option 3 will require a longer timescale, as it is a significantly more complex scheme.

All capital and revenue costs are indicative estimates at this stage. The next stage of development should be the completion of a detailed feasibility study and business case to RIBA Stage C.

# Recommendations

Following the conclusions from the study the following recommendations have been provided:

## Recommendations

Options 1 and 2 are clearly more affordable, it is recommended that all three options should be subject to further consultation with stakeholders and the wider community before a final decision is made regarding the preferred option(s). Community consultation is a crucial next step for the project. The final option is likely to be a blend of elements from Option 1 and Option 2.

Issues affecting provision of a 10,000 capacity stadium for rugby and an indoor velodrome need to be discussed further with the relevant stakeholders.

It is clear, from the work completed to date, that there are significant funding issues relating to all of the options but particularly to Option 3 (Maximum). Therefore, further consultation should focus on funding and affordability issues to ensure that any options taken forward are realistic and deliverable.

If the Council wishes to complete the works by spring 2017 decisions to progress the scheme need to be taken quickly

The next stage of development should be the completion of a detailed feasibility study to RIBA Stage C, based on the option(s) selected by the Council to progress

# Project Programme

Within appendix 6 we have included a detailed Master Programme. For ease of reading a high level summary programme has been included on the following page. The objective in producing the programme was to test the Council's aspiration to open the new Meadowbank Sports Centre by Spring 2017. Further detailed work will need to be undertaken on the programme during the feasibility stage. However, based on our work to date, we confirm that delivery by Spring 2017 is achievable.

As a result of discussions with the Client project team we have based the programme on the delivery of options 1 or 2. Option 3 is a significantly larger scheme. Phasing of the 10,000 capacity stadium and construction of the Velodrome will need further consideration. Delivery of Option 3 by Spring 2017 would be extremely challenging. If the Council requires it, the programme for this option should be considered in more detail during the next stage.

Key considerations, relative to the programme and achievement of opening by Spring 2017, are as follows:

**Date of Operation** - The programme demonstrates the project can be delivered and operational by Spring 2017. However this is based on a number of factors. In the first instance, and most importantly, the project needs to move forward quickly following a decision on the preferred option(s). Commencement of a feasibility study and commitment to the scheme by the Council and any funding partners by February 2014 is a key requirement. Discussions are on-going with **sportscotland**

**Procurement of a Contractor** - At this stage we have assumed a two stage develop and construct procurement route and propose this is explored further during the feasibility stage when a procurement workshop should take place to explore, consider and evaluate all forms of procurement routes and form of contract. Alongside programme requirement, consideration by the Council to cost and quality parameters is worthy of exploration at this stage. The Council's views and priorities on such matters will play a large part in the procurement route ultimately adopted.

**Procurement of Consultant Team** - It is recommended the strategy for the procurement of a Project Manager and Design Team is considered as soon as possible. Such a team is required for the feasibility study and, following approval of the scheme, to lead delivery to completion. The programme currently allows for the consultant procurement process to be undertaken concurrently, while the feasibility study is underway. An alternative way forward may be to undertake a tender process now for appointment from start of feasibility study until project completion. There are a number of options to be explored, post submission of this report

**Public Consultation** - Consultation is one of the key risks attributed to this project. We have allowed for consultation to take place by the Council immediately after receipt of this report and during the pre planning application process.

**Phasing** - The concept design of Options 1 and 2 have been produced with consideration to keeping the existing sports facilities operational, to allow continuity of service for users. It is proposed the existing centre is demolished following the opening of the new centre. During the feasibility stage, detailed consideration will be given to other works on the site including public realm, private sector development etc.

**Enabling Works** - In order to mitigate programme risk we have proposed a period of time prior to the main works for enabling works. The content of the enabling works package will be explored at feasibility stage but works such as any alterations to existing facilities, service diversions, groundwork's etc. should be explored. We have also suggested the undertaking of site investigation works during the feasibility stage to assess the ground conditions of the land identified for private sector development and also the areas where new sporting facilities are proposed.

# High Level Summary Programme

Meadowbank Sports Centre (MSC)	2013				2014				2015				2016				2017			
Activities	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Appraisal (completion of initial options review)			■	■																
Council Consideration					■															
Consultant Procurement					■	■														
Detailed Feasibility, inc site investigation (RIBA Stage A-B+)					■	■														
Public Consultation				■	■															
Council Consideration of Feasibility Study						■														
Concept Design (RIBA Stage C)						■	■													
Design Development (RIBA Stage D)							■	■	■											
Planning Application									■	■										
Technical Design (RIBA Stage E)									■	■										
Tender Documentation (RIBA Stage G)							■	■												
Tender Action (RIBA Stage H)								■	■	■										
Production Information (RIBA Stage F)											■	■	■	■						
Mobilisation (RIBA Stage J)											■	■								
Enabling Works										■	■	■								
Construction to Practical Completion (RIBA Stage K)													■	■	■	■	■			
Fit Out and Familiarisation																	■	■		
Opening of New Centre																		■		
Closure and Demolition of Existing MSC																		■		

# Introduction



# Background & Context

Meadowbank Sports Centre and Stadium was built in the late 1960s as a key venue for the 1970 Commonwealth Games. Since then, Meadowbank has continued to be well used by local, regional and national sports athletes for recreational and performance purposes, as well as for events. The facilities are now more than 40 years old and require replacement.

An annual survey is carried out to identify any immediate risks to the ongoing operation of the facility; the most recent survey was carried out in autumn of 2012. The reception areas, showers and other changing facilities were upgraded in 2009 at a cost of £1.45m and £600,000 was spent on the new 3G pitch in April 2013. However, many of the sporting facilities are in need of modernisation, in keeping with the sporting community's expectations of sporting facilities commensurate with Edinburgh's capital city status. The Council commissioned this study to identify what the future should be for Meadowbank and its ongoing role in sport, physical activity and the wider health and well being agenda in Edinburgh.

In 2007, the Council had ambitious plans to relocate the Meadowbank facilities to Sighthill Park in the West of the city, replacing Meadowbank with a smaller, local leisure facility. This was met with strong opposition from a number of clubs and the local community and the Council withdrew their plans. In the intervening period, significant investment has been made by the Council in the Royal Commonwealth Pool, with Edinburgh Leisure, the independent Trust which manages Council owned sport and leisure centres on the Council's behalf continuing to carry out minor upgrades of the other facilities within their management.

In considering the wider landscape for stadium development in the city, it is understood that Edinburgh Rugby is currently seeking new home grounds for its team. At various junctures in the past the Council has been asked to assist in this process, and the 2007 plans for Sighthill Park, included a new home for Edinburgh Rugby as part of the stadium proposals. Therefore, this option has been considered within the study.

It is also noted that in September 2013 Heriot-Watt University was named preferred bidder to host the £30m National Performance Centre for Sport. This will be located at University Campus to the West of Edinburgh. Edinburgh City Council is a key partner on this important project, which is of national and regional significance.

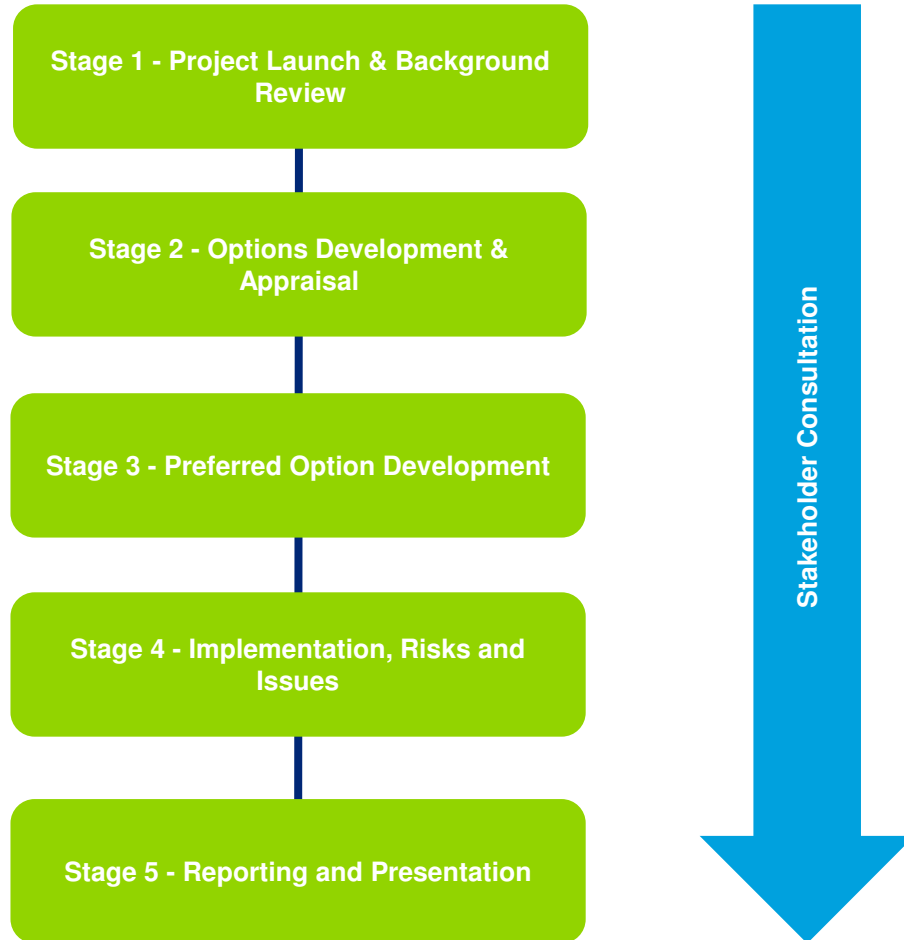
## Our Context

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- Summary of the outcome of the consultation, highlighting any differences between community consultation and sporting community, alongside where there was consensus
- Recommendations on the sporting facility mix, and any other Council service uses, uses by other agencies, potential private sector involvement
- Concept drawings of proposed new facilities on site
- Details on the options appraisal and business case.

# Our Approach

The diagram below summarises the key stages of work undertaken in completing the study. Further detail of the main tasks is listed in the table opposite.



<p><b>Stage 1 - Project Launch &amp; Background Review</b></p> <ul style="list-style-type: none"> <li>Project launch meeting with key Council representatives, including a site visit</li> <li>Review of background documentation (strategies, conditions surveys, previous feasibility studies)</li> <li>Operational performance review of existing facilities (revenue and throughput)</li> <li>Review the site options (Meadowbank and others)</li> </ul>
<p><b>Stage 2 - Options Development</b></p> <ul style="list-style-type: none"> <li>Define the facility mix for initial options based on the outcome of the review of the Council's strategy documentation and stakeholder consultation</li> <li>Capital cost estimates based on initial options facility mix</li> <li>Revenue projections based on initial options facility mix</li> <li>Initial sketch plans and concept designs to test deliverability. These will be concept site plans to RIBA stage A/B</li> <li>Initial review of funding opportunities. e.g. prudential borrowing, site disposal, grant funding opportunities</li> <li>Analyse and evaluate the initial options against a number of criteria to be agreed with the project team (e.g. economic, social, sporting, consultation comments etc.)</li> <li>Score the options against the agreed criteria applying weightings if required</li> <li>Identify the preferred option based on the options appraisal</li> </ul>
<p><b>Stage 3 - Preferred Option Development</b></p> <ul style="list-style-type: none"> <li>Refinement of the preferred option (facility mix, capital cost &amp; revenue projections)</li> <li>Outline design &amp; master plan to RIBA Stage B</li> </ul>
<p><b>Stage 4 - Implementation, Risks and Issues</b></p> <ul style="list-style-type: none"> <li>Complete project implementation programme</li> <li>Identification of risks and issues likely to affect delivery</li> </ul>
<p><b>Stage 5 - Reporting and Presentation</b></p> <ul style="list-style-type: none"> <li>Draft report</li> <li>Client feedback</li> <li>Final report</li> <li>Presentation to officers and elected members</li> </ul>

# Current State Review

# Results of Previous Feasibility Study

A Feasibility study was completed by Faulkner Browns Architects in 2007. The study considered four principal options for the improvement and replacement of Meadowbank Sports Centre. The options are listed below:

## Option 1 - Refurbishment of existing centre

This option involves a full refurbishment of the existing stadium and sports centre to current safety and building regulations but not altering the ancillary support and sports spaces. The report concluded that refurbishment would create poor sporting standards compared to a new or remodelled facility and any land sale value would be small. The total cost of the works was estimated at £34.4m.

## Option 2 - Remodelling of Meadowbank to Sighthill brief

This option involves remodelling and refurbishing the existing Meadowbank facility to meet national and regional standards and improving support facilities. The report concluded that the sporting standards provided would be good but some compromises would be required. Any capital receipt would be moderate. The total cost of the works was estimated at £47.8m.

## Option 3 - New build at Meadowbank

This option involves demolition of the existing Meadowbank facilities and replacing them with a new-build stadium and sports facility to the Sighthill brief. The report concluded that demolishing the existing facility and replacing it would provide excellent sports accommodation and would make available a good capital receipt from the sale of excess land. The total cost of the works was estimated at between £41.7m and £46.6m.

## Option 4 - New build at Sighthill

This option involves demolition of the existing Meadowbank facilities, disposing of the current site, and building a new-build stadium and sports facility located at Sighthill. The report concluded that building a new facility at Sighthill would maximise the capital receipt from the sale of the Meadowbank site and would provide excellent sporting facilities. The total cost of the works was estimated at £47.3m.

We understand that the preferred options were Options 3 and 4.

# Current Situation

As mentioned previously, Meadowbank Sports Centre and Stadium was built in the late 1960s as a key venue for the 1970 Commonwealth Games. With the facilities now more than 40 years old, they require significant upgrade or replacement. Comments received during stakeholder consultation identified the deteriorating condition of the facilities as a concern. The centre is failing to keep up with customer expectations and is regarded as inferior when compared to other regionally and nationally significant facilities such as those more recently developed in Glasgow, Aberdeen and Stirling.

It is clear from the stakeholder consultation that the options for refurbishment of the existing facilities or replacement based on the original brief will not meet the current and future needs for the users of Meadowbank, primarily for the following reasons:

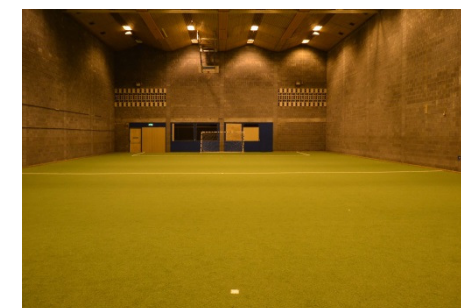
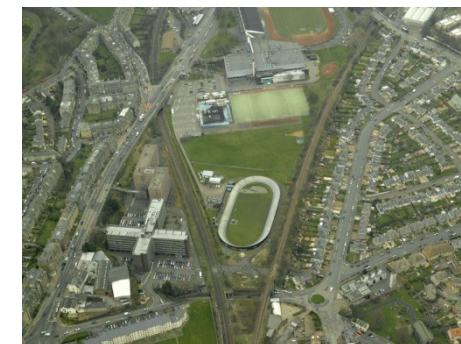
- The original facilities were built to host a major international sports event (Commonwealth Games). The sporting needs of the community in Edinburgh have changed in the last 40 years. Meadowbank is now regarded as a good venue for regional and national competition in a number of sports but facilities (particularly for Athletics) of the scale currently provided represent significant overprovision. If refurbished, or replaced like-for-like, this would represent significant over-provision.
- The current facilities operate at a revenue deficit of circa £423,000 per annum. This is being supported by the City Council. If refurbished, this is unlikely to change significantly. Replacement may result in some improvement but the net revenue improvement would be limited, as there would still be significant overprovision of corridors and circulation space, which is not utilised for sport or income generation
- There would be significant disruption to users for the duration of any refurbishment works, with closure of the site for an extended period, probably between 12-18 months.
- Refurbishment would involve significant long-term investment in facilities that are already more than 40 years old and fundamentally do not reflect the current needs of users of the site and stakeholder organisations.
- A smaller facility, tailored to the current and future sporting needs of the National Governing Bodies (NGBs) and the community, will be more efficient and more financially viable. The capital costs will be reduced and the revenue performance maximised, leading to a reduction in the operational revenue deficit.

Based on the issues listed above, it was agreed not to consider the options of refurbishment or like-for-like replacement further.

# Existing Facilities

The existing Meadowbank Sports Centre contains the activity areas listed in the following table, as well as a range of ancillary accommodation including, staff areas, event support facilities, changing rooms, storage, plant and circulation.

Area	Notes/ Comments
Hall 1	36.58x 36.58x9.14meters (Length, Width, Height), 10 Badminton Court Hall, bleacher seating for 1,450, permanent seating for 850
Hall2	36.58x22.25x9.14m, 5 Badminton Court Hall, bleacher seating for 650
Hall 3	36.58x18.3x9.14m, Tiger Turf indoor football pitch
Hall 4	Multi use hall
Hall 5	Fitness Studio
Hall 6	Multi use
Hall 7	Gymnastic Hall. Entire set up for Gymnastics, floor (owned by Meadowbank Gymnastic Club)
Range Hall 1	Currently set up as a Dojo with 3 fight areas
Range Hall 2	Boxing ring and training bags
Range Hall 3	Being converted to rifle range for Scottish Target Shooting to create temporary National Performance centre
Gym	51 health and fitness stations
Studio 1	Multi-purpose area
RPM studio	Spin studio
Gym office	
Free weights room	90 dumbbells, 158 weight plates
Squash courts	6 x squash courts, only 4 operational
Physio rooms on concourse	Small consultation rooms
Stadium	7000 seats (5000 now operational)
Outdoor track and field	All track and field facilities, outdoor changing rooms x 2
Outdoor basketball court	
Outdoor 3G pitch	1 Full sized FIFA 1* pitch with warm up area
Grass throws area	Outdoor area close to the velodrome
Velodrome	250m wooden outdoor track



# Existing Revenue and Throughput

It is important to compare the estimated revenue performance with the current performance of Meadowbank Sports Centre, or 'Base' position, particularly if the projections are to be used as the basis for a business case for calculating Prudential Borrowing. The table opposite contains a summary of the revenue performance of the existing facilities.

We have analysed the revenue and throughput data for the last 4 years and used an average of the performance over this period to provide a longer term average

The results show that the current facilities operate at a revenue deficit of £423,231 per annum, with visitor numbers of 513,894 per annum.

INCOME	2009-10	2010-11	2011-12	2012-13	4 Year Average
Dryside	£385,668	£393,161	£379,330	£376,300	£386,053
Health & fitness	£591,721	£569,652	£513,482	£510,756	£558,285
Swimming	£0	£0	£0	£0	£0
Lettings	£195,533	£193,595	£222,619	£207,468	£203,916
Soft play	£8,843	£9,441	£6,669	£7,550	£8,318
Leisure card	£17,142	£14,688	£15,315	£12,742	£15,715
Special events	£197,465	£193,860	£136,358	£195,570	£175,895
Retail	£4,856	£2,738	£2,885	£3,334	£3,493
Vending	£6,618	£7,720	£16,832	£10,976	£10,390
Other income	£47,683	£8,448	£36,092	£36,955	£30,741
VAT	£0	£0	£0	£0	£0
<b>TOTAL INCOME</b>	<b>£1,455,530</b>	<b>£1,393,303</b>	<b>£1,329,583</b>	<b>£1,361,651</b>	<b>£1,392,805</b>

EXPENDITURE	2009-10	2010-11	2011-12	2011-12	4 Year Average
Staffing	-1,242,235	-1,235,487	-1,223,313	-1,208,745	-1,233,678
Transport	-4,027	-5,187	-5,011	-556	-4,742
Utilities	-211,581	-191,346	-187,397	-183,951	-196,775
Repairs & Maintenance	-147,242	-141,548	-146,165	-140,453	-144,985
Cleaning	-20,783	-19,778	-21,339	-45,276	-20,633
Equipment	-48,295	-46,229	-47,161	-29,105	-47,229
Other Property	-48,177	-40,191	-11,108	-23,250	-33,159
Administration	-55,948	-61,800	-58,723	-62,837	-58,824
Marketing	-7,690	-12,600	-11,140	-11,073	-10,477
Cost of sales	0	-220	0	-1,066	-73
Capital Charges	-28,672	-22,257	-24,945	-62,252	-25,291
Irrecoverable VAT	-40,212	-39,020	-41,281	-45,847	-40,171
Lifecycle costs	0	0	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>-1,854,864</b>	<b>-1,815,664</b>	<b>-1,777,583</b>	<b>-1,814,411</b>	<b>-1,816,037</b>

<b>NET OPERATIONAL POSITION</b>	<b>-399,334</b>	<b>-422,361</b>	<b>-448,000</b>	<b>-452,761</b>	<b>-423,231</b>
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<b>THROUGHPUT</b>	<b>519,799</b>	<b>533,274</b>	<b>488,608</b>	<b>505,698</b>	<b>513,894</b>
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# Stakeholder Engagement



# Consultation Strategy

We conducted consultation throughout the study, to ensure key stakeholders were given the chance to contribute to decision making, at the appropriate level. The Council can then make an informed decision on the preferred option based on a balance between the outcome of the technical elements of the options appraisal and the findings from the stakeholder engagement. During the study, we agreed a stakeholder consultation strategy with the Council's project team.

We used a range of techniques and media to engage with stakeholders. These included the following:

- Press articles
- Initial briefing for key stakeholders
- Regular project team meetings
- Individual meetings/ consultation with NGBs and other key stakeholder groups
- Web page hosted by the Council containing a summary of the project
- Web questionnaire for completion by clubs and contact details for the project team.

In total 39 organisations were consulted. The following types of groups were identified by the Council:

- National Governing Bodies of Sport
- Council officers and departments and Edinburgh Leisure
- Representatives of current user clubs and groups
- **sportscotland**
- Heriot-Watt University.

It was agreed with the client team that it was not appropriate to consult with individual users and the wider community at this stage as the Council did not wish to raise expectations relating to the possible re-development until the outcome of the initial options appraisal was agreed by Council members. Wider consultation is strongly recommended during the next stage of development, if the Council decides to proceed with development of new facilities.

# Groups Contacted

The following table contains a list of all stakeholders contacted during the study.

Strategic Organisations	Existing Meadowbank Sports Centre User Clubs
City of Edinburgh Council	East of Scotland Track Promoters Association
Edinburgh Leisure	Meadowbank Gymnastics Club
sportscotland	Edinburgh Aikido Meadowbank Club
Heriot-Watt University	Edinburgh Athletic Club
Scottish Cycling	Edinburgh City Football Club
Scottish Athletics	Leith Athletic Football Club
Judo Scotland	Edinburgh Karate Club
Basketball Scotland	Portobello Judo Club
Badminton Scotland	Yoga Club
Amateur Boxing Scotland	Edinburgh Gymnastics
Scottish Gymnastics	Meadowbank Gymnastics Club
The Scottish Football Association	Scottish Tae Kwon Do
Edinburgh Rugby	Grange Men's Hockey Club
The Scottish Rugby Union	Shuttlescotts Badminton Club
Tennis Scotland	Edinburgh University Athletics Club
Scottish Squash	Lothian Special Olympics
	Tang Soo Do
	East District Ladies Indoor Hockey Club
	Kenka Judo
	Lothian Badminton
	Five Winds School of Tai Chi Chuan
	Western Badminton Club
	Hibernian Community Foundation

# Aim of Consultation and Topics Covered

## Strategic Organisations

Issues covered during consultation with strategic organisations are listed below:

- Is Meadowbank a strategically important venue for your sport?
- What role do you see Meadowbank playing in developing your sport in the future (e.g. venue for clubs, performance athletes, events etc)?
- What are your views on the current shortcomings of facilities at Meadowbank?
- What facilities would you like to see prioritised for your sport if the site is redeveloped? Please provide as much detail as possible.
- Other issues you want to raise at this stage?

## Existing Meadowbank Sports Centre User Clubs

Issues covered during consultation with existing user clubs are listed below:

- What role do you see Meadowbank playing in supporting the activities of your club in the future (e.g. venue for training, competition, events etc)?
- What facilities does your club currently use at Meadowbank?
- How many weeks a year do you use the facilities?
- Typically, how many sessions do you use the facilities per week?
- Typically, how many users attend each session?
- What are your views on the current quality and range of facilities at Meadowbank?
- What facilities would you like to see improved or developed to meet the current and future need of your club?
- Please list any other issues you want to raise at this stage?

# Summary of Key Issues - Strategic Organisations

The main comments from consultation with strategic organisations are listed below:

- The focus for many sports is for a regional training standard in Edinburgh, as Glasgow is now an established venue for international events in many of the sports.
- All NGBs would be supportive of improved facilities. Meadowbank should be a key indoor event facility for Edinburgh, the region and Scotland but not international events.
- Use of the current facilities by NGB's is dwindling due to the increasingly poor quality of facilities, particularly compared to those in Glasgow, Stirling and Aberdeen.
- The general perception is that Edinburgh is not well provided for and that Meadowbank has been a victim of 'blight' for some years, with under-investment, while the future of the centre is decided.
- Athletics provision will depend on decisions taken on the facility mix for the NPCCS at Heriot-Watt. There are currently two options for Meadowbank:
  - It could become a regional training facility with the track retained, grass in-field and specialist indoor training facilities, similar in scale to Aberdeen Sports Village.
  - It could become a smaller scale 'community' training facility with smaller indoor training areas, similar in scale to Ayrshire Arena. This would allow a 3G pitch to be provided for rugby and football in the centre of the track.
- Rugby is keen to have access to a stadium and would support a full sized 3G pitch in the centre of the track. They would require a 10,000 + capacity stadium with scope for increased capacity for occasional games (e.g. Allianz Park, home of Saracens Rugby Club). This would also be welcomed by the Scottish Football Association, although football clubs using the site (Edinburgh City) tend to have much lower spectator numbers (500-1,000).
- Cycling provision is a sensitive issue, with some clubs seeking an indoor velodrome in Edinburgh. Scottish Cycling has indicated that while it would support plans for an indoor velodrome, Glasgow now has this and they would be supportive of lesser provision, possibly elsewhere in the City. They recognise that the high cost of funding an indoor velodrome makes this unlikely in the short-term. A study is currently being completed to review options for new cycling facilities at the Jack Kane Centre at Hunters Hall Park.
- All NGBs provided specific comments relating to their respective sports. These have been considered and accommodated where possible in developing the facility mix for the options.

# Summary of Findings and Key Issues - Facility Mix

The facility requirements, identified by each of the NGBs during consultation, are listed in the table below. These findings have informed the facility mix for the options that have been developed. A detailed summary of the findings from stakeholder consultation is contained in Appendix 1.

NGB	Main comments regarding facility needs
<b>Scottish Cycling</b>	<ul style="list-style-type: none"> <li>Would support a low cost velodrome, closed loop circuit and BMX track but are considering other sites for these in the city. Meadowbank is not seen as the best location for cycling in the city/ region. They recognise that the high cost of a velodrome and lack of funding make this unlikely in the short-term</li> </ul>
<b>Scottish Athletics</b>	<ul style="list-style-type: none"> <li>Two options at present, depending on possible developments at NPC</li> <li>Option 1 includes regional training centre (outdoor and indoor facilities e.g. Aberdeen Sports Village model)</li> <li>Option 2 is a community/club facility with more limited outdoor and indoor facilities e.g. Ayrshire model</li> </ul>
<b>Judo Scotland</b>	<ul style="list-style-type: none"> <li>Permanent dojo facility</li> <li>Use of main halls for events</li> </ul>
<b>Basketball Scotland</b>	<ul style="list-style-type: none"> <li>2 basketball court hall for events to international standards</li> <li>Spectator seating for up to 2,500</li> </ul>
<b>Badminton Scotland</b>	<ul style="list-style-type: none"> <li>10 - 12 court main hall for events and club use</li> </ul>
<b>Amateur Boxing Scotland</b>	<ul style="list-style-type: none"> <li>No response despite several requests</li> </ul>
<b>Scottish Gymnastics</b>	<ul style="list-style-type: none"> <li>Would like to see a dedicated club/ community training centre to complement the new Tumbles facility at Portobello</li> <li>Meadowbank should include a gymnastics and trampolining (12m height) area but doesn't need foam pits</li> </ul>
<b>Scottish Football Association</b>	<ul style="list-style-type: none"> <li>Would like to see a 3G main pitch inside the athletics track</li> <li>Spectator seating for (500-1,000 mix of permanent and temporary with retractable seating over the track)</li> <li>60m x 40m 3g indoor pitch</li> </ul>
<b>Edinburgh Rugby / SRU</b>	<ul style="list-style-type: none"> <li>Very keen on the site as a venue for Edinburgh Rugby Club</li> <li>Would like a 3G match pitch inside the athletics track (e.g. Saracens and Scotstoun models)</li> <li>Need 10,000 - 15,000 capacity and access to second 3G pitch for training</li> </ul>
<b>Tennis Scotland</b>	<ul style="list-style-type: none"> <li>Up to 6 outdoor courts</li> <li>2-4 to be covered with a bubble in the winter months could boost participation and income</li> </ul>
<b>Scottish Squash</b>	<ul style="list-style-type: none"> <li>3 glass back courts, in a prominent position, with two moveable walls for added flexibility. Scotstoun and Aberdeen Sports Village are seen as good models</li> </ul>

# Summary of Key Issues - Existing User Clubs

The main facility related comments from consultation with existing user clubs are listed below:

- The condition of most areas should be improved with several comments relating to changing and toilet areas in particular.
- Need for specific changing rooms to support the outdoor pitches (e.g. full size 3G pitch).
- Some issues with management of facility, particularly problems with programming of sports and non-sports use of some indoor spaces e.g. for antiques fairs versus sporting use. This is largely a programming issue and is related to the current need to generate income from non-sporting use due largely to the drop off in sporting use of some areas of the building.
- There need to be adequate run off areas in the main halls to host competitive games.
- Parking for visiting coaches and cars should be improved.
- Athletics would like to have an improved, dedicated indoor training area and smaller stadium provision.
- Football would like the main pitch and stadium design to comply with relevant league requirements for playing and spectator facilities.
- Cycling is seeking a low cost indoor velodrome and would like to remain on the existing site.
- There is demand for a larger dedicated gymnastics area, even with the opening of Tumbles at Portobello.

## Divergence of Issues between User Clubs and Strategic Organisations

Generally, there is a good consensus between comments received from user clubs and those received from strategic organisations. The only notable exception at this stage is cycling. While Scottish Cycling is generally supportive of attempts to provide an indoor velodrome for the city, it recognises that this may not be affordable and deliverable in the timescales being considered. In addition, it is not clear whether Meadowbank is the best location for future facilities to benefit the city and region. The resident club (ESTPA), on the other hand, is very keen to continue providing a velodrome at Meadowbank and is promoting the need for an indoor velodrome. There is clearly some divergence in the views of these organisations on what is realistic and affordable and indeed whether Meadowbank is the best location to serve the city and wider region. It should be noted that the Council has already committed £1.25m for cycling facilities at Hunter's Hall Park and options for this are currently being explored as part of a project appraisal for the Jack Kane Centre and Hunter's Hall Park.

# Supply and Demand Analysis

# City of Edinburgh Council - Sports Facilities Strategy

The Council's new physical activity and sport strategy references the work carried out in 2010 to review the Council's sports facilities and this highlights the importance of addressing the future of Meadowbank. The strategy concluded that there is no realistic long-term alternative to replacement. Therefore replacement should be a priority for the Council. The key issue is what will a replacement contain? what will it cost? and how can it be funded? The strategy document included a recommendation for the following facilities at the site:

- 8 court competition hall with bleacher seating for 750+
- 8 court sports hall (which can be sub-divided into two 4 court sports halls)
- 70-80 station health and fitness
- Gymnastics training hall
- 3 x squash courts
- Indoor athletics training area
- 2 x multi activity studios
- Children's soft play
- Meeting rooms
- Cafe
- Outdoor five-a-side football centre
- Outdoor track and field for club competitions.

The conclusions relating to Meadowbank were that "Meadowbank is the single most important major facility project to progress and has been identified as a priority in the Council's Asset Management Plan and in various Council reports".



# Latent Demand for Health and Fitness Facilities

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. 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 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.

The catchment map (see Appendix 2) shows the location of the existing centre, with catchment bands of 1, 1.5 and 2 miles from the centre, as well as 7 and 15 minute drive time catchments. The location of all current and planned competing facilities are shown on the map.

The core catchment area used for the purpose of the latent demand analysis is 1.5 miles, which is a relatively compact catchment and is equivalent to an estimated 7 minute drive-time. The results of the analysis is contained in the following pages with further detail included in Appendix 1.

## Core Catchment Area

The competition map has a pretty broad take on Edinburgh as a whole, mainly to illustrate the wider catchment area (up to 15 minute drive time that the additional facilities (especially the running track) at the centre might enjoy, in addition to a tighter one (7 minute drive time) for regular health & fitness patrons. The population numbers rise exponentially as you go further from Meadowbank (more than 177,000 people in 10 mins drive and 300,000+ in 15 mins) but so, of course, does the multiplicity of alternative fitness options available to many of those people, particularly as you travel from east to west. We have shown on the competition map roughly how far you can travel in 15 minutes. This is more with a view to appreciating the size of the potential market for the running track and other strategic facilities, rather than to it representing a credible catchment area for a health and fitness facility.

## Catchment Area & Demographics

While a new centre will undoubtedly have a significant draw, as one of the City's premier sports venues, it is important to see the health and fitness offering there in the wider context of the Edinburgh market and, in particular, the burgeoning low cost sector (Pure Gym already has three gyms in the city with two more planned, while The Gym Group are in the city centre). We have therefore concentrated on the levels of penetration we would expect to achieve, initially from within a 1.5m radius of the centre, which equates, in terms of population numbers, to circa 7-minute drive.

It may be important to remember that, in common with many young people living close to the centre of major cities, those to the west of Meadowbank and around the city centre, may have relatively low levels of car ownership. Even such a relatively modest catchment also contains some of Edinburgh City Council's own pools with gyms, such as the Royal Commonwealth Pool and Leith Victoria Swim Centre.

The 1.5 mile core catchment area extends north to include Restalrig and most of Leith; east to the western side of Portobello, as well as Northfield and the Seafield Rd; south to take in Holyrood Park and Duddingston, as well as the University of Edinburgh campus, Craigmillar and Niddrie; west to Waverley Station, the Old Town and Newington. In all, this area is home to 99,668 people.

# Latent Demand for Health and Fitness Facilities

Demographically speaking, the Edinburgh population is largely unique in Scotland and contains large numbers of young, upwardly mobile workers, even if a proportion of them are without cars. It is almost certainly the 'cash rich, time poor' lifestyle which many enjoy which has made the Scottish capital such a happy hunting ground for the low cost operators, as well as many of the high street private operators and the more niche kind of facility at the smart hotels.

Of those living within a mile and a half of Meadowbank, a very large number (59%) fall under the heading O Liberal Opinions ('*young, well-educated city dwellers enjoying the vibrancy and diversity of urban life*'). 43% of all those around the centre are O64 Bright Young Things, the kind of young singles who are able to pay quite high rents to live in smart, inner city apartments. Many of those on the city centre side of Meadowbank will use the low cost gyms there or, the likes of Virgin Active and Bannatynes which are just to the west of the city centre.

The other Mosaic segment which shows up in large numbers in the area is K Upper Floor Living (16.8% of all residents). This is a much less affluent group, containing those whose employment prospects are generally pretty poor and contains those who are not, on the surface, such good membership 'prospects'. However, the closer you get to Meadowbank the greater the proportion of this particular group (well over 20% of the total within just a mile of the centre) which means that the centre is likely to have made some inroads into this market hitherto and will continue to do so. Only the relatively high price point might prevent numbers being higher still.

## Competition

It is just over a mile, as the crow flies, from Meadowbank to the city centre and the sports centre has the field largely to itself in that area, with the exception of the small Thompson's Gym on Restalrig Rd. However, there is already a strong draw on those living on the eastern edge of the catchment from the likes of The Gym at Waverley Gate, with its 4,500 members (£15.99/month), as well as the imminent arrival of another Pure Gym at an as yet unspecified city centre location (they currently already have one with more than 7,000 members in Laurieston Place).

The Virgin Active Club on Leith St has more than 4,000 members, paying up to £67/month. A number of the other facilities around the Old Town are hotel based and consequently relatively small but it is important to remember the huge numbers of students and others who are tied up at a facility such as the Edinburgh University Centre for Sport & Exercise (probably more than 15,000 members @ up to £44/month).

The council's own Leith Victoria Swim Centre (60 station gym has circa 1,500 members) and the gym at the Royal Commonwealth Pool (90 stations) are also within 1.5m radius, while Portobello Swim Centre is circa 2 miles away.

## Latent Demand

We have based our assessment of take up at Meadowbank on similar price points to those which currently apply for the Royal Commonwealth Pool and craiglockhart, i.e. £32.50 for fitness only and £49 for 'access all areas'. Our model shows that it might be possible to attract a total of 1,738 members from within 1.5m radius, rising to 2,483 if we assume that up to 30% of all users may travel more than 1.5m/ circa 7 mins. (This will include, for instance, regular track users). Indications are that around 400 of these would have alternatives, a number of them cheaper, on the doorstep and are therefore not realistic membership prospects, leaving a net latent demand figure of **1,983**. This is how many members we think this kind of offering might attract.

# Summary

We reviewed a number of sources of existing data on supply and demand for some of the key areas within the centre to help inform decisions on the facility mix for future options. A summary of the results are included below.

## Health and Fitness

Using a typical ratio of 25 members per health and fitness station and a total forecast membership of circa 2,000 it is recommended that any new facilities should be designed to accommodate at least 80 stations of equipment. We recommend that a minimum 100 station gym should be provided at 5m<sup>2</sup> per station. This would allow room for further expansion in the number of stations in the future, say 120 stations. Currently there are circa 50 stations of fitness equipment at Meadowbank Sports Centre.

## Sports Halls

The main conclusion from the FPM analysis, contained in the draft sports facilities strategy, is that the existing level of sports hall provision in Edinburgh should be maintained and ideally expanded upon. This supports the need to maintain and improve the level of provision at Meadowbank. The options that are developed should reflect this.

# Facility Options

# Facility Options

Having determined the preferred delivery model as a replacement centre, a list of potential facilities was agreed with the project team. These were divided into Core facilities and Optional facilities. Core facilities are those facilities that are required as the basis of all options. They are regarded as essential facilities. Optional facilities are those that should be considered for addition to the Core facilities, when creating options. The options that were developed are derived from the facilities listed in the tables below.

## CORE - INDOOR FACILITIES

Reception Areas  
 10 Court Sports Hall (seating for 2,500)  
 5 Court Sports Hall (bleacher seating for 650)  
 Gymnastics/ Trampolining Hall  
 Health and Fitness Gym (120 stations)  
 Studios (4 x studio spaces)  
 3 x Squash Courts with 2 Moveable Walls  
 Combat Studio (Dojo/Boxing)  
 Changing  
 Other Areas/ Event Support Facilities  
 Staff Accommodation  
 Circulation and Plant Spaces

## CORE - OUTDOOR FACILITIES

Full Sized 3G Training Pitch for Football/ Rugby  
 Outdoor Athletics Track with Central Rugby/ Football Pitch & Seating (see optional facilities for details)

## OPTIONAL FACILITIES

Outdoor Athletics Track with Central Rugby/ Football Pitch (Grass) & Seating for 500  
 Outdoor Athletics Track with Central Rugby/ Football Pitch (3G) & Seating for 500  
 10,000 Capacity Community Stadium with 3G Pitch Inside Track  
 Indoor Athletics (Regional Model e.g. Aberdeen Sports Village)  
 Indoor Athletics (Community Model e.g. Ayrshire Arena)  
 Indoor Five-a-Side 3G Football Pitch  
 Indoor Tennis (4 x Courts)  
 Indoor Velodrome (200m)  
 Indoor 60m x 40m 3G Pitch  
 Outdoor Athletics Throws Area

# Facility Options

A number of facility options were developed, based on the Core and Optional facilities. The selection of facilities, contained within the options, was determined largely by the results of consultation with stakeholders. The initial options were based on the principle of defining a range of possible outcomes from the core facility needs through to a maximum option. This approach allowed us to consider more than one solution for the development of the new centre, while also providing sufficient distinction between the options at this stage. This process involved defining the following for each option:

- Concept plans
- Initial facility options (facility mix)
- Capital cost estimates
- Benchmarked revenue projections
- Funding & affordability.

We worked closely with the client team to develop and refine the options. The options that were developed are summarised below:

## Option 1 - Core

This option provides the core facility requirements, identified during stakeholder and user consultation. This is effectively the minimum level of provision required to meet the core needs identified by users and stakeholders during consultation.

## Option 2

This option is an extension of the core option, with an increased focus on meeting the needs of pitch sports, particularly meeting the demand for football and to some extent rugby. The main difference between this option and the core option is the introduction of a full size 3G pitch in place of the grass pitch inside the athletics track and the expansion of the indoor 3G pitch from a single five-a-side pitch to a 60m x 40m pitch, capable of accommodation 3 x five-a-side pitches.

## Option 3 - Maximum

This option is significantly larger than Options 1 and 2. It contains a range of higher level sports facilities. The main difference between this option and Option 2 (Pitch Sports) is the addition of a 10,000 capacity community stadium (including a 3G pitch) for football and rugby, a larger indoor athletics training facility, a four court indoor tennis centre and a 200m indoor velodrome.

# The Facility Mix

A summary of the contents of the three options is included in the following Table.

CORE - INDOOR FACILITIES	Option 1 - Core	Option 2 - Pitch Sports Focus	Option 3 - Maximum
Reception Areas	✓	✓	✓
10 Court Sports Hall (seating for 2,500)	✓	✓	✓
5 Court Sports Hall (bleacher seating for 650)	✓	✓	✓
Gymnastics/ Trampoline Hall	✓	✓	✓
Gym (120 stations)	✓	✓	✓
Studios (4 x studio spaces)	✓	✓	✓
3 x Squash Courts with 2 Moveable Walls	✓	✓	✓
Combat Studio (Dojo/Boxing)	✓	✓	✓
Changing	✓	✓	✓
Other Areas/ Event Support Facilities	✓	✓	✓
Staff Accommodation	✓	✓	✓
Circulation and Plant Spaces	✓	✓	✓
CORE - OUTDOOR FACILITIES			
Full Sized 3G Training Pitch for Football/ Rugby	✓	✓	✓
Outdoor Athletics Track with Central Rugby/ Football Pitch (see pitch options below)	✓	✓	✓
<b>Sub-Total</b>	<b>£27,900,000</b>	<b>£27,900,000</b>	<b>£27,900,000</b>
OPTIONAL FACILITIES			
Outdoor Athletics Track with Central Rugby/ Football Pitch (Grass) & Seating for 500	✓		
Outdoor Athletics Track with Central Rugby/ Football Pitch (3G) & Seating for 500		✓	
10,000 Capacity Community Stadium with 3G Pitch Inside Track			✓
Indoor Athletics (Regional Model e.g. Aberdeen Sports Village)			✓
Indoor Athletics (Community Model e.g. Ayrshire Arena)	✓	✓	
Indoor Five-a-Side 3G Football Pitch	✓		
Indoor Tennis (4 x Courts)			✓
Indoor Velodrome (200m)			✓
Indoor 60m x 40m 3G Pitch		✓	✓
Outdoor Athletics Throws Area	✓	✓	✓
<b>Sub-Total</b>	<b>£7,200,000</b>	<b>£13,100,000</b>	<b>£57,300,000</b>
<b>Total</b>	<b>£35,100,000</b>	<b>£41,000,000</b>	<b>£85,200,000</b>

# Capital Cost Estimates - Assumptions and Exclusions

A number of assumptions and exclusions have been applied in completing the initial cost estimates. These are listed below.

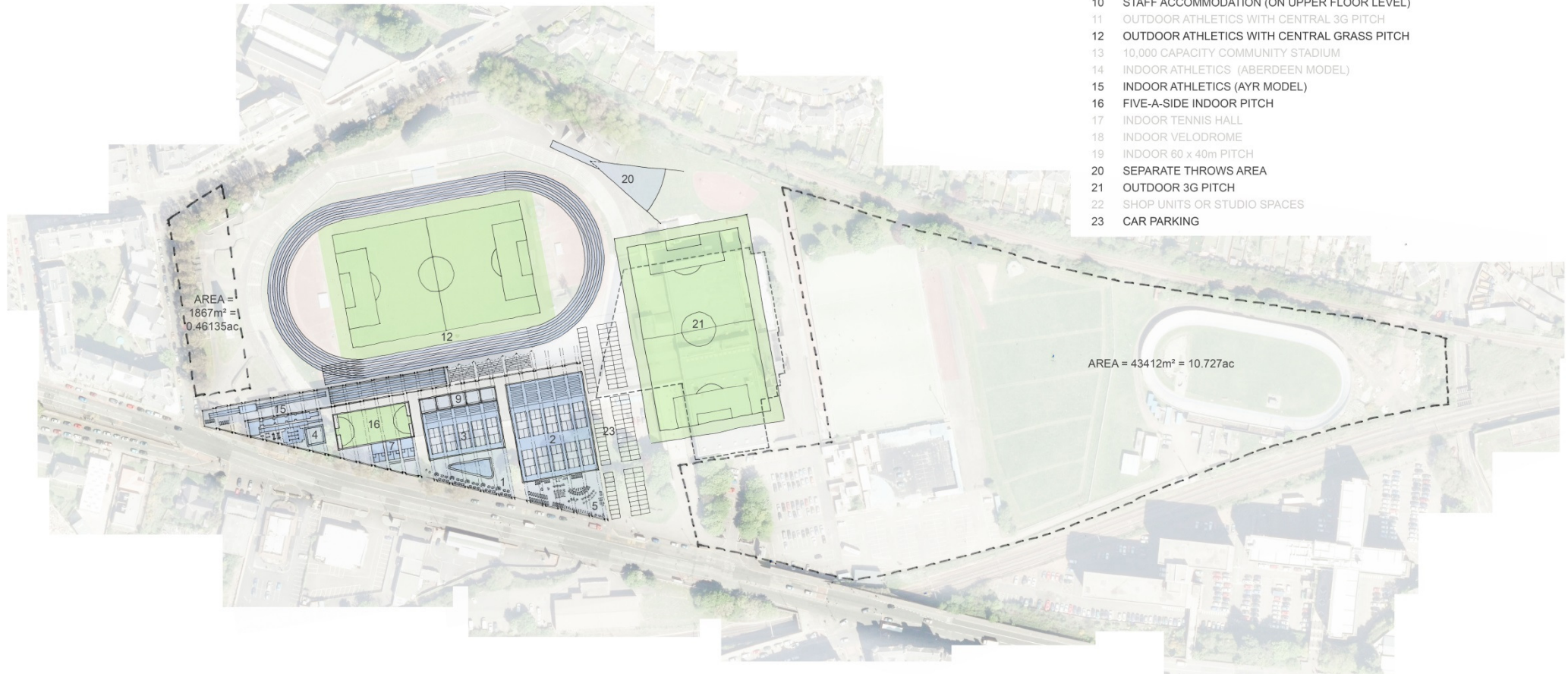
Assumptions	Exclusions
<ol style="list-style-type: none"> <li>1. Procurement is assumed to be two stage tendering on a design and build basis to a minimum of 3nr main contractors.</li> <li>2. On costs above include Main Contractor's organisation and management costs, overheads and profit, construction contingency and design development contingency.</li> <li>3. Outdoor Athletics track costs based on refurbishment of existing track and new floodlighting.</li> <li>4. Demolition costs based on area taken from existing condition survey. Assumes all existing buildings to be demolished unless otherwise stated.</li> <li>5. Costs based on present day, fixed price basis at Q3 2013 pricing levels.</li> <li>6. No heating or cooling required to indoor halls unless otherwise stated.</li> <li>7. Fit out costs are based on the client leasing the gym equipment.</li> <li>8. Shell &amp; 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.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improvements to mains services infrastructure</li> <li>2. Removal of contamination or asbestos from site</li> <li>3. General hard/ soft landscaping allowed for. No allowance has been made for any specialist landscaping.</li> <li>4. VAT</li> <li>5. Capital allowances or other grants/ incentives.</li> <li>6. Costs arising from Section 75 agreements.</li> <li>7. Finance costs.</li> <li>8. Tender price inflation prior to start on site.</li> <li>9. Highways or infrastructure works.</li> <li>10. Site acquisition and associated costs.</li> <li>11. Specialist AV/ IT equipment.</li> <li>12. Abnormal foundations and ground treatment</li> <li>13. Network infrastructure upgrades.</li> <li>14. Client direct FF&amp;E.</li> <li>15. Sustainability enhancements/ specialist BREEAM requirements.</li> <li>16. Specialist services, AV/ IT provision, spectator seating to Velodrome (option).</li> <li>17. Additional social areas/ ancillary space to Indoor Tennis Courts (option).</li> </ol>



# Site Layout and Concept Design – Option 1 (Minimum)

Option 1 - Core	Best Case	Worst Case
Capital Cost	£35,100,000	£35,100,000
Prudential Borrowing	£3,028,083	£3,028,083
Capital Receipt	£16,770,000	£10,062,000
Funding Shortfall	<b>-£15,301,917</b>	<b>-£22,009,917</b>

- KEY:
- 1 RECEPTION AREA
  - 2 10 COURT SPORTS HALL
  - 3 5 COURT SPORTS HALL
  - 4 GYMNASTICS HALL
  - 5 HEALTH AND FITNESS SUITE
  - 6 STUDIOS (ON UPPER FLOOR LEVEL)
  - 7 SQUASH COURTS
  - 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
  - 9 CHANGING
  - 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
  - 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
  - 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
  - 13 10,000 CAPACITY COMMUNITY STADIUM
  - 14 INDOOR ATHLETICS (ABERDEEN MODEL)
  - 15 INDOOR ATHLETICS (AYR MODEL)
  - 16 FIVE-A-SIDE INDOOR PITCH
  - 17 INDOOR TENNIS HALL
  - 18 INDOOR VELODROME
  - 19 INDOOR 60 x 40m PITCH
  - 20 SEPARATE THROWS AREA
  - 21 OUTDOOR 3G PITCH
  - 22 SHOP UNITS OR STUDIO SPACES
  - 23 CAR PARKING



# Site Layout and Concept Design – Option 2 (Pitch Sports Focus)

Option 2 - Pitch Sports Focus	Best Case	Worst Case
Capital Cost	£41,000,000	£41,000,000
Prudential Borrowing	£4,759,604	£4,759,604
Capital Receipt	£13,080,000	£7,848,000
Funding Shortfall	<b>-£23,160,396</b>	<b>-£28,392,396</b>

KEY:

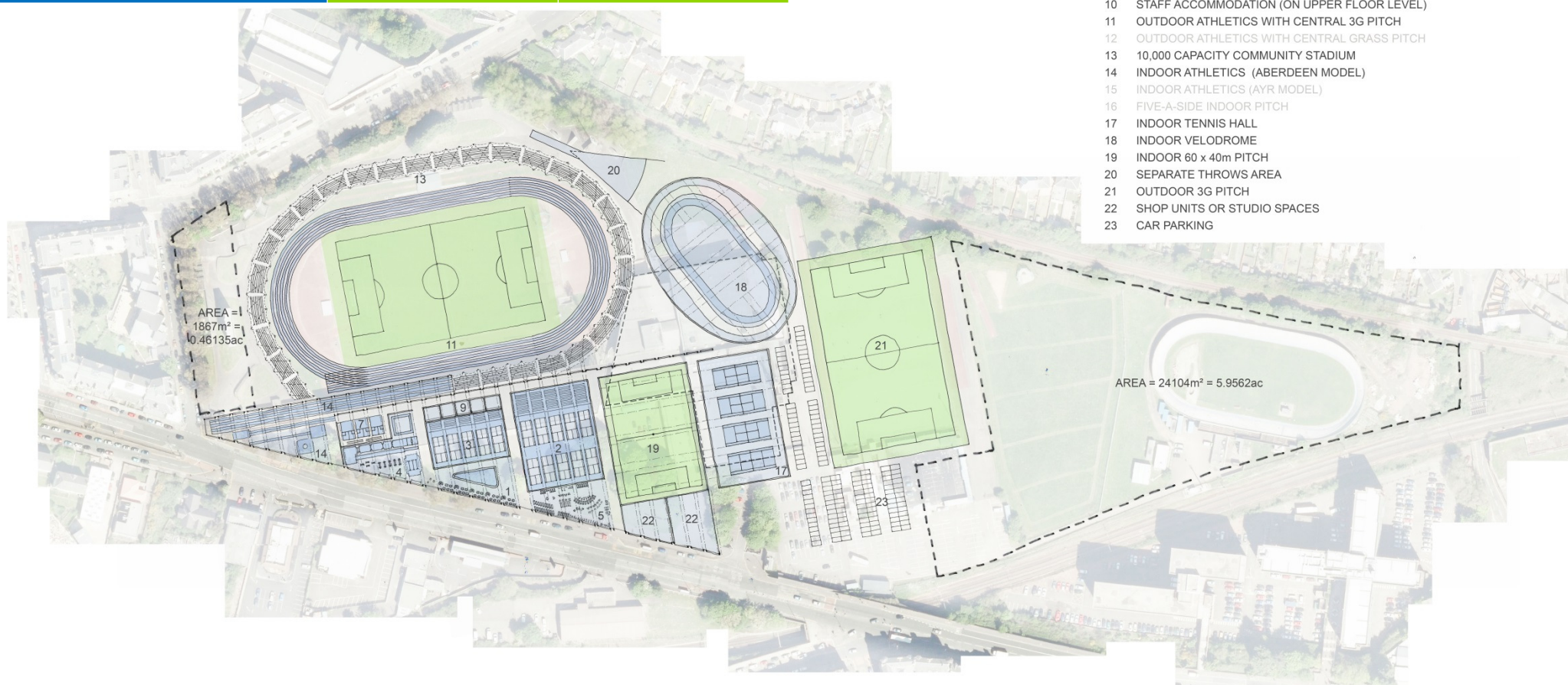
- 1 RECEPTION AREA
- 2 10 COURT SPORTS HALL
- 3 5 COURT SPORTS HALL
- 4 GYMNASIUMS HALL
- 5 HEALTH AND FITNESS SUITE
- 6 STUDIOS (ON UPPER FLOOR LEVEL)
- 7 SQUASH COURTS
- 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
- 9 CHANGING
- 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
- 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
- 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
- 13 10,000 CAPACITY COMMUNITY STADIUM
- 14 INDOOR ATHLETICS (ABERDEEN MODEL)
- 15 INDOOR ATHLETICS (AYR MODEL)
- 16 FIVE-A-SIDE INDOOR PITCH
- 17 INDOOR TENNIS HALL
- 18 INDOOR VELODROME
- 19 INDOOR 60 x 40m PITCH
- 20 SEPARATE THROWS AREA
- 21 OUTDOOR 3G PITCH
- 22 SHOP UNITS OR STUDIO SPACES
- 23 CAR PARKING



# Site Layout and Concept Design – Option 3 (Maximum)

Option 3 - Maximum	Best Case	Worst Case
Capital Cost	£85,200,000	£85,200,000
Prudential Borrowing	£3,432,681	£3,432,681
Capital Receipt	£9,615,000	£5,769,000
Funding Shortfall	<b>-£72,152,319</b>	<b>-£75,998,319</b>

- KEY:
- 1 RECEPTION AREA
  - 2 10 COURT SPORTS HALL
  - 3 5 COURT SPORTS HALL
  - 4 GYMNASIUMS HALL
  - 5 HEALTH AND FITNESS SUITE
  - 6 STUDIOS (ON UPPER FLOOR LEVEL)
  - 7 SQUASH COURTS
  - 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
  - 9 CHANGING
  - 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
  - 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
  - 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
  - 13 10,000 CAPACITY COMMUNITY STADIUM
  - 14 INDOOR ATHLETICS (ABERDEEN MODEL)
  - 15 INDOOR ATHLETICS (AYR MODEL)
  - 16 FIVE-A-SIDE INDOOR PITCH
  - 17 INDOOR TENNIS HALL
  - 18 INDOOR VELODROME
  - 19 INDOOR 60 x 40m PITCH
  - 20 SEPARATE THROWS AREA
  - 21 OUTDOOR 3G PITCH
  - 22 SHOP UNITS OR STUDIO SPACES
  - 23 CAR PARKING



# 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, which contains over 500 records of financial and throughput information from over 200 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 aspirations 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 and consulted with Edinburgh Leisure's Management staff, to provide a local perspective.

The following approach was adopted for selecting the benchmarks:

- Income - this took into account the performance of the existing 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 and on-costs - Based on the existing staffing structure and costs
- Utilities - based on benchmark rates for similar 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

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.

It should be noted that the velodrome and the community stadium have not been included in the revenue projections. At this stage the assumption is that these will be revenue neutral, as far as the business case for Meadowbank is concerned. They would only be included in the project if the capital and revenue costs are covered by third parties.

# Initial Revenue Projections

Detailed revenue projections have been completed for each option. A summary table, showing the comparison of each option with the revenue performance of the existing centre, is included below. Further detail is included in Appendix 1. The projections show that Option 1 will operate at a revenue deficit of c. £196,000, an improvement of £227,000 compared to the current deficit. Option 2 will operate at a revenue deficit of c. £66,000, an improvement of £356,000 and Option 3 will operate at a revenue deficit of c.£165,000, an improvement of £257,000.

		Option 1	Option 2	Option 3
Income	Existing Centre (4 Year Average)	Core	Pitch Sports Focus	Maximum
Dry side		£497,087	£667,982	£773,713
Health & Fitness		£908,495	£908,495	£908,495
Secondary		£100,719	£119,349	£123,830
Outdoor		£150,205	£242,482	£251,354
VAT payable		(£20,144)	(£23,870)	(£24,766)
<b>Total Income</b>	<b>£1,392,805</b>	<b>£1,636,362</b>	<b>£1,914,438</b>	<b>£2,032,625</b>

Expenditure	Existing Centre (4 Year Average)	Core	Pitch Sports Focus	Maximum
Staffing costs		(£1,260,713)	(£1,343,961)	(£1,343,961)
Premises costs		(£399,774)	(£436,578)	(£599,206)
Management costs		(£121,641)	(£140,486)	(£193,324)
Cost of sales		(£50,360)	(£59,675)	(£61,915)
Other costs		£0	£0	£0
<b>Total expenditure</b>	<b>(£1,816,037)</b>	<b>(£1,832,488)</b>	<b>(£1,980,699)</b>	<b>(£2,198,406)</b>

Net Revenue	Existing Centre (4 Year Average)	Core	Pitch Sports Focus	Maximum
<b>Profit/(Loss) Exc Lifecycle Costs</b>	<b>(£423,231)</b>	<b>(£196,125)</b>	<b>(£66,261)</b>	<b>(£165,780)</b>

<b>Comparison to Existing Centre</b>	<b>£0</b>	<b>£227,106</b>	<b>£356,970</b>	<b>£257,451</b>
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Membership and Throughput	Existing Centre (4 Year Average)	Core	Pitch Sports Focus	Maximum
<b>Membership Numbers</b>	1,000	1,744	1,744	1,744
<b>Throughput per annum</b>	513,894	508,153	602,732	625,479

# Funding and Affordability - Summary

The table below contains a list of typical funding sources, which have been considered during the study. Each of these has been reviewed and the likelihood of securing funding from each has been summarised. It is recognised that the project is at a very early stage and that no firm funding commitments have been secured. Therefore, funding from these sources should be reviewed at key milestones, as the project develops. The choice of option will have a significant impact on the availability of funding.

Funding Source	Likelihood	Possible Amount
<b>Prudential borrowing</b>	There is potential to access public sector loan funding, via prudential borrowing. This would be based on using all of the revenue saving that results from the development of improved facilities to finance the cost of borrowing a capital sum. The calculation is based on a loan term of 30 years, as agreed with the Council. The assumption used is that £75,000 revenue saving is required to borrow £1m capital over the term.	£3m - £4.7m
<b>Capital receipts</b>	There is a possibility that part of the site not used for the redevelopment of the centre will be sold for development. This would result in a capital receipt for the value of the land, which could be used as a contribution towards the project. This is likely to be a significant contribution, particularly in the case of Options 1 and 2.	£5.7m - £16.7m
<b>Enabling development</b>	We have assumed, at this stage, that any surplus land on the existing site will be sold to generate a capital receipt as opposed to being developed by the Council.	Not applicable
<b>Grant funding</b>	There is likely to be an opportunity for the Council to bid for grant funding from sports <sup>scotland</sup> . However, for the purpose of this study we have not assumed that this funding will be secured, as it is likely to be subject to a competitive bidding process.	To be confirmed
<b>Partner contributions</b>	At this stage, the project does not involve any significant partnerships with other organisations, which will contribute capital or revenue funding towards the new centre (e.g. health or education partners).	To be confirmed
<b>Planning obligations/ Developer contributions</b>	At the stage, we are not aware of any planning obligations that will contribute capital towards the project.	To be confirmed
<b>Public private partnerships</b>	It is possible that funding could be secured via a public private partnership arrangement with a management contractor or developer, for example via a sale and leaseback arrangement. However, the cost of financing the borrowing is likely to be higher than accessing public sector borrowing. At this stage it is recommended that public sector borrowing is preferable to funding from an external contractor. For this reason no amount has been included.	To be confirmed

# Funding and Affordability - Surplus Land Receipts

Capital receipts are a significant element of the potential funding mix. Approximate estimates of potential realisation from the sale of the surplus ground have been assessed by Deloitte Real Estates' Edinburgh office: The potential realisation figures assessed by Deloitte are based on gross receipts with no deductions being made for "abnormal" costs associated with ground conditions, particularly stabilisation and contamination. These gross receipts have also been discussed with officers at the Council as appropriate at this stage and represent a consensus of opinion of the potential gross receipts achievable. Initial consultation with Council planning officers suggested that residential development of "colony" style housing is likely to be the preferred land use for the site. Deloitte consider this style of development may not generate the highest receipt, but may prove a more attractive use option in terms of future community engagement.

A number of assumptions and exclusions have been applied in completing the initial price estimates. These are listed below.

Assumptions	Exclusions
<ol style="list-style-type: none"> <li>1. Ground is capable of supporting residential development</li> <li>2. No allowance made for "abnormal" ground conditions including contamination and load bearing capacity</li> <li>3. No abnormal costs allowed for site access. It is assumed that access is taken from London Road</li> <li>4. No allowance made for demolition and site clearance. It is assumed that this will be included in costs associated with the greater development scheme.</li> <li>5. Prices based on present day, Q3 2013 pricing levels which reflect the historic market conditions in residential land transactions.</li> <li>6. Planning consent for residential development and/or hotel development will be obtained without the need for a lengthy planning process.</li> </ol>	<ol style="list-style-type: none"> <li>1. No market testing has been carried out</li> <li>2. Removal of contamination or asbestos from site</li> <li>3. General hard / soft landscaping allowed for. No allowance has been made for any specialist landscaping.</li> <li>4. VAT</li> <li>5. Capital allowances or other grants / incentives.</li> <li>6. Costs arising from Section 75 agreements.</li> <li>7. Finance costs.</li> <li>8. Tender price inflation prior to start on site.</li> <li>9. Highways or infrastructure works.</li> <li>10. Abnormal foundations and ground treatment</li> <li>11. Sustainability enhancements / specialist BREEAM requirements</li> <li>12. Planning costs.</li> </ol>

# Funding and Affordability - Surplus Land Receipts

The concept designs create a surplus of land within the current ownership which is considered suitable for disposal to provide a capital receipt to offset the capital cost of the project. The most likely alternative use for this surplus land is for residential development encompassing either a care home or hotel development to establish a sense of community for the area.

The residential development market in urban Edinburgh has traditionally focused on dense flatted development with a predominance towards two bedroom flats. As a result of the downturn in the residential market from 2008 onwards a dramatic rethink of the provision of family housing has dominated the diminished housing development market in the city. Recent Government intervention and availability, albeit still restricted, of mortgage finance is beginning to stimulate development in the wider city area and a slow revival of activity in the housing land market. While we consider there is still an over supply of two bedroom flatted properties, we consider the move towards family housing in the Meadowbank area is sustainable, and the availability of a 6-10 acre site for mixed tenure family housing will be well received by the market.

Accordingly, we have set out below a range of what we consider to be achievable receipts from the sale of designated housing land in the Meadowbank area of Edinburgh. Unfortunately due to the lack of recent market sales evidence it is difficult to accurately assess the potential receipts from this site, the figures below provide an indicative view of the potential return achievable. While the figures below indicate receipts for individual elements, it is considered feasible that both residential development and either care home or hotel development would be viable on this site.

Use	Approx Rate/Acre High	Approx Rate/Acre Low
Residential (Low density)	£1,000,000	£900,000
Residential Colony	£1,300,000	£1,100,000
Residential (Flatted - High Density)	£1,500,000	£1,200,000
Hotel	£1,000,000	£800,000
Care Home	£1,250,000	£1,000,000

The potential capital receipts, based on the anticipated residual area likely to be available for disposal under each option (as defined in the concept plans) and the high and low pricing for residential development taking account of the assumptions and exclusions listed above, are listed in the table below:

Basis of Valuation	Area for Disposal (Acres)	High Valuation	Low Valuation
		Residential (Flatted - High Density) High	Residential (low density) Low
Option 1 - Core	11.18	£16,770,000	£10,062,000
Option 2 - Pitch Sports Focus	8.72	£13,080,000	£7,848,000
Option 3 - Maximum	6.41	£9,615,000	£5,769,000



# Funding and Affordability

The following tables 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). Finally, the options are ranked in terms of affordability, with 1 being the most affordable and 3 being the least affordable. The first table is based on the high valuation, for capital receipts, and the second table is based on the low valuation.

Affordability - High Valuation			Funding			
Description	Capital Cost	Impact on Revenue Position	Additional Borrowing Potential	Capital Receipt	Affordability (Funding - cost)	Rank
Option 1 - Core	£35,100,000	£227,106	£3,028,083	£16,770,000	-£15,301,917	1
Option 2 - Pitch Sports Focus	£41,000,000	£356,970	£4,759,604	£13,080,000	-£23,160,396	2
Option 3 - Maximum	£85,200,000	£257,451	£3,432,681	£9,615,000	-£72,152,319	3

Affordability - Low Valuation			Funding			
Description	Capital Cost	Impact on Revenue Position	Additional Borrowing Potential	Capital Receipt	Affordability (Funding - cost)	Rank
Option 1 - Core	£35,100,000	£227,106	£3,028,083	£10,062,000	-£22,009,917	1
Option 2 - Pitch Sports Focus	£41,000,000	£356,970	£4,759,604	£7,848,000	-£28,392,396	2
Option 3 - Maximum	£85,200,000	£257,451	£3,432,681	£5,769,000	-£75,998,319	3

The results show that Option 1 - (Core) is the most affordable option, with an estimated funding gap of between £15.3m and £22m. Option 2 (Pitch Sports Focus) is the second most affordable option, with an estimated funding gap of between £23.2m and £28.4m. Option 3 - (Maximum) is the least affordable option with a funding gap of between £72.2m and £76m.

It should be noted that the capital cost estimates for providing the velodrome and 10,000 capacity stadium have been included in the funding and affordability calculations for option 3. However, it has been assumed that the revenue impact of operating these would be zero, as these facilities will only be provided if the capital and revenue costs are covered by external partners.

# Conclusions and Recommendations

# Conclusions

A summary of the key financial implications of the options is provided in the following table:

Option 1 - Core	Best Case	Worst Case
Capital Cost	£35,100,000	£35,100,000
Prudential Borrowing	£3,028,083	£3,028,083
Capital Receipt	£16,770,000	£10,062,000
Funding Shortfall	-£15,301,917	-£22,009,917

Option 2 - Pitch Sports Focus	Best Case	Worst Case
Capital Cost	£41,000,000	£41,000,000
Prudential Borrowing	£4,759,604	£4,759,604
Capital Receipt	£13,080,000	£7,848,000
Funding Shortfall	-£23,160,396	-£28,392,396

Option 3 - Maximum	Best Case	Worst Case
Capital Cost	£85,200,000	£85,200,000
Prudential Borrowing	£3,432,681	£3,432,681
Capital Receipt	£9,615,000	£5,769,000
Funding Shortfall	-£72,152,319	-£75,998,319

# Conclusions

A number of options have been developed during this study. They have been developed to enable a like for like comparison between alternative solutions for the redevelopment of Meadowbank Sports Centre. Following a review of the options, the following conclusions have been drawn:

## Key Conclusions

Option 1 (Core) is the most affordable option, followed by Options 2 (Pitch Sport Focus) and 3 (Maximum)

Funding is limited with a funding gap for all options. Additional contributions will be required ranging from circa £15.3m to £76m

Refurbishment and like-for-like replacement should be discounted. The current facility mix is dated, inefficient and does not meet the current and future needs of users and stakeholders. They were built for the purpose of hosting the Commonwealth Games and not for the purpose of community sports facilities, which are now required at the site.

Disposal of excess land is critical to the funding of the project. It is important that the value of any site disposal is maximised. This will be driven by the scale of site available, land use and density development.

The provision of a stadium and/or a velodrome would require significant additional funding. At this point it is not clear how that level of funding could be secured. Funding for such a facility should be provided by a third party.

Phasing of development should be considered, based on delivery of the core facility but allowing for future expansion, as and when funding becomes available.

If the Council proceeds quickly, Options 1 and 2 can be delivered by Spring 2017. Option 3 will require a longer timescale, as it is a significantly more complex scheme.

All capital and revenue costs are indicative estimates at this stage. The next stage of development should be the completion of a detailed feasibility study and business case to RIBA Stage C.

# Recommendations

Following the conclusions from the study the following recommendations have been provided:

## Recommendations

Options 1 and 2 are clearly more affordable, it is recommended that all three options should be subject to further consultation with stakeholders and the wider community before a final decision is made regarding the preferred option(s). Community consultation is a crucial next step for the project. The final option is likely to be a blend of elements from Option 1 and Option 2.

Issues affecting provision of a 10,000 capacity stadium for rugby and an indoor velodrome need to be discussed further with the relevant stakeholders.

It is clear, from the work completed to date, that there are significant funding issues relating to all of the options but particularly to Option 3 (Maximum). Therefore, further consultation should focus on funding and affordability issues to ensure that any options taken forward are realistic and deliverable.

If the Council wishes to complete the works by spring 2017 decisions to progress the scheme need to be taken quickly

The next stage of development should be the completion of a detailed feasibility study to RIBA Stage C, based on the option(s) selected by the Council to progress

# Implementation and Next Steps

# Next Steps

There are a number of tasks that need to be completed as the project moves forward. These will enable the facility mix to be clarified and the scheme to be refined further, including production of a detailed project brief and design development for the preferred option(s). The work completed during this study represents the initial 'Appraisal' stage. 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. It is not a detailed feasibility study. The further stages in developing a project of this type are summarised in the following table.

RIBA Stages of Work			Description of Key Tasks
Preparation	A	Appraisal	<ul style="list-style-type: none"> <li>• Identification of client's needs and objectives, business case and possible constraints on development.</li> <li>• Preparation of feasibility studies and assessment of options to enable the client to decide whether to proceed.</li> </ul>
	B	Design Brief	<ul style="list-style-type: none"> <li>▪ Development of initial statement of requirements into the Design Brief by or on behalf of the client confirming key requirements and constraints.</li> <li>▪ Identification of procurement method, procedures, organisational structure and range of consultants and others to be engaged for the project.</li> </ul>
Design	C	Concept	<ul style="list-style-type: none"> <li>▪ Implementation of Design Brief and preparation of additional data.</li> <li>▪ Preparation of Concept Design including outline proposals for structural and building services systems, outline specifications and preliminary cost plan.</li> <li>▪ Review of procurement route.</li> </ul>
	D	Design Development	<ul style="list-style-type: none"> <li>▪ Development of concept design to include structural and building services systems, updated outline specifications and cost plan.</li> <li>▪ Completion of Project Brief.</li> <li>▪ Application for detailed planning permission.</li> </ul>
	E	Technical Design	<ul style="list-style-type: none"> <li>▪ Preparation of technical design(s) and specifications, sufficient to co-ordinate components and elements of the project and information for statutory standards and construction safety.</li> </ul>
Pre-Construction	F	Production Information	<ul style="list-style-type: none"> <li>▪ Preparation of production information in sufficient detail to enable a tender or tenders to be obtained.</li> <li>▪ Application for statutory approvals.</li> <li>▪ Preparation of further information for construction required under the building contract.</li> </ul>
	G	Tender Documentation	<ul style="list-style-type: none"> <li>▪ Preparation and/or collation of tender documentation in sufficient detail to enable a tender or tenders to be obtained for the project.</li> </ul>
	H	Tender Action	<ul style="list-style-type: none"> <li>▪ Identification and evaluation of potential contractors and/or specialists for the project.</li> <li>▪ Obtaining and appraising tenders; submission of recommendations to the client.</li> </ul>
Construction	J	Mobilisation	<ul style="list-style-type: none"> <li>▪ Letting the building contract, appointing the contractor.</li> <li>▪ Issuing of information to the contractor.</li> <li>▪ Arranging site hand over to the contractor.</li> </ul>
	K	Construction to Practical Completion	<ul style="list-style-type: none"> <li>▪ Administration of the building contract to Practical Completion.</li> <li>▪ Provision to the contractor of further Information as and when reasonably required.</li> <li>▪ Review of information provided by contractors and specialists.</li> </ul>
Use	L	Post Practical Completion	<ul style="list-style-type: none"> <li>▪ Administration of the building contract after Practical Completion and making final inspections.</li> <li>▪ Assisting building user during initial occupation period.</li> <li>▪ Review of project performance in use.</li> </ul>

# Outline Scope of a Detailed Feasibility Study

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. 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
Site Options Appraisal	Review of the concept plans and identification of the preferred location on the existing site. This should include valuation of excess land on the site in the event of disposal.
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 sites being considered.
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



# Risks and Issues

There are a number of issues which could affect the overall business case going forward. These should be reviewed as the project develops

- The initial Risk Register has been prepared based on our understanding of the critical objectives for the Projects.
- The register deals with design and construction risks. It can also include Client specific risks, as and when they become apparent.
- The Risk Register will be used to identify risks, to enable the risk to be managed by the risk owner, mitigated and / or transferred to the contractor or management contractor wherever possible. By their nature, some risks will need to be retained and managed by the Council.
- The risk register will be coordinated by the appointed Project Management team and it will be updated regularly as the design development progresses, during tender stage and post contract.

Risk Number	Risk	Comment and Mitigation Measures
1	Value of land identified for private sector development is not realised due to abnormalities and site contamination/ obstructions.	<ul style="list-style-type: none"> <li>▪ Undertake site investigation works as soon as possible to establish site conditions.</li> <li>▪ Procure or undertake specific and detailed valuation of the site.</li> </ul>
2	The opening date of Spring 2017 for the new facility is not achieved.	<ul style="list-style-type: none"> <li>▪ Decide on the option to be taken forward as soon possible.</li> <li>▪ Commence works to undertake a detailed feasibility study (RIBA Stages A/B) as soon as possible.</li> <li>▪ Proceed in line with the programme included within this options report.</li> <li>▪ Identify the budget to be allocated to the project as soon as possible.</li> <li>▪ Procure the Project Manager and full design team for the feasibility study or the whole project whilst the options paper is being considered.</li> </ul>
3	The plans for Meadowbank are objected to by Stakeholders and/or the local community therefore incurring delay to the development.	<ul style="list-style-type: none"> <li>▪ Robust and detailed communications and PR strategy to be agreed and implemented.</li> <li>▪ Particular focus on athletics and the cycling community is required</li> </ul>
4	Funding is not secured for the redevelopment of Meadowbank	<ul style="list-style-type: none"> <li>▪ Action mitigation measures identified in risks 1 and 2 above.</li> <li>▪ CEC Members include plans for Meadowbank in their forthcoming capital budget deliberations.</li> </ul>
5	Operation of the current Meadowbank facility is impacted during construction of the new facility. Impact on local community and CEC revenue/ subsidy.	<ul style="list-style-type: none"> <li>▪ Masterplan design to ensure current facility remains open during build</li> <li>▪ Phased approach to the development to be adopted (see drwgs included separately within this report).</li> </ul>
6	Further changes to the schedule of accommodation, as the design is refined.	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>
7	Changes to the capital costs, as the design develops.	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
8	Updated land valuations, based on the market appraisal of the anticipated surplus land.	<ul style="list-style-type: none"> <li>▪ Assumptions on the value of surplus land are currently based on initial estimates. These need to be refined as the scale and scope of development are more clearly defined. More detailed valuations should be sought at an early stage to provide a sound basis for funding assumptions.</li> </ul>

# Project Programme

Within appendix 6 we have included a detailed Master Programme. For ease of reading a high level summary programme has been included on the following page. The objective in producing the programme was to test the Council's aspiration to open the new Meadowbank Sports Centre by Spring 2017. Further detailed work will need to be undertaken on the programme during the feasibility stage. However, based on our work to date, we confirm that delivery by Spring 2017 is achievable.

As a result of discussions with the Client project team we have based the programme on the delivery of options 2 or 3. Option 3 is a significantly larger scheme. Phasing of the 10,000 capacity stadium and construction of the Velodrome will need further consideration. Delivery of Option 3 by Spring 2017 would be extremely challenging. If the Council requires it, the programme for this option should be considered in more detail during the next stage.

Key considerations, relative to the programme and achievement of opening by Spring 2017, are as follows:

**Date of Operation** - The programme demonstrates the project can be delivered and operational by Spring 2017. However this is based on a number of factors. In the first instance, and most importantly, the project needs to move forward quickly following a decision on the preferred option(s). Commencement of a feasibility study and commitment to the scheme by the Council and any funding partners by February 2014 is a key requirement.

**Procurement of a Contractor** - At this stage we have assumed a two stage develop and construct procurement route and propose this is explored further during the feasibility stage when a procurement workshop should take place to explore, consider and evaluate all forms of procurement routes and form of contract. Alongside programme requirement, consideration by the Council to cost and quality parameters is worthy of exploration at this stage. The Council's views and priorities on such matters will play a large part in the procurement route ultimately adopted.

**Procurement of Consultant Team** - It is recommended the strategy for the procurement of a Project Manager and Design Team is considered as soon as possible. Such a team is required for the feasibility study and, following approval of the scheme, to lead delivery to completion. The programme currently allows for the consultant procurement process to be undertaken concurrently, while the feasibility study is underway. An alternative way forward may be to undertake a tender process now for appointment from start of feasibility study until project completion. There are a number of options to be explored, post submission of this report

**Public Consultation** - Consultation is one of the key risks attributed to this project. We have allowed for consultation to take place by the Council immediately after receipt of this report and during the pre planning application process.

**Phasing** - The concept design of Options 1 and 2 have been produced with consideration to keeping the existing sports facilities operational, to allow continuity of service for users. It is proposed the existing centre is demolished following the opening of the new centre. During the feasibility stage, detailed consideration will be given to other works on the site including public realm, private sector development etc.

**Enabling Works** - In order to mitigate programme risk we have proposed a period of time prior to the main works for enabling works. The content of the enabling works package will be explored at feasibility stage but works such as any alterations to existing facilities, service diversions, groundwork's etc. should be explored. We have also suggested the undertaking of site investigation works during the feasibility stage to assess the ground conditions of the land identified for private sector development and also the areas where new sporting facilities are proposed.

# High Level Summary Programme

Meadowbank Sports Centre (MSC)	2013				2014				2015				2016				2017			
Activities	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Appraisal (completion of initial options review)			■	■																
Council Consideration					■															
Consultant Procurement					■	■														
Detailed Feasibility, inc site investigation (RIBA Stage A-B+)					■	■														
Public Consultation				■	■															
Council Consideration of Feasibility Study						■														
Concept Design (RIBA Stage C)						■	■													
Design Development (RIBA Stage D)							■	■	■											
Planning Application									■	■										
Technical Design (RIBA Stage E)									■	■										
Tender Documentation (RIBA Stage G)							■	■												
Tender Action (RIBA Stage H)								■	■											
Production Information (RIBA Stage F)										■	■	■	■							
Mobilisation (RIBA Stage J)											■	■								
Enabling Works										■	■	■								
Construction to Practical Completion (RIBA Stage K)													■	■	■	■	■			
Fit Out and Familiarisation																	■	■		
Opening of New Centre																		■		
Closure and Demolition of Existing MSC																		■		

# APPENDIX 1

## Summary of Stakeholder Consultation

# Consultation Results - Badminton Scotland

Anne Smilie - Chief Executive - 5 Aug

Key issues raised during consultation are listed below:

- Meadowbank used to be the premier venue in Scotland but has declined since 1986.
- Facilities and management have declined and are now far behind other Scottish venues (Glasgow, Ravenscriag, Aberdeen and Stirling. It has taken Edinburgh too long to address this
- Meadowbank is the most expensive venue in Scotland and yet is the poorest quality. Pricing must be more competitive
- Edinburgh needs to be more pro-active in working to attract NGB's to the centre
- Used to be a main centre for events but has now fallen far behind competing facilities
- The main requirement is for a 12 court main hall and an ancillary hall. Current range of facilities is good but quality and management is poor.
- Staffing structure should be geared towards working more closely with NGB's and attracting more events so the centre benefits from the ripple effect. It should be an important centre for elite and community use with more proactive outreach and development work by the operator.
- There is a strong desire to ensure that investment is made in high quality facilities for Edinburgh and it is a shame this has not already happened. Fully supportive of investment in new facilities.

# Consultation Results - Basketball Scotland

Kevin Pringle - Chief Executive - 7 Aug

Key issues raised during consultation are listed below:

- MSC is important as an event venue, though current use is limited to one event per year. Used to be a main centre for events but has now fallen far behind competing facilities
- Soon to become a venue for a professional team
- Current heating and lighting are a problem in the main hall these need to be addressed
- Spectator seating is good and in future they venue should be designed to accommodate up to 2,500 spectators
- Meadowbank is an expensive venue. Pricing must be more competitive to attract more club users. Most are currently located at schools, as they are cheaper
- The main requirement is for a two basketball court hall for training and events, supported by a secondary hall with a single court
- The two court hall should meet international standards including sprung flooring and lux levels appropriate for broadcast events
- More fixed baskets should be provided in the main hall for training sessions, 8 should be available.
- Need to design the building so that event use can be managed effectively when indoor and athletics events are taking place at the same time as community use. Currently significant stewarding needed due to confusion among visitors
- Priority is often given to one off events to generate revenue, as opposed to long term use for club and development. Clubs and NGBs need some certainty that revenue activity won't be disrupted by ad hoc events.

# Consultation Results - Judo Scotland

**Dougi Bryce - Chief Executive Officer - 9 Aug**

Key issues raised during consultation are listed below:

- Judo currently based at Edinburgh international Climbing Centre
- They host 2 international events per year at Meadowbank plus 2 club /regional events. Also circa 5 weekends per year for other development work
- There is currently limited club use of the site. Equipment has been improved recently with the addition of legacy mats from London 2012
- Could be used more for competitions and events
- Specific requirements for future facilities:
  - Increased parking capacity, currently parking provision is poor
  - Wi-Fi and IT for events must be improved
  - Areas to be provided for functions, VIP receptions, event hosting, media (could be dual purpose)
  - Event flow around the building could be improved with better event and circulation
  - Permanent Dojo would be good and would help increase use by Judo and other martial arts clubs
  - Current hall provision is more than adequate
  - Spectator seating for events needs to be improved and lux levels increased.

# Consultation Results - Scottish Football Association

## Stewart Regan - Chief Executive - 9 Aug

Key issues raised during consultation are listed below:

- Edinburgh City are based at Meadowbank (Scottish Lowland League). They currently have 300-400 spectators and could become the 3<sup>rd</sup> Club in Edinburgh, behind Hibernian and Hearts
- Edinburgh City is reliant on Meadowbank as a home ground and provision of a stadium for it to use in the future is important
- The SFA regards Meadowbank as complementary to the possible NPCS at Heriot-Watt. It would serve a different purpose and a different geographic area
- The SFA is fully supportive of the use of 3G pitches at all levels of the game, though this view is not currently shared by the Scottish Premier League. They are keen to see a 3G pitch provided inside the athletics track though would like to see retractable seating added to bring spectators closer to the pitch
- Spectator seating should be provided for 500 - 1,000 spectators with the ability to add further temporary or permanent seating if required for one off events or to support future growth in spectator numbers (consider phasing)
- Would like an indoor training pitch to be provided, as there is significant demand for this. This could be a 60m x 40m pitch. This would compliment the NPCS facilities at Heriot-Watt
- Other facilities required include:
  - Increased car parking and separate players parking, inclusion of hospitality areas/bar overlooking the pitch, medical/ doping facilities, changing (players and officials), access to office space, media facilities, camera gantrys, cable ducting, score boards, kiosks area for outside broadcast accommodation and equipment
- Generally very supportive of proposals for improvement as part of a strategic approach to improve football training facilities in Edinburgh



# Consultation Results - Scottish Cycling

## Craig Burn - Chief Executive 9 Aug

Key issues raised during consultation are listed below:

- Edinburgh is a priority area for improved facilities for cycling, with a need for a regional Cycling Hub with facility provision for multi-discipline competition and training. Scottish cycling is not seeking an indoor velodrome to stage international events, however an indoor velodrome alongside a closed road circuit, BMX and MTB trails is the ideal. facility. This is set out in a draft facilities strategy.
- An indoor velodrome would be preferable over an outdoor track, a closed loop circuit of 1.5km – 2km (6-8m wide), a BMX track would present a good opportunity, as would mountain bike trails. In terms of priorities these are:
  - 1 - Closed loop circuit
  - 2 - BMX track
  - 3 - Velodrome.
- The current facilities at Meadowbank are in very poor condition, the location is not easily accessible for many potential users from Edinburgh and the wider region. There is also a lack of space to build additional cycle sport facilities if land is to be sold.
- New facilities should ideally be located next to existing sports facilities. Meadowbank could provide this but so could other sites. Hunters Hall Park was mentioned as an alternative. Cycling clubs would need access to changing and ancillary facilities but these could be part of an existing sports facility.
- The existing cycling facilities at Meadowbank are not used significantly by other cycling clubs. The current club has circa 30/40 members but there are many other clubs in Edinburgh and the East of Scotland that would support new facilities, possibly on an alternative site.
- Scottish Cycling would fully support the Council in consulting with other cycling clubs, as part of this study or as part of the options for re-development of Hunters Hall Park. They see the views of the wider cycling community as very important in reviewing the needs for cycling.

# Consultation Results - Scottish Squash

John Dunlop - Chief Executive - 25 September

Key issues raised during consultation are listed below:

- Existing facilities are poor and have been in decline in recent years, leading to reduced participation
- Geographically a good site with high population density in the surrounding areas
- The site would compliment the NPCCS well in terms of the type of users and the location
- There is generally a lack of clubs in this part of the city with significant scope for development
- Racketball has been growing well as a sport in recent years
- Would not want to see squash removed from the centre
- Facility requirements are for a 3-court module, glass backed with two manual moveable walls, and adjustable tin heights to allow for doubles play. He suggested sportscotland would endorse this as it is the most flexible solution. It could also reduce the number of activity studios required
- Very important that the courts are visible to all users of the venue. Adds to the theatre of the venue and is proven to maximise utilisation
- Scotstoun (6 courts) and Aberdeen Sports Village (4 courts) regarded as good models
- Scottish Squash has no funding to offer towards the project.

# Consultation Results - Scottish Athletics

**Nigel Holl - Chief Executive - 14 Aug**

Key issues raised during consultation are listed below:

- Current facilities are in poor condition and do not meet the needs of athletics in Edinburgh. It was built as an event venue but does not meet the needs of clubs for a training venue.
- It would be used for national championships and age group championships but would not be used as a major international events. The focus should be on club and community use
- Edinburgh needs a good quality training venue. Aberdeen Sports Village is regarded as a good example of the type of facility Scottish Athletics would like to see. Key areas include:
  - 400m track
  - Infield area
  - Indoor training venue
  - a free weights area close to the indoor track
  - Covered spectator facilities for 500 plus areas for temporary seating for occasional larger events
  - Additional facilities for events, include hospitality areas, call up room, officials accommodation, Wi-Fi, flexible/dividable rooms overlooking the track
- The NPCSC would be a base for performance athletes with Meadowbank supporting this, with more community use. Clubs are key to the future use of the site. These include Corstorphine AC and Harmer AC
- Could consider grass pitch in the middle of the track (e.g. Glasgow warriors) with retractable seating over the track but cannot support a synthetic turf infield due to the inability to use the surface for throwing and the fact that the track cannot be used while pitch is in use. This would reduce use of the track or the pitch.

# Consultation Results - Scottish Rugby Union and Edinburgh Rugby Club

Mark Laidlaw - Director of Management Services - 20 Sept

Key issues raised during consultation are listed below:

- This is an important site in Edinburgh. The Club used to play at Meadowbank but left due to the poor condition of the pitch. Currently at Murrayfield, which is unsuitable for most matches due to the lack of atmosphere. 4 - 6k crowds in a 60,000 + capacity venue
- Keen to move back to Meadowbank with the right facilities. Ideally, these should be a 10,000 permanent capacity (two thirds seating and one third terracing). Possibly additional temporary seating for up to 15,000. Bigger, occasional fixtures would go to Murrayfield (Heineken Cup etc).
- Two separate stands along either side of the pitch and moveable seating to fill in the ends?
- Would like to replicate Saracens model with a 3G inside the track and retractable/moveable seating. If a grass surface this would need to be Desso. The pitch needs to be as big as possible within the track. Other examples are Scarlet's in Wales and Glasgow Warriors grounds
- Also need for bars, clubhouse, hospitality and other match day facilities. Lux Levels must be high (up to 1300) for HDTV
- Access to practice pitch for training (existing STP?)
- Are able to bring funding, though this would need to be discussed (i.e. Capital with a peppercorn rent or full rental agreement)
- Currently looking at other sites but Meadowbank is the clearly favoured location
- They are keen to visit Saracens to see how that could work and would like to do a joint visit with project team (Rugby, Football and Athletics should possibly be invited)
- Potential clash with the needs of Athletics, Football and Rugby.

# Consultation Results - Tennis Scotland

David Marshall - Chief Executive - 17 Sept

Key issues raised during consultation are listed below:

- There is a clear facility gap for tennis in the eastern side of Edinburgh and this is a priority area for tennis Scotland. Meadowbank would be a good location for a facility and club and has been flagged up as a strategic priority
- Minimum provision should be for 6 outdoor courts so the site can be used for competitions
- Should allow £40k per court including floodlighting. Funding should be available usually done on the basis of 1/3 **sportscotland**, 1/3 LTA and 1/3 CEC
- Possible indoor bubble to cover 2 or 4 courts in the winter to boost use and income (Craiglockhart has a 3 court bubble).
- Need access to gym, social space and event support areas
- Heriot-Watt is the preferred site for permanent indoor provision but if that doesn't happen Meadowbank would be a good alternative

# Consultation Results - Scottish Gymnastics

## Scott Harper - President - 26 September

Key issues raised during consultation are listed below:

- Edinburgh Leisure has recently invested significantly in the Tumbles facility at Portobello. This is a regional training facility
- There are 2 or 3 clubs based at the existing Meadowbank and there is likely to be significant demand for gymnastics in the future. The facilities should be aimed at club and recreational use to complement the high performance centre at Tumbles
- Scott will send through a draft schedule of accommodation for the proposed facilities but would like to see a trampolining centre, which would require a 12m ceiling height. This could be part of a gymnastics area. Pits would not be required here
- MSC remains a potentially important venue for regular competitions
- Longer-term Scottish Gymnastics is looking for a new permanent base though Meadowbank is not likely to be the best location for this. A location west of the City centre would be preferred.

# Consultation Results - NGBS

Organisation	Key Comments
Scottish Cycling	<ul style="list-style-type: none"> <li>Would support a low cost velodrome, closed loop circuit and BMX track but are considering other sites for these in the city. Meadowbank is not seen as the best location for cycling in the city/ region</li> </ul>
Scottish Athletics	<ul style="list-style-type: none"> <li>Two options at present, depending on possible developments at NPCS</li> <li>Option 1 includes regional training centre (outdoor and indoor facilities e.g. Aberdeen model)</li> <li>Option 2 is a community/club facility with more limited outdoor and indoor facilities e.g. Ayrshire model</li> <li>Choice of options will determine whether rugby's needs can be accommodated at Meadowbank</li> </ul>
Judo Scotland	<ul style="list-style-type: none"> <li>Use of main halls for events</li> </ul>
Basketball Scotland	<ul style="list-style-type: none"> <li>2 basketball court hall for events to international standards</li> <li>Spectator seating for up to 2,500</li> </ul>
Badminton Scotland	<ul style="list-style-type: none"> <li>12 court main hall for events and club use</li> </ul>
Amateur Boxing Scotland	<ul style="list-style-type: none"> <li>No response to date</li> </ul>
Scottish Gymnastics	<ul style="list-style-type: none"> <li>Would like to see a dedicated club/community training centre to complement the new Tumbles facility at Portobello</li> <li>Meadowbank should include a gymnastics and trampolining (12m height) area but doesn't need pits</li> </ul>
Scottish Football Association	<ul style="list-style-type: none"> <li>Would like to see a 3G main pitch inside the athletics track</li> <li>Spectator seating for (500-1,000 mix of permanent and temporary with retractable seating over the track)</li> <li>60m x 40m 3g indoor pitch</li> </ul>
Scottish Rugby Union /Edinburgh Rugby	<ul style="list-style-type: none"> <li>Very keen on the site as a venue for Edinburgh Rugby Club</li> <li>Would like a 3G match pitch inside the athletics track (Saracens and Scotstoun models)</li> <li>Need 10,000 - 15,000 capacity and access to second 3G pitch for training</li> </ul>
Tennis Scotland	<ul style="list-style-type: none"> <li>Up to 6 outdoor courts</li> <li>2-4 to be covered with a bubble in the winter months to boost participation and income</li> </ul>
Scottish Squash	<ul style="list-style-type: none"> <li>3 glass back courts, in a prominent position, with two moveable walls for added flexibility. Scotstoun and ASV have been very successful</li> </ul>

# Consultation Results - Existing User Clubs

Organisation	Key Comments
East of Scotland Track Promoters Association	<ul style="list-style-type: none"> <li>Want to see a 200m indoor training velodrome</li> <li>Critical of Scottish Cycling's strategy for the City and possible plans for closed loop at Hunters Hall Park</li> </ul>
Meadowbank Gymnastics Club	<ul style="list-style-type: none"> <li>Need larger facility than at present</li> <li>High demand for use for gymnastics</li> <li>Mention the development of Tumbles in Portobello</li> </ul>
The Edinburgh Yoga Club	<ul style="list-style-type: none"> <li>Need for a quiet studio space for activities</li> </ul>
Leith Athletic Football Club	<ul style="list-style-type: none"> <li>Changing facilities close to the 3G pitch</li> <li>Dugouts for the pitch</li> </ul>
Tang Soo Do	<ul style="list-style-type: none"> <li>Studio space for activities</li> </ul>
Shuttlescotts Badminton Club	<ul style="list-style-type: none"> <li>Better lighting and heating in badminton halls</li> </ul>
Lothian Badminton League	<ul style="list-style-type: none"> <li>Would like to see 8 courts with good run off areas in Hall 1</li> <li>Improved changing, showers and toilets</li> </ul>
Highlight Wadokai Karate Club	<ul style="list-style-type: none"> <li>Happy with current facilities in range hall 1 but heating should be improved</li> </ul>
Edinburgh Athletics Club	<ul style="list-style-type: none"> <li>Indoor facilities must be improved</li> <li>Smaller covered spectator stand on the opposite side from the current stand for say 500 people. This should include rooms for photo finish, announcer area, clubroom and storage</li> <li>Wi-Fi needed</li> <li>Track should be upgraded</li> <li>Stadium security is poor</li> <li>Problems with use of stadium for non-sporting events</li> <li>Lack of parking at present including for coaches</li> <li>New scoreboard needed</li> </ul>
Edinburgh City Football Club	<ul style="list-style-type: none"> <li>The stadium should be capable of meeting national ground grading standard silver /bronze level. Spectator capacity for (500-1,000 mix of permanent and temporary with retractable seating over the track)</li> </ul>



# Common Themes and Overall Conclusions

A range of specific comments affecting the facility mix have been received and used to help inform the options. In addition a number of common themes have arisen during consultation. These are listed below:

- All NGBs would be supportive of improved facilities. Meadowbank should be a key indoor event facility for Edinburgh the region and Scotland
- Use of the current facilities by NGB's is dwindling due to the increasingly poor quality of facilities compared to those in Glasgow, Stirling and Aberdeen
- The focus for many sports is for a regional training standard, as Glasgow is now an established venue for international events in many of the sports
- The scale of the current stadium is far in excess of the needs of current users and NGBs. A spectator capacity of 500 covered seats would be adequate with scope for overlay for one off events
- Lack of parking is a major drawback at the site for events and increased provision should be considered a priority
- The 'event flow' through the site needs to be thought through carefully so that use for large events and community use can be accommodated
- The use of facilities for non sporting events should be carefully managed, as these can disrupt regular use by sports clubs
- Several NGBs commented that the venue is the most expensive to hire in Scotland, yet the quality of the building is poor.

# APPENDIX 2

## Health and Fitness Latent Demand Calculation

# MOSAIC UK Profile Report

Target Area: 1.5 mile radius around Meadowbank Sports Centre, Edinburgh

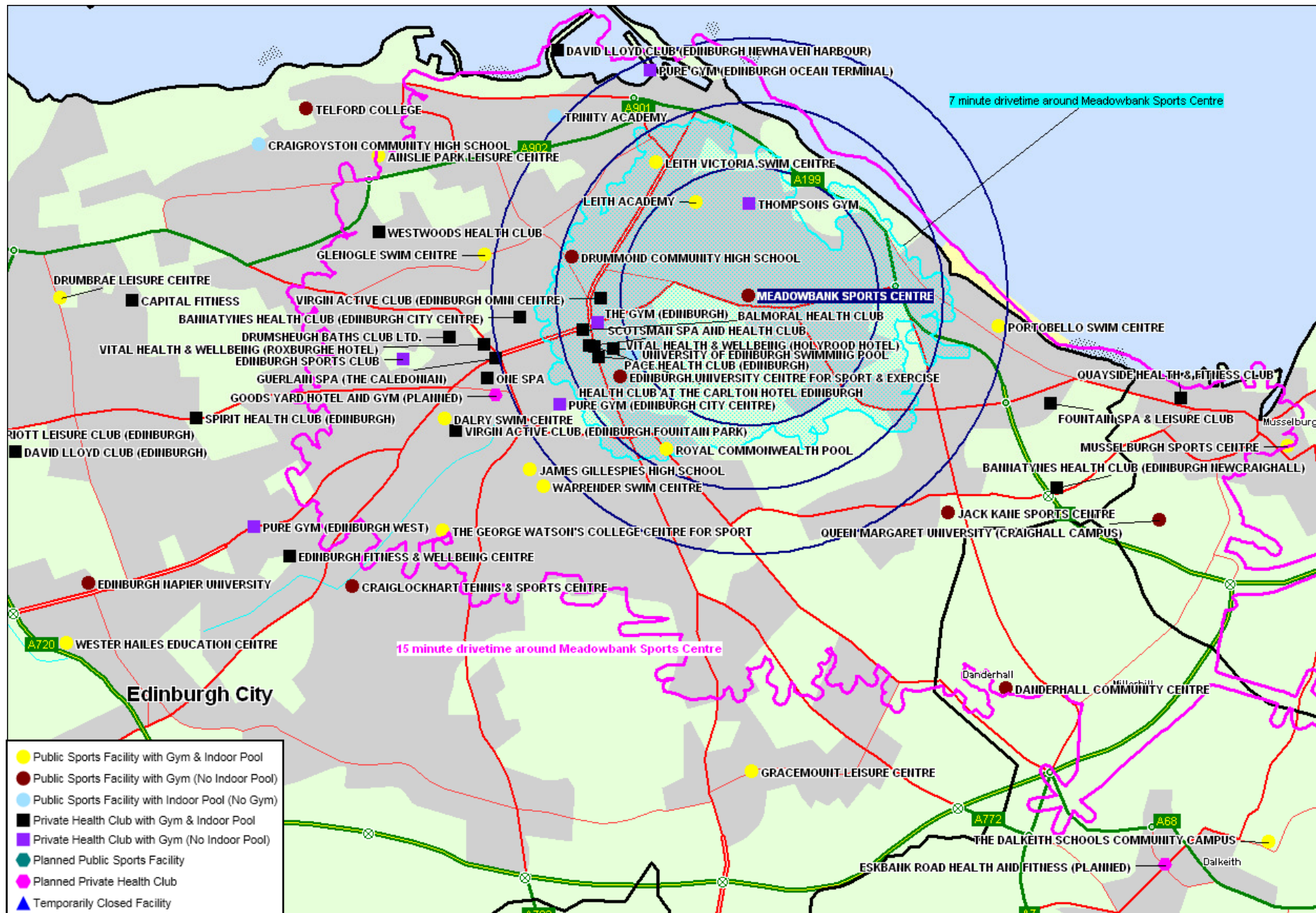
Base Area: England

	Meadowbank Sports Centre - 1.5m	Meadowbank Sports Centre - 1.5m%	Scotland	Scotland %	Penetration	Index
<b>Groups</b>						
A Alpha Territory (Pop)	1,837	1.84	199,101	3.78	0.10	51
B Professional Rewards (Pop)	4,419	4.43	458,563	8.71	0.10	51
C Rural Solitude (Pop)	0	0.00	310,304	5.90	0.00	0
D Small Town Diversity (Pop)	1,109	1.11	349,671	6.64	0.02	13
E Active Retirement (Pop)	1,987	1.99	198,758	3.78	0.10	55
F Suburban Mindsets (Pop)	3,952	3.97	410,112	7.79	0.06	30
G Careers and Kids (Pop)	343	0.34	347,420	6.60	0.01	6
H New Homemakers (Pop)	2,557	2.57	197,756	3.76	0.11	57
I Ex-Council Community (Pop)	1,005	1.01	729,687	13.86	0.02	11
J Claimant Cultures (Pop)	368	0.37	310,845	5.91	0.01	7
K Upper Floor Living (Pop)	16,754	16.81	535,908	10.18	0.67	354
L Elderly Needs (Pop)	2,311	2.32	476,692	9.06	0.13	69
M Industrial Heritage (Pop)	698	0.70	262,894	5.00	0.02	9
N Terraced Melting Pot (Pop)	992	1.00	50,226	0.95	0.02	12
O Liberal Opinions (Pop)	59,188	59.38	414,134	7.87	1.25	666
Population estimate 2012	99,668	100.00	5,262,854	100.00	0.19	100
<b>A Alpha Territory (Pop)</b>						
A01 Global Power Brokers (Pop)	507	0.51	149,781	0.28	0.34	180
A02 Voices of Authority (Pop)	1,113	1.12	640,980	1.21	0.17	92
A03 Business Class (Pop)	96	0.10	851,038	1.61	0.01	6
A04 Serious Money (Pop)	122	0.12	291,188	0.55	0.04	22
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>B Professional Rewards (Pop)</b>						
B05 Mid-Career Climbers (Pop)	376	0.38	1,215,864	2.29	0.03	16
B06 Yesterday's Captains (Pop)	3,684	3.70	1,060,985	2.00	0.35	185
B07 Distinctive Success (Pop)	0	0.00	279,519	0.53	0.00	0
B08 Dormitory Villagers (Pop)	264	0.26	922,801	1.74	0.03	15
B09 Escape to the Country (Pop)	61	0.06	674,578	1.27	0.01	5
B10 Parish Guardians (Pop)	34	0.03	465,956	0.88	0.01	4
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>C Rural Solitude (Pop)</b>						
C11 Squires Among Locals (Pop)	0	0.00	518,333	0.98	0.00	0
C12 Country Loving Elders (Pop)	0	0.00	553,006	1.04	0.00	0
C13 Modern Agribusiness (Pop)	0	0.00	546,869	1.03	0.00	0
C14 Farming Today (Pop)	0	0.00	274,003	0.52	0.00	0
C15 Upland Struggle (Pop)	0	0.00	101,943	0.19	0.00	0
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>D Small Town Diversity (Pop)</b>						
D16 Side Street Singles (Pop)	50	0.05	648,519	1.22	0.01	4
D17 Jacks of All Trades (Pop)	0	0.00	1,376,940	2.60	0.00	0
D18 Hardworking Families (Pop)	447	0.45	1,050,773	1.98	0.04	23
D19 Innate Conservatives (Pop)	612	0.61	1,513,735	2.86	0.04	21
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>E Active Retirement (Pop)</b>						
E20 Golden Retirement (Pop)	84	0.08	288,876	0.55	0.03	15
E21 Bungalow Quietude (Pop)	104	0.10	816,167	1.54	0.01	7
E22 Beachcombers (Pop)	0	0.00	345,899	0.65	0.00	0
E23 Balcony Downsizers (Pop)	1,799	1.80	483,369	0.91	0.37	198
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>F Suburban Mindsets (Pop)</b>						
F24 Garden Suburbia (Pop)	3,274	3.28	1,623,706	3.06	0.20	107
F25 Production Managers (Pop)	331	0.33	1,769,391	3.34	0.02	10
F26 Mid-Market Families (Pop)	160	0.16	1,517,809	2.86	0.01	6
F27 Shop Floor Affluence (Pop)	100	0.10	1,247,227	2.35	0.01	4
F28 Asian Attainment (Pop)	87	0.09	807,263	1.52	0.01	6
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100

	Meadowbank Sports Centre - 1.5m	Meadowbank Sports Centre - 1.5m%	England	England %	Penetration	Index
<b>G Careers and Kids (Pop)</b>						
G29 Footloose Managers (Pop)	177	0.18	878,150	1.66	0.02	11
G30 Soccer Dads and Mums (Pop)	158	0.16	437,062	0.82	0.04	19
G31 Domestic Comfort (Pop)	0	0.00	751,651	1.42	0.00	0
G32 Childcare Years (Pop)	0	0.00	730,784	1.38	0.00	0
G33 Military Dependants (Pop)	8	0.01	114,075	0.22	0.01	4
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>H New Homemakers (Pop)</b>						
H34 Buy-to-Let Territory (Pop)	2,212	2.22	597,543	1.13	0.37	197
H35 Brownfield Pioneers (Pop)	25	0.03	654,326	1.23	0.00	2
H36 Foot on the Ladder (Pop)	118	0.12	980,402	1.85	0.01	6
H37 First to Move In (Pop)	202	0.20	161,557	0.30	0.12	66
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>I Ex-Council Community (Pop)</b>						
I38 Settled Ex-Tenants (Pop)	9	0.01	628,842	1.19	0.00	1
I39 Choice Right to Buy (Pop)	996	1.00	849,739	1.60	0.12	62
I40 Legacy of Labour (Pop)	0	0.00	1,738,038	3.28	0.00	0
I41 Stressed Borrowers (Pop)	0	0.00	1,549,817	2.92	0.00	0
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>J Claimant Cultures (Pop)</b>						
J42 Worn-Out Workers (Pop)	135	0.14	1,149,920	2.17	0.01	6
J43 Streetwise Kids (Pop)	233	0.23	721,821	1.36	0.03	17
J44 New Parents in Need (Pop)	0	0.00	1,121,972	2.12	0.00	0
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>K Upper Floor Living (Pop)</b>						
K45 Small Block Singles (Pop)	1	0.00	741,520	1.40	0.00	0
K46 Tenement Living (Pop)	9,635	9.67	209,536	0.40	4.60	2,445
K47 Deprived View (Pop)	1,469	1.47	120,419	0.23	1.22	649
K48 Multicultural Towers (Pop)	4,985	5.00	716,374	1.35	0.70	370
K49 Re-Housed Migrants (Pop)	665	0.67	730,628	1.38	0.09	48
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>L Elderly Needs (Pop)</b>						
L50 Pensioners in Blocks (Pop)	985	0.99	378,411	0.71	0.26	138
L51 Sheltered Seniors (Pop)	394	0.40	371,504	0.70	0.11	56
L52 Meals on Wheels (Pop)	555	0.56	295,159	0.56	0.19	100
L53 Low Spending Elders (Pop)	377	0.38	729,683	1.38	0.05	27
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>M Industrial Heritage (Pop)</b>						
M54 Clocking Off (Pop)	508	0.51	1,235,618	2.33	0.04	22
M55 Backyard Regeneration (Pop)	190	0.19	1,256,525	2.37	0.02	8
M56 Small Wage Owners (Pop)	0	0.00	1,691,857	3.19	0.00	0
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>N Terraced Melting Pot (Pop)</b>						
N57 Back-to-Back Basics (Pop)	0	0.00	1,104,421	2.08	0.00	0
N58 Asian Identities (Pop)	0	0.00	734,752	1.39	0.00	0
N59 Low-Key Starters (Pop)	0	0.00	1,369,598	2.58	0.00	0
N60 Global Fusion (Pop)	992	1.00	1,106,121	2.09	0.09	48
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100
<b>O Liberal Opinions (Pop)</b>						
O61 Convivial Homeowners (Pop)	4,660	4.68	1,049,809	1.98	0.44	236
O62 Crash Pad Professionals (Pop)	2,997	3.01	709,401	1.34	0.42	225
O63 Urban Cool (Pop)	3,306	3.32	730,971	1.38	0.45	240
O64 Bright Young Things (Pop)	43,162	43.31	790,568	1.49	5.46	2,903
O65 Anti-Materialists (Pop)	1,230	1.23	551,642	1.04	0.22	119
O66 University Fringe (Pop)	609	0.61	537,576	1.01	0.11	60
O67 Study Buddies (Pop)	3,224	3.23	353,300	0.67	0.91	485
Population estimate 2012	99,668	100.00	52,990,142	100.00	0.19	100

ESTIMATE OF LATENT DEMAND FOR HEALTH AND FITNESS		MEADOWBANK
SPORTS CENTRE - 1.5m radius		
MOSAIC G3 Type	Total Population	Total Health & Fitness Demand
A01 Global Power Brokers	507	2
A02 Voices of Authority	1,113	25
A03 Business Class	96	6
A04 Serious Money	122	1
B05 Mid-Career Climbers	376	27
B06 Yesterday's Captains	3,684	155
B07 Distinctive Success	0	0
B08 Dormitory Villagers	264	13
B09 Escape to the Country	61	5
B10 Parish Guardians	34	0
C11 Squires Among Locals	0	0
C12 Country Loving Elders	0	0
C13 Modern Agribusiness	0	0
C14 Farming Today	0	0
C15 Upland Struggle	0	0
D16 Side Street Singles	50	1
D17 Jacks of All Trades	0	0
D18 Hardworking Families	447	26
D19 Innate Conservatives	612	25
E20 Golden Retirement	84	1
E21 Bungalow Quietude	104	4
E22 Beachcombers	0	0
E23 Balcony Downsize	1,799	41
F24 Garden Suburbia	3,274	117
F25 Production Managers	331	14
F26 Mid-Market Families	160	10
F27 Shop Floor Affluence	100	4
F28 Asian Attainment	87	4
G29 Footloose Managers	177	13
G30 Soccer Dads and Mums	158	12
G31 Domestic Comfort	0	0
G32 Childcare Years	0	0
G33 Military Dependants	8	0
H34 Buy-to-Let Territory	2,212	84
H35 Brownfield Pioneers	25	1
H36 Foot on the Ladder	118	5
H37 First to Move In	202	3
I38 Settled Ex-Tenants	9	0
I39 Choice Right to Buy	996	55
I40 Legacy of Labour	0	0
I41 Stressed Borrowers	0	0
J42 Worn-Out Workers	135	2
J43 Streetwise Kids	233	3
J44 New Parents in Need	0	0
K45 Small Block Singles	1	0
K46 Tenement Living	9,635	160
K47 Deprived View	1,469	10
K48 Multicultural Towers	4,985	38
K49 Re-Housed Migrants	665	6
L50 Pensioners in Blocks	985	15
L51 Sheltered Seniors	394	4
L52 Meals on Wheels	555	3
L53 Low Spending Elders	377	10
M54 Clocking Off	508	17
M55 Backyard Regeneration	190	5
M56 Small Wage Owners	0	0
N57 Back-to-Back Basics	0	0
N58 Asian Identities	0	0
N59 Low-Key Starters	0	0
N60 Global Fusion	992	14
O61 Convivial Homeowners	4,660	89
O62 Crash Pad Professionals	2,997	71
O63 Urban Cool	3,306	21
O64 Bright Young Things	43,162	588
O65 Anti-Materialists	1,230	22
O66 University Fringe	609	1
O67 Study Buddies	3,224	4
<b>Sub Total (1.5m)</b>	<b>97,522</b>	<b>1,738</b>
Add consideration for 30% of residential members from outside catchment		745
Minus consideration for decay / excessive competition		500
<b>Estimate of Total Demand for Health &amp; Fitness</b>		<b>1,983</b>
Minus current member total (est.)		1,000
<b>Estimate of Latent Demand for Health &amp; Fitness</b>		<b>983</b>

**Health & Fitness Competition Map for Meadowbank Sports Centre, Edinburgh –  
showing 1, 1 ½ & 2 mile bands and 7 & 15 min drivetimes**



# APPENDIX 3

## Capital Cost Estimates

CORE - INDOOR FACILITIES	Option 1 - Core	Option 2 - Pitch Sports Focus	Option 3 - Maximum
Reception Areas	£837,700	£837,700	£837,700
10 Court Sports Hall (seating for 2,500)	£4,703,010	£4,703,010	£4,703,010
5 Court Sports Hall (bleacher seating for 650)	£1,560,600	£1,560,600	£1,560,600
Gymnastics / Trampoline Hall	£495,000	£495,000	£495,000
Gym (100 - 120 stations)	£796,500	£796,500	£796,500
Studios (4 x studio spaces)	£1,525,000	£1,525,000	£1,525,000
3 x Squash Courts with 2 Moveable Walls	£327,590	£327,590	£327,590
Combat Studio (Dojo/Boxing)	£504,660	£504,660	£504,660
Changing	£846,000	£846,000	£846,000
Other Areas/Event Support Facilities	£365,400	£365,400	£365,400
Staff Accommodation	£310,200	£310,200	£310,200
Circulation and Plant Spaces	£2,907,455	£2,907,455	£2,907,455
<b>Sub-Total</b>	<b>£15,200,000</b>	<b>£15,200,000</b>	<b>£15,200,000</b>
CORE - OUTDOOR FACILITIES			
Full Sized 3G Training Pitch for Football / Rugby	£1,009,250	£1,009,250	£1,009,250
Outdoor Athletics Track with Central Rugby/ Football Pitch (see pitch options below)	See Optional	See Optional	See Optional
<b>Sub-Total</b>	<b>£1,000,000</b>	<b>£1,000,000</b>	<b>£1,000,000</b>
OTHER COSTS (parking/external/stats/demolition)			
<b>Sub-Total</b>	<b>£2,000,000</b>	<b>£2,000,000</b>	<b>£2,000,000</b>
ON COSTS (prelims/OH&P/contingency/design fees)			
<b>Sub-Total</b>	<b>£9,700,000</b>	<b>£9,700,000</b>	<b>£9,700,000</b>
Gross Indoor Floor Area (m <sup>2</sup> )	9862	9862	9862
<b>TOTAL CORE COSTS</b>	<b>£27,900,000</b>	<b>£27,900,000</b>	<b>£27,900,000</b>
OPTIONAL FACILITIES			
Outdoor Athletics Track with Central Rugby / Football Pitch (3G) & Seating for 500	Not Included	£3,000,514	Not Included
Outdoor Athletics Track with Central Rugby / Football Pitch (Grass) & Seating for 500	£2,541,076	Not Included	Not Included
10,000 Capacity Community Stadium with 3G Pitch Inside Track	Not Included	Not Included	£27,566,293
Indoor Athletics (Regional Model e.g. Aberdeen Sports Village)	Not Included	Not Included	£6,317,275
Indoor Athletics (Community Model e.g. Ayresshire Arena)	£2,779,601	£2,779,601	Not Included
Outdoor Skatepark	Not Included	Not Included	Not Included
Indoor Five-a-Side 3G Football Pitch	£1,688,435	Not Included	Not Included
Indoor Tennis (4 x Courts)	Not Included	Not Included	£5,435,920
Indoor Velodrome (200m)	Not Included	Not Included	£10,720,225
Indoor 60m x 40m 3G Pitch	Not Included	£7,133,927	£7,133,927
Outdoor Athletics Throws Area	£153,146	£153,146	£153,146
<b>TOTAL OPTIONAL FACILITY COSTS</b>	<b>£7,200,000</b>	<b>£13,100,000</b>	<b>£57,300,000</b>
<b>Total</b>	<b>£35,100,000</b>	<b>£41,000,000</b>	<b>£85,200,000</b>



CORE - INDOOR FACILITIES	Floor Area (m2)	Rate (Shell & Core)	Cost (Shell & Core)	Rate (Fit Out)	Cost (Fit Out)	Estimated Capital Cost
<b>Reception Areas</b>						
Reception desk to accommodate up to 4 persons operating point of sale	25	£750	£18,750	£950	£23,750	£42,500
Back of reception area – cash counting / safe etc	30	£750	£22,500	£750	£22,500	£45,000
2 kiosks (point of sale)	20	£750	£15,000	£950	£19,000	£34,000
Membership sales area	6	£750	£4,500	£950	£5,700	£10,200
Retail area	20	£750	£15,000	£950	£19,000	£34,000
Waiting / meeting area	60	£750	£45,000	£950	£57,000	£102,000
Café	300	£750	£225,000	£1,150	£345,000	£570,000
Vending	0		Excl.		Excl.	Excl.
<b>Sub Total</b>	<b>461</b>		<b>£345,750</b>		<b>£491,950</b>	<b>£837,700</b>
<b>10 Court Sports Hall (seating for 2,500)</b>						
Hall 1 (currently 10 court hall, 36.58m x 33.83m, permanent seating for 850 and 1,450 bleacher seating)	2334	£850	£1,983,900	£1,000	£2,334,000	£4,317,900
Storage @15%	350	£850	£297,585	£250	£87,525	£385,110
<b>Sub Total</b>	<b>2684</b>		<b>£2,281,485</b>		<b>£2,421,525</b>	<b>£4,703,010</b>
<b>5 Court Sports Hall (bleacher seating for 650)</b>						
Hall 2 (5 court hall, 36.58 x 22.25m, bleacher seating for 650)	867	£750	£650,250	£900	£780,300	£1,430,550
Storage @15%	130	£750	£97,538	£250	£32,513	£130,050
<b>Sub Total</b>	<b>997</b>		<b>£747,788</b>		<b>£812,813</b>	<b>£1,560,600</b>
<b>Gymnastics / Trampoline Hall</b>						
Gymnastics Hall	300	£750	£225,000	£750	£225,000	£450,000
Storage @15%	45	£750	£33,750	£250	£11,250	£45,000
<b>Sub Total</b>	<b>345</b>		<b>£258,750</b>		<b>£236,250</b>	<b>£495,000</b>
<b>Gym (100 - 120 stations)</b>						
Gym (100 station area at 5m2 per station)	500	£700	£350,000	£775	£387,500	£737,500
Strength and conditioning area	40	£700	£28,000	£775	£31,000	£59,000
<b>Sub Total</b>	<b>540</b>		<b>£378,000</b>		<b>£418,500</b>	<b>£796,500</b>
<b>Studios (4 x studio spaces)</b>						
Fitness studio 1 (high energy studio for 45 persons + open storage) – 270m2	270	£700	£189,000	£850	£229,500	£418,500
Fitness studio 2 (accommodate 25 RPM bikes) – circa 150m <sup>2</sup>	150	£700	£105,000	£850	£127,500	£232,500
Fitness studio 3 – 200m <sup>2</sup>	200	£700	£140,000	£850	£170,000	£310,000
Fitness studio 4 – mind and body studio – 180m <sup>2</sup>	180	£700	£126,000	£850	£153,000	£279,000
Storage	300	£700	£210,000	£250	£75,000	£285,000
<b>Sub Total</b>	<b>1100</b>		<b>£770,000</b>		<b>£755,000</b>	<b>£1,525,000</b>
<b>3 x Squash Courts with 2 Moveable Walls</b>						
3 x squash courts with 2 moveable walls	188	£750	£141,000	£850	£159,800	£300,800
Storage @15%	28	£700	£19,740	£250	£7,050	£26,790
<b>Sub Total</b>	<b>216</b>		<b>£160,740</b>		<b>£166,850</b>	<b>£327,590</b>
<b>Combat Studio (Dojo/Boxing)</b>						
Dojo / matted area for martial arts and boxing training	312	£700	£218,400	£775	£241,800	£460,200
Storage @15%	47	£700	£32,760	£250	£11,700	£44,460
<b>Sub Total</b>	<b>359</b>		<b>£251,160</b>		<b>£253,500</b>	<b>£504,660</b>
<b>Changing</b>						
Indoor Changing	600	£660	£396,000	£750	£450,000	£846,000
Outdoor Changing	175		Incl.		Incl.	Incl.
<b>Sub Total</b>	<b>775</b>		<b>£396,000</b>		<b>£450,000</b>	<b>£846,000</b>
<b>Other Areas/Event Support Facilities</b>						
Areas / consultancy rooms for Physio, Drug testing, Massage / well being / beauty therapy	60	£660	£39,600	£500	£30,000	£69,600
First aid	5	£660	£3,300	£500	£2,500	£5,800
Meetings / training	100	£660	£66,000	£500	£50,000	£116,000
Press and Judges rooms	50	£660	£33,000	£500	£25,000	£58,000
Hosting hospitality / events	100	£660	£66,000	£500	£50,000	£116,000
<b>Sub Total</b>	<b>315</b>		<b>£207,900</b>		<b>£157,500</b>	<b>£365,400</b>
<b>Staff Accommodation</b>						
Office accommodation	133	£660	£87,450	£750	£99,375	£186,825
Volunteer office space for 6 persons	45	£660	£29,700	£750	£33,750	£63,450
Staff rest area for approx 10 persons	28	£660	£18,150	£750	£20,625	£38,775
Male and female staff change areas	15	£660	£9,900	£750	£11,250	£21,150
<b>Sub Total</b>	<b>220</b>		<b>£145,200</b>		<b>£165,000</b>	<b>£310,200</b>
<b>Circulation and Plant Spaces</b>						
Circulation Space (including staircases)	1300	£660	£858,000	£850	£1,105,000	£1,963,000
Lift	4		£0	£30,000	£120,000	£120,000
Plant @ 6%	546	£660	£360,358	£850	£464,097	£824,455
<b>Sub Total</b>	<b>1850</b>		<b>£1,218,358</b>		<b>£1,689,097</b>	<b>£2,907,455</b>
<b>Total Indoor Centre Costs</b>	<b>9862</b>		<b>£7,161,131</b>		<b>£8,017,985</b>	<b>£15,179,115</b>

CORE - OUTDOOR FACILITIES	Floor Area (m2)	Rate (Shell & Core)	Cost (Shell & Core)	Rate (Fit Out)	Cost (Fit Out)	Estimated Capital Cost
<b>Full Sized 3G Training Pitch for Football / Rugby</b>						
Full size 3G pitch for football / rugby	8547			£850,000	£850,000	£850,000
Outdoor storage	175	£660	£115,500	£250	£43,750	£159,250
<b>Sub Total</b>	<b>8722</b>		<b>£115,500</b>		<b>£893,750</b>	<b>£1,009,250</b>
<b>Total Outdoor Facilities Cost</b>			<b>£115,500</b>		<b>£893,750</b>	<b>£1,009,250</b>

EXTERNAL WORKS	Floor Area (m2)	Rate (Shell & Core)	Cost (Shell & Core)	Rate (Fit Out)	Cost (Fit Out)	Estimated Capital Cost
<b>Car Parking (Core)</b>	<b>Floor Area (m2)</b>	<b>Rate (Shell &amp; Core)</b>	<b>Cost (Shell &amp; Core)</b>	<b>Rate (Fit Out)</b>	<b>Cost (Fit Out)</b>	<b>Estimated Capital Cost</b>
Parking to serve the core facilities (would need at least 200 spaces?)	4000	£2,000	£600,000			£600,000
<b>Sub Total</b>			<b>£600,000</b>		<b>£0</b>	<b>£600,000</b>
<b>External Works</b>						<b>Estimated Capital Cost</b>
External Works Drainage / Services / Landscaping						£500,000
Statutory Services Allowance						£250,000
<b>Sub Total</b>			<b>£0</b>		<b>£0</b>	<b>£750,000</b>
<b>Demolition</b>	<b>Floor Area (m2)</b>	<b>Rate (Shell &amp; Core)</b>	<b>Cost (Shell &amp; Core)</b>	<b>Rate (Fit Out)</b>	<b>Cost (Fit Out)</b>	<b>Estimated Capital Cost</b>
Demolition of existing facilities and site clearance	13500	£50	£675,000			£675,000
<b>Sub Total</b>			<b>£675,000</b>		<b>£0</b>	<b>£675,000</b>

On-Costs						Estimated Capital Cost
Main Contractor Preliminaries @ 10%						£1,821,337
Main Contractor OH&P @ 2.5%						£500,868
Design Development @ 5%						£1,026,778
Construction Contingency @ 5%						£1,078,117
<b>Sub Total</b>						<b>£4,427,100</b>
<b>Client Contingency</b>						<b>Estimated Capital Cost</b>
Client Contingency / Risk @ 10%						£2,264,047
<b>Sub Total</b>						<b>£2,264,047</b>
<b>Professional Fees</b>						<b>Estimated Capital Cost</b>
Professional Fees @ 12%						£2,988,541
<b>Sub Total</b>						<b>£2,988,541</b>

<b>Total Capital Cost</b>					<b>9,862</b>	<b>£27,893,053</b>
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#### Assumptions:

1. Procurement is assumed to be two stage tendering on a design and build basis to a minimum of 3nr main contractors.
2. Oncosts above include Main Contractor's organisation and management costs, overheads and profit, construction contingency and design development contingency.
3. Outdoor Athletics track costs based on refurbishment of existing track and floodlighting.
4. Demolition costs based on area taken from existing condition survey. Assumes all existing buildings to be demolished unless otherwise stated.
5. Costs based on present day, fixed price basis at Q4 2013 pricing levels.
6. No heating or cooling required to indoor halls unless otherwise stated.
7. Fit out costs are based on the client leasing the gym equipment.
8. 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.

#### Exclusions:

1. Enhancements to mains services infrastructure
2. Removal of contamination or asbestos from site.
3. General hard / soft landscaping allowed for. No allowance has been made for any specialist landscaping.
4. VAT.
5. Capital allowances or other grants / incentives.
6. Costs arising from Section 75 agreements.
7. Finance costs.
8. Tender price inflation prior to start on site.
9. Highways or infrastructure works.
10. Site acquisition and associated costs.
11. Specialist AV/IT equipment.
12. Abnormal foundations and ground treatment.
13. Network infrastructure upgrades.
14. Client direct FF&E.
15. Sustainability enhancements / specialist BREEAM requirements.
16. Specialist services, AV/IT provision, spectator seating to Velodrome (option).
17. Additional social areas / ancillary space to Indoor Tennis Courts (option).

OPTIONAL FACILITIES	Additional Footprint	Rate (Shell, Core and Fit Out)	Estimated Capital Cost	Main Contractor Preliminaries @ 10%	Main Contractor OH&P @ 2.5%	Design Development @ 5%	Construction Contingency @ 5%	Client Contingency / Risk @ 10%	Professional Fees @ 12%	Total
<b>Outdoor Athletics Track with Central Rugby / Football Pitch (3G) &amp; Seating for 500</b>										
Athletics track, with jumping, throwing facilities, with central rugby / football pitch (3G)			£750,000	£75,000	£20,625	£42,281	£44,395	£93,230	£123,064	£1,148,596
New Floodlighting			£500,000	£50,000	£13,750	£28,188	£29,597	£62,153	£82,043	£765,730
Permanent spectator seating for 500			£550,000	£55,000	£15,125	£31,006	£32,557	£68,369	£90,247	£842,303
Outdoor storage			£159,250	£15,925	£4,379	£8,978	£9,427	£19,796	£26,131	£243,885
<b>Sub Total</b>			<b>£1,959,250</b>	<b>£195,925</b>	<b>£53,879</b>	<b>£110,453</b>	<b>£115,975</b>	<b>£243,548</b>	<b>£321,484</b>	<b>£3,000,514</b>
<b>Outdoor Athletics Track with Central Rugby / Football Pitch (Grass) &amp; Seating for 500</b>										
Athletics track, with jumping, throwing facilities, with central rugby / football pitch (Grass)			£450,000	£45,000	£12,375	£25,369	£26,637	£55,938	£73,838	£689,157
New Floodlighting			£500,000	£50,000	£13,750	£28,188	£29,597	£62,153	£82,043	£765,730
Permanent spectator seating for 500			£550,000	£55,000	£15,125	£31,006	£32,557	£68,369	£90,247	£842,303
Outdoor storage			£159,250	£15,925	£4,379	£8,978	£9,427	£19,796	£26,131	£243,885
<b>Sub Total</b>			<b>£1,659,250</b>	<b>£165,925</b>	<b>£45,629</b>	<b>£93,540</b>	<b>£98,217</b>	<b>£206,256</b>	<b>£272,258</b>	<b>£2,541,076</b>
<b>Indoor Athletics (Regional Model e.g. Aberdeen Sports Village)</b>										
135m straight, throws and jumps training area and strength and conditioning	2500	£1,650	£4,125,000	£412,500	£113,438	£232,547	£244,174	£512,766	£676,851	£6,317,275
Storage	250	£1,000	£250,000					£25,000		
<b>Sub Total</b>	<b>2750</b>		<b>£4,375,000</b>	<b>£412,500</b>	<b>£113,438</b>	<b>£232,547</b>	<b>£244,174</b>	<b>£537,766</b>	<b>£676,851</b>	<b>£6,317,275</b>
<b>Indoor Athletics (Community Model e.g. Ayresshire Arena)</b>										
73m straight, throws and jumps training area and strength and conditioning	1100	£1,650	£1,815,000	£181,500	£49,913	£102,321	£107,437	£225,617	£297,814	£2,779,601
Storage	150	£1,000	£150,000					£15,000		
<b>Sub Total</b>	<b>1250</b>		<b>£1,965,000</b>	<b>£181,500</b>	<b>£49,913</b>	<b>£102,321</b>	<b>£107,437</b>	<b>£240,617</b>	<b>£297,814</b>	<b>£2,779,601</b>
<b>Outdoor Skatepark</b>										
New skatepark similar to Saughton			£250,000	£25,000	£6,875	£14,094	£14,798	£31,077	£41,021	£382,865
<b>Sub Total</b>			<b>£250,000</b>	<b>£25,000</b>	<b>£6,875</b>	<b>£14,094</b>	<b>£14,798</b>	<b>£31,077</b>	<b>£41,021</b>	<b>£382,865</b>
<b>Indoor Five-a-Side 3G Football Pitch</b>										
Hall 3 - single five-a-side pitch	725	£1,500	£1,087,500	£108,750	£29,906	£61,308	£64,373	£135,184	£178,443	£1,665,464
Storage	15	£1,000	£15,000	£1,500	£413	£846	£888	£1,865	£2,461	£22,972
<b>Sub Total</b>	<b>740</b>		<b>£1,102,500</b>	<b>£110,250</b>	<b>£30,319</b>	<b>£62,153</b>	<b>£65,261</b>	<b>£137,048</b>	<b>£180,904</b>	<b>£1,688,435</b>
<b>Indoor Tennis (4 x Courts)</b>										
4 x indoor courts with plant and storage etc	2000		£3,500,000	£350,000	£96,250	£197,313	£207,178	£435,074	£574,298	£5,360,112
Changing	75		£49,500	£4,950	£1,361	£2,791	£2,930	£6,153	£8,122	£75,807
Storage	30		Incl.					£0		Incl.
<b>Sub Total</b>	<b>2105</b>		<b>£3,549,500</b>	<b>£354,950</b>	<b>£97,611</b>	<b>£200,103</b>	<b>£210,108</b>	<b>£441,227</b>	<b>£582,420</b>	<b>£5,435,920</b>
<b>Indoor Velodrome (200m)</b>										
200m indoor training velodrome with changing, plant and storage etc			£7,000,000	£700,000	£192,500	£394,625	£414,356	£870,148	£1,148,596	£10,720,225
Storage			Incl.					£0		Incl.
<b>Sub Total</b>			<b>£7,000,000</b>	<b>£700,000</b>	<b>£192,500</b>	<b>£394,625</b>	<b>£414,356</b>	<b>£870,148</b>	<b>£1,148,596</b>	<b>£10,720,225</b>
<b>Indoor 60m x 40m 3G Pitch</b>										
Indoor 60m x 40m 3G Pitch	3035	£1,500	£4,552,500	£455,250	£125,194	£256,647	£269,480	£565,907	£746,997	£6,971,975
Changing	75	£1,410	£105,750	£10,575	£2,908	£5,962	£6,260	£13,145	£17,352	£161,952
Storage	30	£1,000	£30,000					£3,000		Incl.
<b>Sub Total</b>	<b>3140</b>		<b>£4,688,250</b>	<b>£465,825</b>	<b>£128,102</b>	<b>£262,609</b>	<b>£275,739</b>	<b>£582,053</b>	<b>£764,349</b>	<b>£7,133,927</b>
<b>10,000 Capacity Community Stadium with 3G Pitch Inside Track</b>										
10,000 Capacity Community Stadium (6.5k seating & 3.5k standing) @£1,750 per seat + 3G pitch			£18,000,000	£1,800,000	£495,000	£1,014,750	£1,065,488	£2,237,524	£2,953,531	£27,566,293
<b>Sub Total</b>			<b>£18,000,000</b>	<b>£1,800,000</b>	<b>£495,000</b>	<b>£1,014,750</b>	<b>£1,065,488</b>	<b>£2,237,524</b>	<b>£2,953,531</b>	<b>£27,566,293</b>
<b>Outdoor Athletics Throws Area</b>										
Athletics throws area			£100,000	£10,000	£2,750	£5,638	£5,919	£12,431	£16,409	£153,146
<b>Sub Total</b>			<b>£100,000</b>	<b>£10,000</b>	<b>£2,750</b>	<b>£5,638</b>	<b>£5,919</b>	<b>£12,431</b>	<b>£16,409</b>	<b>£153,146</b>
<b>Total Capital Cost</b>										<b>£67,719,278</b>

# APPENDIX 4

## Preferred Options Revenue Projections

# Option 1 - Core, 10 Year Revenue Summary

## Income

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Dry side	£475,126	£479,877	£484,676	£489,523	£494,418	£499,362	£504,356	£509,399	£514,493	£519,638	£497,087
Health & Fitness	£704,198	£877,327	£934,143	£938,623	£938,444	£938,444	£938,444	£938,444	£938,444	£938,444	£908,495
Secondary	£89,050	£97,986	£101,336	£102,188	£102,772	£102,772	£102,772	£102,772	£102,772	£102,772	£100,719
Outdoor	£143,569	£145,005	£146,455	£147,919	£149,398	£150,892	£152,401	£153,925	£155,465	£157,019	£150,205
VAT payable	(£17,810)	(£19,597)	(£20,267)	(£20,438)	(£20,554)	(£20,554)	(£20,554)	(£20,554)	(£20,554)	(£20,554)	(£20,144)
<b>Total Income</b>	<b>£1,394,133</b>	<b>£1,580,597</b>	<b>£1,646,342</b>	<b>£1,657,816</b>	<b>£1,664,478</b>	<b>£1,670,916</b>	<b>£1,677,419</b>	<b>£1,683,986</b>	<b>£1,690,619</b>	<b>£1,697,319</b>	<b>£1,636,362</b>
	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	

## Expenditure

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
<b>Staffing costs:</b>											
Permanent staff costs	(£1,136,306)	(£1,079,491)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,025,516)	(£1,041,993)
Casual staff costs	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)
Staff training	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)	(£6,706)
Uniforms	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)	(£7,108)
<b>Sub Total</b>	<b>(£1,355,027)</b>	<b>(£1,298,211)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,244,237)</b>	<b>(£1,260,713)</b>
<b>Premises costs:</b>											
Utilities - electricity	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - gas	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - water	(£9,961)	(£9,961)	(£9,862)	(£9,961)	(£10,060)	(£10,161)	(£10,262)	(£10,365)	(£10,469)	(£10,573)	(£10,163)
Repairs & maintenance	(£71,112)	(£71,112)	(£142,224)	(£142,224)	(£213,336)	(£138,668)	(£138,668)	(£138,668)	(£138,668)	(£208,003)	(£140,268)
Grounds maintenance	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)
Cleaning and refuse	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)	(£17,778)
NNDR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Lifecycle costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>(£316,816)</b>	<b>(£316,816)</b>	<b>(£381,912)</b>	<b>(£387,928)</b>	<b>(£465,352)</b>	<b>(£397,309)</b>	<b>(£404,261)</b>	<b>(£411,556)</b>	<b>(£419,211)</b>	<b>(£496,580)</b>	<b>(£399,774)</b>
<b>Management costs:</b>											
Marketing, advertising and promotion	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)	(£16,463)
Insurances	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)	(£23,704)
Print, post and stationery	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)	(£4,116)
Telephone	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)	(£6,585)
Audit and legal	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)	(£8,232)
Licences and subscriptions	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)	(£18,246)
Other administration costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Irrecoverable VAT	(£32,365)	(£32,365)	(£37,573)	(£38,054)	(£44,248)	(£38,805)	(£39,361)	(£39,944)	(£40,557)	(£46,746)	(£39,002)
<b>Sub Total</b>	<b>(£133,004)</b>	<b>(£113,004)</b>	<b>(£118,212)</b>	<b>(£118,693)</b>	<b>(£124,887)</b>	<b>(£119,444)</b>	<b>(£120,000)</b>	<b>(£120,583)</b>	<b>(£121,196)</b>	<b>(£127,385)</b>	<b>(£121,641)</b>
<b>Cost of sales:</b>											
Food and beverage cost of sales	(£44,525)	(£48,993)	(£50,668)	(£51,094)	(£51,386)	(£51,386)	(£51,386)	(£51,386)	(£51,386)	(£51,386)	(£50,360)
<b>Sub Total</b>	<b>(£44,525)</b>	<b>(£48,993)</b>	<b>(£50,668)</b>	<b>(£51,094)</b>	<b>(£51,386)</b>	<b>(£51,386)</b>	<b>(£51,386)</b>	<b>(£51,386)</b>	<b>(£51,386)</b>	<b>(£51,386)</b>	<b>(£50,360)</b>
<b>Other costs:</b>											
Central costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Profit	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>Total Expenditure</b>	<b>(£1,849,372)</b>	<b>(£1,777,024)</b>	<b>(£1,795,029)</b>	<b>(£1,801,952)</b>	<b>(£1,885,862)</b>	<b>(£1,812,376)</b>	<b>(£1,819,883)</b>	<b>(£1,827,762)</b>	<b>(£1,836,030)</b>	<b>(£1,919,588)</b>	<b>(£1,832,488)</b>
<b>Profit/Loss (Management Fee) exc Lifecycle Costs</b>	<b>(£455,239)</b>	<b>(£196,427)</b>	<b>(£148,686)</b>	<b>(£144,136)</b>	<b>(£221,385)</b>	<b>(£141,460)</b>	<b>(£142,465)</b>	<b>(£143,776)</b>	<b>(£145,411)</b>	<b>(£222,269)</b>	<b>(£196,125)</b>

# Option 1 - Core, Sensitivity Analysis

	Base Case Option - Year 10 Average	Scenario 1 Higher income & base costs	Scenario 2 Higher income & higher costs	Scenario 3 Higher income & lower costs	Scenario 4 Base income & higher costs	Scenario 5 Base income & lower costs	Scenario 6 Lower income & base costs	Scenario 7 Lower income & higher costs	Scenario 8 Lower income & lower costs
<b>INCOME</b>									
Dry side	£497,087	10% £546,795	10% £546,795	10% £546,795	0% £497,087	0% £497,087	-10% £447,378	-10% £447,378	-10% £447,378
Health & Fitness	£908,495	10% £999,345	10% £999,345	10% £999,345	0% £908,495	0% £908,495	-10% £817,646	-10% £817,646	-10% £817,646
Secondary	£100,719	10% £110,791	10% £110,791	10% £110,791	0% £100,719	0% £100,719	-10% £90,648	-10% £90,648	-10% £90,648
Outdoor	£150,205	10% £165,225	10% £165,225	10% £165,225	0% £150,205	0% £150,205	-10% £135,184	-10% £135,184	-10% £135,184
VAT payable	-£20,144	10% -£22,158	10% -£22,158	10% -£22,158	0% -£20,144	0% -£20,144	-10% -£18,130	-10% -£18,130	-10% -£18,130
<b>TOTAL INCOME</b>	<b>£1,636,362</b>	<b>£1,799,999</b>	<b>£1,799,999</b>	<b>£1,799,999</b>	<b>£1,636,362</b>	<b>£1,636,362</b>	<b>£1,472,726</b>	<b>£1,472,726</b>	<b>£1,472,726</b>
<b>EXPENDITURE</b>									
Staffing costs:	-£1,260,713	0% -£1,260,713	10% -£1,386,784	-10% -£1,134,642	10% -£1,386,784	-10% -£1,134,642	0% -£1,260,713	10% -£1,386,784	-10% -£1,134,642
Premises costs:	-£399,774	0% -£399,774	10% -£439,751	-10% -£359,797	10% -£439,751	-10% -£359,797	0% -£399,774	10% -£439,751	-10% -£359,797
Management costs:	-£121,641	0% -£121,641	10% -£133,805	-10% -£109,477	10% -£133,805	-10% -£109,477	0% -£121,641	10% -£133,805	-10% -£109,477
Cost of sales:	-£50,360	0% -£50,360	10% -£55,396	-10% -£45,324	10% -£55,396	-10% -£45,324	0% -£50,360	10% -£55,396	-10% -£45,324
Other costs:	£0	0% £0	10% £0	-10% £0	10% £0	-10% £0	0% £0	10% £0	-10% £0
<b>TOTAL EXPENDITURE</b>	<b>-£1,832,488</b>	<b>-£1,832,488</b>	<b>-£2,015,736</b>	<b>-£1,649,239</b>	<b>-£2,015,736</b>	<b>-£1,649,239</b>	<b>-£1,832,488</b>	<b>-£2,015,736</b>	<b>-£1,649,239</b>
<b>REVENUE DEFICIT/ SURPLUS</b>	<b>-£196,125</b>	<b>-£32,489</b>	<b>-£215,738</b>	<b>£150,760</b>	<b>-£379,374</b>	<b>-£12,876</b>	<b>-£359,761</b>	<b>-£543,010</b>	<b>-£176,513</b>

# Option 2 - Pitch Sports Focus, 10 Year Revenue Summary

## Income

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Dry side	£638,471	£644,855	£651,304	£657,817	£664,395	£671,039	£677,750	£684,527	£691,372	£698,286	£667,982
Health & Fitness	£704,198	£877,327	£934,143	£938,623	£938,444	£938,444	£938,444	£938,444	£938,444	£938,444	£908,495
Secondary	£107,130	£116,247	£119,780	£120,816	£121,586	£121,586	£121,586	£121,586	£121,586	£121,586	£119,349
Outdoor	£231,769	£234,087	£236,428	£238,792	£241,180	£243,592	£246,027	£248,488	£250,973	£253,482	£242,482
VAT payable	(£21,426)	(£23,249)	(£23,956)	(£24,163)	(£24,317)	(£24,317)	(£24,317)	(£24,317)	(£24,317)	(£24,317)	(£23,870)
<b>Total Income</b>	<b>£1,660,142</b>	<b>£1,849,266</b>	<b>£1,917,698</b>	<b>£1,931,885</b>	<b>£1,941,288</b>	<b>£1,950,344</b>	<b>£1,959,490</b>	<b>£1,968,728</b>	<b>£1,978,058</b>	<b>£1,987,481</b>	<b>£1,914,438</b>
	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	

## Expenditure

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
<b>Staffing costs:</b>											
Permanent staff costs	(£1,227,835)	(£1,166,443)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,125,925)
Casual staff costs	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)
Staff training	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)
Uniforms	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)
<b>Sub Total</b>	<b>(£1,445,871)</b>	<b>(£1,384,480)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,343,961)</b>
<b>Premises costs:</b>											
Utilities - electricity	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - gas	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - water	(£9,961)	(£9,961)	(£9,862)	(£9,961)	(£10,060)	(£10,161)	(£10,262)	(£10,365)	(£10,469)	(£10,573)	(£10,163)
Repairs & maintenance	(£85,512)	(£85,512)	(£171,024)	(£171,024)	(£256,536)	(£166,748)	(£166,748)	(£166,748)	(£166,748)	(£250,123)	(£168,672)
Grounds maintenance	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)
Cleaning and refuse	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)	(£21,378)
NNDR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Lifecycle costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>(£339,616)</b>	<b>(£339,616)</b>	<b>(£419,112)</b>	<b>(£425,128)</b>	<b>(£516,952)</b>	<b>(£433,789)</b>	<b>(£440,741)</b>	<b>(£448,036)</b>	<b>(£455,691)</b>	<b>(£547,100)</b>	<b>(£436,578)</b>
<b>Management costs:</b>											
Marketing, advertising and promotion	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)	(£19,177)
Insurances	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)	(£28,504)
Print, post and stationery	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)	(£4,794)
Telephone	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)	(£7,671)
Audit and legal	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)	(£9,588)
Licences and subscriptions	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)	(£21,832)
Other administration costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Irrecoverable VAT	(£35,327)	(£35,327)	(£41,686)	(£42,168)	(£49,514)	(£42,860)	(£43,417)	(£44,000)	(£44,613)	(£51,925)	(£43,084)
<b>Sub Total</b>	<b>(£150,729)</b>	<b>(£130,729)</b>	<b>(£137,088)</b>	<b>(£137,569)</b>	<b>(£144,915)</b>	<b>(£138,262)</b>	<b>(£138,819)</b>	<b>(£139,402)</b>	<b>(£140,015)</b>	<b>(£147,327)</b>	<b>(£140,486)</b>
<b>Cost of sales:</b>											
Food and beverage cost of sales	(£53,565)	(£58,123)	(£59,890)	(£60,408)	(£60,793)	(£60,793)	(£60,793)	(£60,793)	(£60,793)	(£60,793)	(£59,675)
<b>Sub Total</b>	<b>(£53,565)</b>	<b>(£58,123)</b>	<b>(£59,890)</b>	<b>(£60,408)</b>	<b>(£60,793)</b>	<b>(£60,793)</b>	<b>(£60,793)</b>	<b>(£60,793)</b>	<b>(£60,793)</b>	<b>(£60,793)</b>	<b>(£59,675)</b>
<b>Other costs:</b>											
Central costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Profit	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>Total Expenditure</b>	<b>(£1,989,781)</b>	<b>(£1,912,947)</b>	<b>(£1,942,247)</b>	<b>(£1,949,263)</b>	<b>(£2,048,819)</b>	<b>(£1,959,002)</b>	<b>(£1,966,510)</b>	<b>(£1,974,388)</b>	<b>(£1,982,657)</b>	<b>(£2,081,378)</b>	<b>(£1,980,699)</b>
<b>Profit/Loss (Management Fee) exc Lifecycle Costs</b>	<b>(£329,639)</b>	<b>(£63,681)</b>	<b>(£24,549)</b>	<b>(£17,378)</b>	<b>(£107,531)</b>	<b>(£8,659)</b>	<b>(£7,020)</b>	<b>(£5,661)</b>	<b>(£4,599)</b>	<b>(£93,896)</b>	<b>(£66,261)</b>

# Option 2 - Pitch Sports Focus, Sensitivity Analysis

		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8
	Base Case Option - Year 10 Average	Higher income & base costs	Higher income & higher costs	Higher income & lower costs	Base income & higher costs	Base income & lower costs	Lower income & base costs	Lower income & higher costs	Lower income & lower costs
<b>INCOME</b>									
Dry side		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£667,982	£734,780	£734,780	£734,780	£667,982	£667,982	£601,184	£601,184	£601,184
Health & Fitness		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£908,495	£999,345	£999,345	£999,345	£908,495	£908,495	£817,646	£817,646	£817,646
Secondary		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£119,349	£131,284	£131,284	£131,284	£119,349	£119,349	£107,414	£107,414	£107,414
Outdoor		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£242,482	£266,730	£266,730	£266,730	£242,482	£242,482	£218,233	£218,233	£218,233
VAT payable		10%	10%	10%	0%	0%	-10%	-10%	-10%
	-£23,870	-£26,257	-£26,257	-£26,257	-£23,870	-£23,870	-£21,483	-£21,483	-£21,483
<b>TOTAL INCOME</b>	<b>£1,914,438</b>	<b>£2,105,882</b>	<b>£2,105,882</b>	<b>£2,105,882</b>	<b>£1,914,438</b>	<b>£1,914,438</b>	<b>£1,722,994</b>	<b>£1,722,994</b>	<b>£1,722,994</b>
<b>EXPENDITURE</b>									
Staffing costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£1,343,961	-£1,343,961	-£1,478,357	-£1,209,565	-£1,478,357	-£1,209,565	-£1,343,961	-£1,478,357	-£1,209,565
Premises costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£436,578	-£436,578	-£480,236	-£392,920	-£480,236	-£392,920	-£436,578	-£480,236	-£392,920
Management costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£140,486	-£140,486	-£154,534	-£126,437	-£154,534	-£126,437	-£140,486	-£154,534	-£126,437
Cost of sales:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£59,675	-£59,675	-£65,642	-£53,707	-£65,642	-£53,707	-£59,675	-£65,642	-£53,707
Other costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL EXPENDITURE</b>	<b>-£1,980,699</b>	<b>-£1,980,699</b>	<b>-£2,178,769</b>	<b>-£1,782,629</b>	<b>-£2,178,769</b>	<b>-£1,782,629</b>	<b>-£1,980,699</b>	<b>-£2,178,769</b>	<b>-£1,782,629</b>
<b>REVENUE DEFICIT/ SURPLUS</b>	<b>-£66,261</b>	<b>£125,183</b>	<b>-£72,887</b>	<b>£323,253</b>	<b>-£264,331</b>	<b>£131,809</b>	<b>-£257,705</b>	<b>-£455,775</b>	<b>-£59,635</b>



# Option 3 - Maximum, 10 Year Revenue Summary

## Income

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Dry side	£739,531	£746,926	£754,395	£761,939	£769,559	£777,254	£785,027	£792,877	£800,806	£808,814	£773,713
Health & Fitness	£704,198	£877,327	£934,143	£938,623	£938,444	£938,444	£938,444	£938,444	£938,444	£938,444	£908,495
Secondary	£111,479	£120,639	£124,215	£125,296	£126,111	£126,111	£126,111	£126,111	£126,111	£126,111	£123,830
Outdoor	£240,249	£242,651	£245,078	£247,529	£250,004	£252,504	£255,029	£257,579	£260,155	£262,757	£251,354
VAT payable	(£22,296)	(£24,128)	(£24,843)	(£25,059)	(£25,222)	(£25,222)	(£25,222)	(£25,222)	(£25,222)	(£25,222)	(£24,766)
<b>Total Income</b>	<b>£1,773,160</b>	<b>£1,963,415</b>	<b>£2,032,988</b>	<b>£2,048,328</b>	<b>£2,058,896</b>	<b>£2,069,091</b>	<b>£2,079,389</b>	<b>£2,089,789</b>	<b>£2,100,294</b>	<b>£2,110,904</b>	<b>£2,032,625</b>
	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok

## Expenditure

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
<b>Staffing costs:</b>											
Permanent staff costs	(£1,227,835)	(£1,166,443)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,108,121)	(£1,125,925)
Casual staff costs	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)	(£204,906)
Staff training	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)
Uniforms	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)	(£6,565)
<b>Sub Total</b>	<b>(£1,445,871)</b>	<b>(£1,384,480)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,326,157)</b>	<b>(£1,343,961)</b>
<b>Premises costs:</b>											
Utilities - electricity	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - gas	(£62,131)	(£62,131)	(£59,172)	(£62,131)	(£65,237)	(£68,499)	(£71,924)	(£75,520)	(£79,296)	(£83,261)	(£68,930)
Utilities - water	(£9,961)	(£9,961)	(£9,862)	(£9,961)	(£10,060)	(£10,161)	(£10,262)	(£10,365)	(£10,469)	(£10,573)	(£10,163)
Repairs & maintenance	(£149,142)	(£149,142)	(£298,284)	(£298,284)	(£447,426)	(£290,827)	(£290,827)	(£290,827)	(£290,827)	(£436,240)	(£294,183)
Grounds maintenance	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)
Cleaning and refuse	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)	(£37,286)
NNDR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Lifecycle costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>(£440,363)</b>	<b>(£440,363)</b>	<b>(£583,490)</b>	<b>(£589,505)</b>	<b>(£744,960)</b>	<b>(£594,985)</b>	<b>(£601,937)</b>	<b>(£609,232)</b>	<b>(£616,887)</b>	<b>(£770,335)</b>	<b>(£599,206)</b>
<b>Management costs:</b>											
Marketing, advertising and promotion	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)	(£20,330)
Insurances	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)	(£49,714)
Print, post and stationery	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)	(£5,082)
Telephone	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)	(£8,132)
Audit and legal	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)	(£10,165)
Licences and subscriptions	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)	(£34,791)
Other administration costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Irrecoverable VAT	(£46,337)	(£46,337)	(£57,787)	(£58,268)	(£70,704)	(£58,706)	(£59,263)	(£59,846)	(£60,459)	(£72,734)	(£59,044)
<b>Sub Total</b>	<b>(£198,617)</b>	<b>(£178,617)</b>	<b>(£190,067)</b>	<b>(£190,548)</b>	<b>(£202,985)</b>	<b>(£190,987)</b>	<b>(£191,543)</b>	<b>(£192,126)</b>	<b>(£192,739)</b>	<b>(£205,015)</b>	<b>(£193,324)</b>
<b>Cost of sales:</b>											
Food and beverage cost of sales	(£55,739)	(£60,319)	(£62,108)	(£62,648)	(£63,056)	(£63,056)	(£63,056)	(£63,056)	(£63,056)	(£63,056)	(£61,915)
<b>Sub Total</b>	<b>(£55,739)</b>	<b>(£60,319)</b>	<b>(£62,108)</b>	<b>(£62,648)</b>	<b>(£63,056)</b>	<b>(£63,056)</b>	<b>(£63,056)</b>	<b>(£63,056)</b>	<b>(£63,056)</b>	<b>(£63,056)</b>	<b>(£61,915)</b>
<b>Other costs:</b>											
Central costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Profit	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Sub Total</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>Total Expenditure</b>	<b>(£2,140,591)</b>	<b>(£2,063,779)</b>	<b>(£2,161,822)</b>	<b>(£2,168,859)</b>	<b>(£2,337,158)</b>	<b>(£2,175,185)</b>	<b>(£2,182,693)</b>	<b>(£2,190,571)</b>	<b>(£2,198,839)</b>	<b>(£2,364,563)</b>	<b>(£2,198,406)</b>
<b>Profit/Loss (Management Fee) exc Lifecycle Costs</b>	<b>(£367,431)</b>	<b>(£100,364)</b>	<b>(£128,833)</b>	<b>(£120,531)</b>	<b>(£278,262)</b>	<b>(£106,094)</b>	<b>(£103,304)</b>	<b>(£100,782)</b>	<b>(£98,545)</b>	<b>(£253,659)</b>	<b>(£165,780)</b>

# Option 3 - Maximum, Sensitivity Analysis

		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8
	Base Case Option - Year 10 Average	Higher income & base costs	Higher income & higher costs	Higher income & lower costs	Base income & higher costs	Base income & lower costs	Lower income & base costs	Lower income & higher costs	Lower income & lower costs
<b>INCOME</b>									
Dry side		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£773,713	£851,084	£851,084	£851,084	£773,713	£773,713	£696,342	£696,342	£696,342
Health & Fitness		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£908,495	£999,345	£999,345	£999,345	£908,495	£908,495	£817,646	£817,646	£817,646
Secondary		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£123,830	£136,213	£136,213	£136,213	£123,830	£123,830	£111,447	£111,447	£111,447
Outdoor		10%	10%	10%	0%	0%	-10%	-10%	-10%
	£251,354	£276,489	£276,489	£276,489	£251,354	£251,354	£226,218	£226,218	£226,218
VAT payable		10%	10%	10%	0%	0%	-10%	-10%	-10%
	-£24,766	-£27,243	-£27,243	-£27,243	-£24,766	-£24,766	-£22,289	-£22,289	-£22,289
<b>TOTAL INCOME</b>	<b>£2,032,625</b>	<b>£2,235,888</b>	<b>£2,235,888</b>	<b>£2,235,888</b>	<b>£2,032,625</b>	<b>£2,032,625</b>	<b>£1,829,363</b>	<b>£1,829,363</b>	<b>£1,829,363</b>
<b>EXPENDITURE</b>									
Staffing costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£1,343,961	-£1,343,961	-£1,478,357	-£1,209,565	-£1,478,357	-£1,209,565	-£1,343,961	-£1,478,357	-£1,209,565
Premises costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£599,206	-£599,206	-£659,126	-£539,285	-£659,126	-£539,285	-£599,206	-£659,126	-£539,285
Management costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£193,324	-£193,324	-£212,657	-£173,992	-£212,657	-£173,992	-£193,324	-£212,657	-£173,992
Cost of sales:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	-£61,915	-£61,915	-£68,106	-£55,723	-£68,106	-£55,723	-£61,915	-£68,106	-£55,723
Other costs:		0%	10%	-10%	10%	-10%	0%	10%	-10%
	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL EXPENDITURE</b>	<b>-£2,198,406</b>	<b>-£2,198,406</b>	<b>-£2,418,246</b>	<b>-£1,978,565</b>	<b>-£2,418,246</b>	<b>-£1,978,565</b>	<b>-£2,198,406</b>	<b>-£2,418,246</b>	<b>-£1,978,565</b>
<b>REVENUE DEFICIT/ SURPLUS</b>	<b>-£165,780</b>	<b>£37,482</b>	<b>-£182,358</b>	<b>£257,323</b>	<b>-£385,621</b>	<b>£54,060</b>	<b>-£369,043</b>	<b>-£588,884</b>	<b>-£149,202</b>

APPENDIX 5  
Preferred Option - Concept Design

# Site Layout and Concept Design – Option 1 (Minimum)



- KEY:
- 1 RECEPTION AREA
  - 2 10 COURT SPORTS HALL
  - 3 5 COURT SPORTS HALL
  - 4 GYMNASTICS HALL
  - 5 HEALTH AND FITNESS SUITE
  - 6 STUDIOS (ON UPPER FLOOR LEVEL)
  - 7 SQUASH COURTS
  - 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
  - 9 CHANGING
  - 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
  - 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
  - 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
  - 13 10,000 CAPACITY COMMUNITY STADIUM
  - 14 INDOOR ATHLETICS (ABERDEEN MODEL)
  - 15 INDOOR ATHLETICS (AYR MODEL)
  - 16 FIVE-A-SIDE INDOOR PITCH
  - 17 INDOOR TENNIS HALL
  - 18 INDOOR VELODROME
  - 19 INDOOR 60 x 40m PITCH
  - 20 SEPARATE THROWS AREA
  - 21 OUTDOOR 3G PITCH
  - 22 SHOP UNITS OR STUDIO SPACES
  - 23 CAR PARKING

# Site Layout and Concept Design – Option 2 (Pitch Sports Focus)

KEY:

- 1 RECEPTION AREA
- 2 10 COURT SPORTS HALL
- 3 5 COURT SPORTS HALL
- 4 GYMNASTICS HALL
- 5 HEALTH AND FITNESS SUITE
- 6 STUDIOS (ON UPPER FLOOR LEVEL)
- 7 SQUASH COURTS
- 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
- 9 CHANGING
- 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
- 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
- 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
- 13 10,000 CAPACITY COMMUNITY STADIUM
- 14 INDOOR ATHLETICS (ABERDEEN MODEL)
- 15 INDOOR ATHLETICS (AYR MODEL)
- 16 FIVE-A-SIDE INDOOR PITCH
- 17 INDOOR TENNIS HALL
- 18 INDOOR VELODROME
- 19 INDOOR 60 x 40m PITCH
- 20 SEPARATE THROWS AREA
- 21 OUTDOOR 3G PITCH
- 22 SHOP UNITS OR STUDIO SPACES
- 23 CAR PARKING



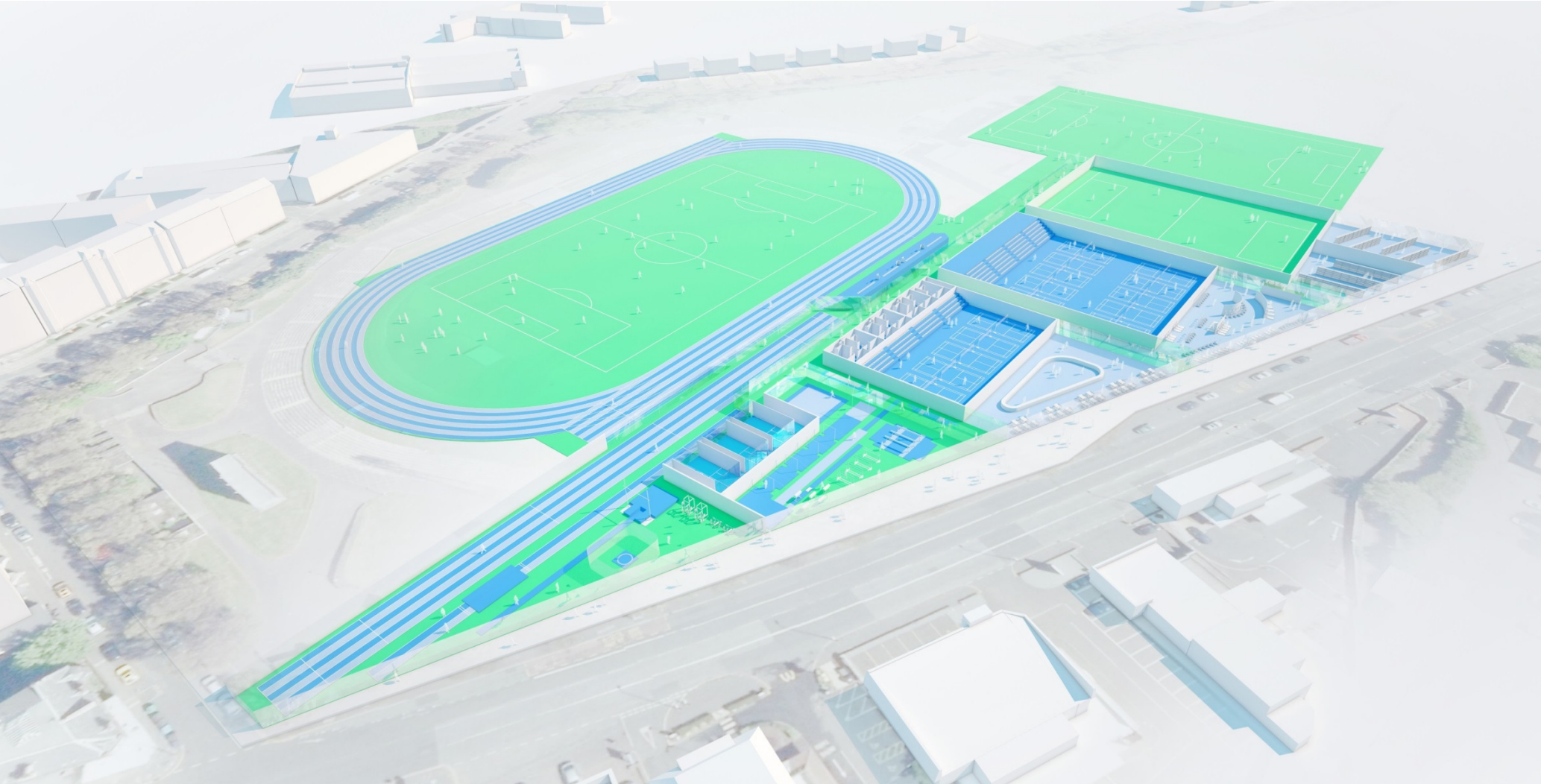
# Site Layout and Concept Design – Option 3 (Maximum)



KEY:

- 1 RECEPTION AREA
- 2 10 COURT SPORTS HALL
- 3 5 COURT SPORTS HALL
- 4 GYMNASTICS HALL
- 5 HEALTH AND FITNESS SUITE
- 6 STUDIOS (ON UPPER FLOOR LEVEL)
- 7 SQUASH COURTS
- 8 COMBAT STUDIO (ON UPPER FLOOR LEVEL)
- 9 CHANGING
- 10 STAFF ACCOMMODATION (ON UPPER FLOOR LEVEL)
- 11 OUTDOOR ATHLETICS WITH CENTRAL 3G PITCH
- 12 OUTDOOR ATHLETICS WITH CENTRAL GRASS PITCH
- 13 10,000 CAPACITY COMMUNITY STADIUM
- 14 INDOOR ATHLETICS (ABERDEEN MODEL)
- 15 INDOOR ATHLETICS (AYR MODEL)
- 16 FIVE-A-SIDE INDOOR PITCH
- 17 INDOOR TENNIS HALL
- 18 INDOOR VELODROME
- 19 INDOOR 60 x 40m PITCH
- 20 SEPARATE THROWS AREA
- 21 OUTDOOR 3G PITCH
- 22 SHOP UNITS OR STUDIO SPACES
- 23 CAR PARKING

# Illustration – Based on Option 2



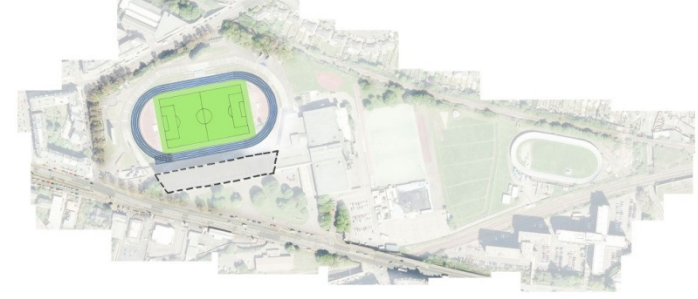
# Phasing



1. The Existing Meadowbank Stadium and Sports Centre



2. Keep/upgrade the Existing Track and Pitch - Meadowbank stays where it is



3. Remove the Existing Stand to make space for New Meadowbank



4. Build the First Phase of the New Meadowbank



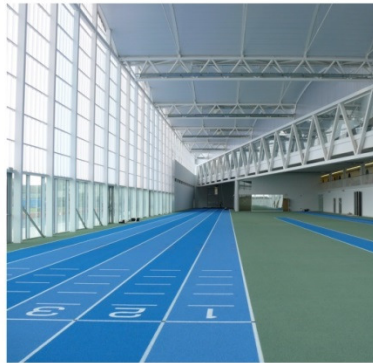
5. Remove the Old Meadowbank Sports Centre



6. Build additional facilities for New Meadowbank as required



# Mood Board

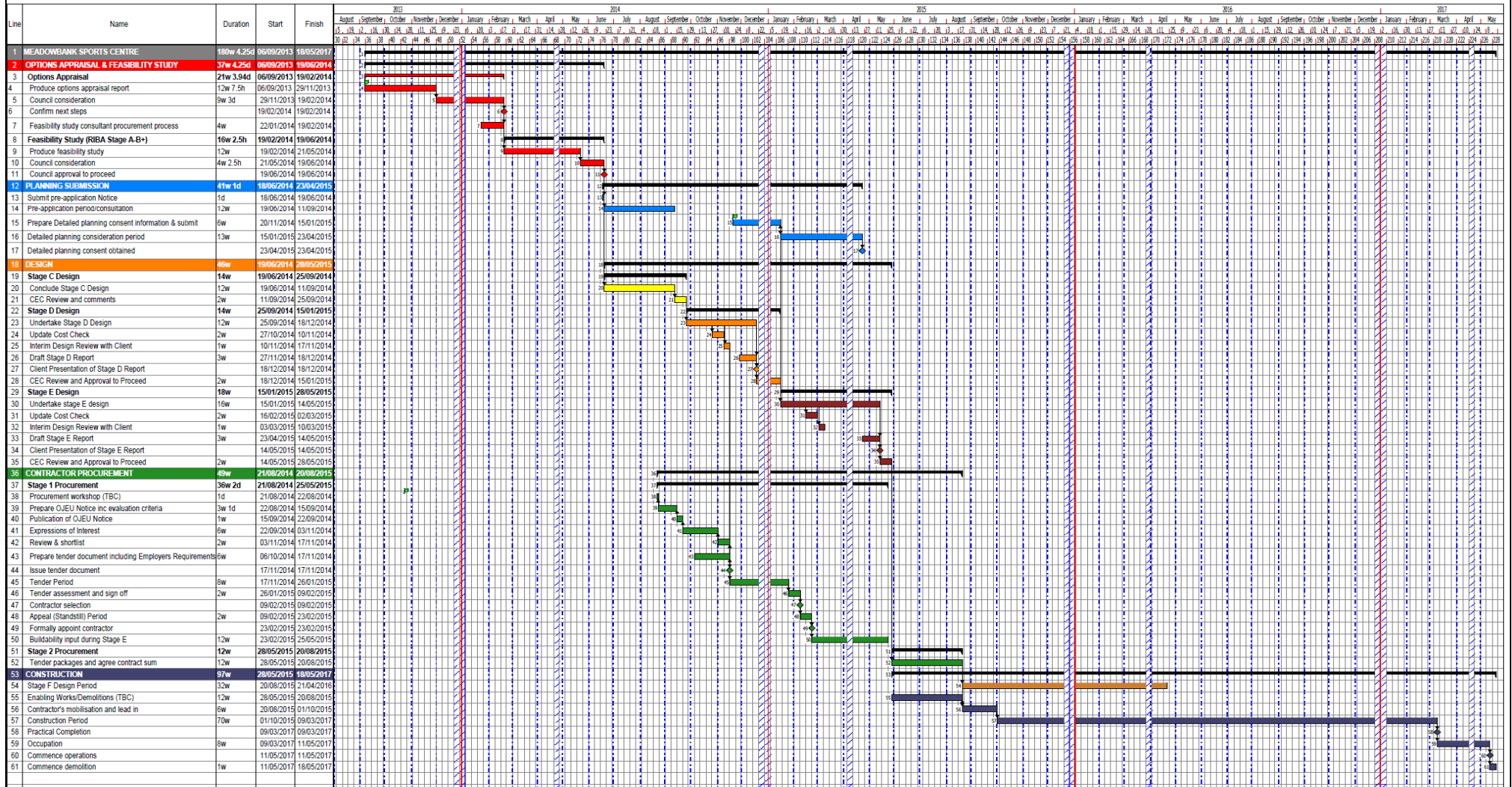


# APPENDIX 6

## Programme

# Detailed Programme

programme number: <b>00001</b>	revision: <b>0</b>	project: <b>Meadowbank Sports Centre</b>	notes: <b>0</b>	<b>Deloitte.</b> Real Estate
date drawn: <b>19/11/2013</b>	revision date: <b>19/11/2013</b>	programme title: <b>Indicative Master Programme</b>	client: <b>City of Edinburgh Council</b>	
project ref: <b>DF</b>	drawn by: <b>DF</b>			



Design Discipline  
■ Feasibility Study ■ Planning submission ■ RIBA Stage E ■ Construction Phase ■ RIBA Stage C ■ RIBA Stage D ■ RIBA Stage F ■ Contractor Selection ■ Summary