

APPENDIX 1



Leisure Facilities Needs Assessment

(Secondary Research)

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INTRODUCTION

Purpose of Report

Following the Sports Services Review conducted in 2016 the service significantly transformed the overall performance, culture, and quality of the service. The journey of improvement follows the implementation of the review recommendations, which has created a very positive picture. Active Leicester (Sports Services) has grown its income from £4.5 million in 2017/18 to £8.3 million in 24/25. Expenditure control has been managed despite increasing costs associated with staff and running costs.

Like many local authorities Leicester City Council are facing a challenging financial situation and therefore it is vital that we ensure that the service we provide meets the needs of the city, as part of an affordable level of accessible leisure centre provision.

Leicester City Council manages 7 leisure centres across the city, plus 1 athletics track. Customers can access swimming pools, health and fitness facilities and a range of sports from badminton, squash, group exercise and many more. A full breakdown of the facilities offered by each centre is shown in the table on page 22.

Over the last 5 years the service has transformed its overall performance, as part of a phased approach. Phase 1 involved a range of significant changes including root and branch management and staff restructure. It also included a revision of opening hours for leisure centres, a modernisation of the services approach to fees, charges and membership, and focused capital investment on health and fitness expansion at Cossington Street, Evington and Aylestone leisure centres.

Phase 2 involved further modernisation of fees and charges along with further investment in health and fitness at Braunstone and Spence Street Leisure Centres. The service has improved performance significantly over this period particularly in the core business areas of health and fitness and learn to swim.

A further phase of ROI Business Case leisure centre capital investment has been considered within the context of the report. Alongside this, the service is continuing to reduce council liabilities by moving towards lease hold for sports club's tenants.

To summarise, this needs assessment report has been undertaken to take stock of the progress achieved and the next phase of improvement, with a focus on how the service responds to the financial challenges faced by the council and the need to adapt and change to meet the existing and future leisure needs of Leicester.

Secondary Research Overview

This report provides a strategic assessment of how each leisure centre serves the distinct catchments and localities as part of a network of leisure facilities distributed across the city. A broad range of data and information has been gathered and examined to underpin the assessment of necessity, cost effectiveness, value for money and leisure impact. This will ensure that the council has been able to conduct a robust leisure centre assessment so that it is able to evaluate the implications of any suggested changes to leisure centre provision in response to the difficult budget decisions that need to be undertaken by the council.

As part of the national context the needs assessment also includes a light touch market assessment that evaluates the service against the national sector and alternative management arrangements. The reason for including an initial market assessment within the report is to ensure it suitably provides evidence on alternative leisure management options as part of the overall LCNA study.

The review also considers the role of the council beyond its responsibilities for managing and operating leisure centres and how it works in partnership to enable communities to become and remain active by enabling opportunity rather than direct provision.



Section 1.

Review Principles, Methodology and
Executive Summary

Underlying leisure centre review principles

It is incredibly important as we carefully plan what services are retained, so that they can optimise and sustain services, going forward. Therefore, as we assess options and recommendations during the review, the following underlying principles will be adopted:

- Active Leicester will look to retain an effective spread and distribution of leisure facilities that provides reasonable access and ensures equitable coverage across Leicester to deliver the service vision and aims. **(Effective, inclusive and affordable network and distribution of facilities)**
- Active Leicester will establish what we believe to be an essential level of diverse leisure provision at the heart of communities that can be justified and sustained and that is complimentary to alternative provision provided by other sectors across the city. **(Providing a minimum level of provision that can still serve the city and takes in to account the availability of alternative facilities)**
- Active Leicester recognises the importance of evaluating and understanding the impact and effectiveness of each facility in terms of cost, value, impact, and outcomes so that we are able to clarify a hierarchy in terms of the contribution of our centres. **(Value for money and future viability)**
- Active Leicester will assess the ability to absorb any loss of facilities and services across the remaining network of facilities or by alternative providers in the city or county. **(Ability to absorb or minimise loss)**

Methodology

The review has been undertaken by accessing data and evidence from various sources including.

- The service operates a new case management system (Plus 2) that collects data on all customers and users of the service. The recently procured Gladstone system ensures we have key details on customers who use any of the council indoor and outdoor sports facilities. This data has been used to identify who are customers are, where they come from, their background and profile, what activity they undertake etc.
- Financial data has been obtained that tracks the performance of our centres over the last five years.
- We have completed a customer survey that has provided us valuable insight from our existing customers on their experience and views on the service that we provide.
- Additional expertise has been utilised to support the assessment and has helped us understand the supply and demand for facilities in the city, the contribution of non-council facilities within and outside of the city, independent assessment and benchmarking and centre options.
- Desk top research has been undertaken to evaluate the national and regional context for sport and leisure within the public sector.
- Population health data has been obtained via the public health team.
- Relevant strategies and Plans have been referenced as part of the overall assessment including strategies and plans for Physical Activity, Health and Wellbeing, Economic Regeneration and Planning.
- Estates and Building Services have supported the report by completing a condition survey programme of all the leisure centres and the athletics track and providing historical maintenance costs and data for all the facilities included in the study.

- Sport England guidance has been used to assess travel times and catchments and the national context for sport and physical activity.
- Primary research has been undertaken on the council's leisure centres. A resident survey has been distributed and evaluated to ascertain city resident's views and perceptions on the council's sport and leisure facilities. The primary research will be presented alongside the LCNA secondary research.

Executive Summary

The Active Leicester Facilities perform an important dual role in providing affordable access to leisure, exercise and sport activities and programmes and also an important social and health and wellbeing role in supporting physical and mental health and social cohesion.

The 7 Active Leicester Facilities are well distributed across the city, although there are overlapping catchments, overall they provide excellent city wide coverage. The average age of the council facilities is over 40 years, although several have received refurbishments over this period. The age and condition does raise some concerns, however the performance of the leisure centres over the last five years has accelerated in terms of growth, usage and income generation. Over the last 5 years the centres have increased gross income from £4.7 million to £7.4 million in 23/24 and £8.3 million in 24/25.

In the most recent leisure centre survey customer satisfaction was rated at 3.4 out of 5 and the overall feedback on other aspects of the services was similar in terms of scoring and feedback. Customer feedback therefore suggests that we are providing a good service. There have been no previous customer surveys so that we are not able to identify historical customer satisfaction levels and trends and patterns over the last five years.

The profile of customers and users of the centres shows that the facilities do attract and provide across all age ranges. The ethnicity profile of leisure centre users does indicate that the centres usage profile is diverse with over 50% from a BAME background.

Compared to similar cities, Leicester offers above-average swimming pool provision among local authorities. The city operates seven swimming pools, while other authorities may have fewer facilities, though their individual pools are often larger. Overall, Leicester's leisure facilities are well-distributed throughout the city, ensuring good catchment coverage. However, there is a notable overlap in catchment areas, and duplication of leisure centre provision particularly in the western part of the city.

The age and condition of the facilities is a concern. Estates and Building Services spend on leisure centre maintenance and servicing has increased by 50% over the last four years and it is inevitable this will only increase going forward given the issues around age and condition of some of the leisure facilities. Energy management within old buildings will be important going forward alongside the challenge of improving the carbon performance.

Targeted capital investment in health and fitness expansion and enhancement has delivered significant growth in fitness members from 3500 to a present fitness membership base of just under 12,000 members. The study identifies possible further opportunities for smart Return On Investment projects that could see an uptick in usage and revenue. Funding fitness equipment replacement to remain competitive and protect and grow fitness income will be a challenge from 2029 onwards when the fitness kit funded as part of the leisure centre capital programme will need to be updated and modernised.

The centres collectively provide one of the biggest learn to swim programmes across the East Midlands with 8000 children every week learning to swim as part of council's Learn to Swim Programme. Plans to increase this to 10,000 over the next two years will be dependent on

generating the demand, retaining and recruiting swim teachers and improved marketing. There is further capacity to increase growth on learn to swim if these issues can be managed.

Braunstone and Evington Leisure Centres are outliers in terms of health and fitness performance. Both centres out perform the other centres in terms of fitness membership and indicates that each leisure centre provides and caters for a distinct catchment and market. Access and affordability is different for each of the Active Leicester Centres. The LCNA provides a detail breakdown and comparison of how each leisure centre performs in terms of usage, profile, financial performance and provides an overall value for money ranking and assessment.

Leisure Centre operating costs continue to place significant pressure on resources, with utility costs remaining persistently high. As a result, the council will need to absorb these on going increases corporately. However, work is ongoing to reduce these costs through detailed energy assessment audits and the service is working closely with colleagues in Environment on a range of clean and green initiatives, as well as working with EBS on a phased modernisation programme for pool plant systems, aimed at improving energy efficiency and long term sustainability.

Saffron Lane Athletics Track is the only track in the city and despite its demise over the last 10 years is recognised by England Athletics as strategically important. The track formed part of a campus of facilities that included the velodrome and gym facilities. The athletics club structure and membership has been in decline, however there has been positive development discussions with both clubs. Active Leicester have recently put in place more efficient way of operation and have been pro active in promoting the use of the facility for other sports groups, events and activities.

The LCNA study includes a market assessment undertaken by a leisure procurement specialist. The assessment show that there are significant cost savings to be achieved by outsourcing leisure management. The service improvements achieved over the five years would be attractive to the external leisure trust market.

As part of a benchmarking exercise the in house facilities managed by Leicester perform against leisure industry performance in areas such as fitness members and swimming. We are below the national average in terms of fitness income per station and subsidy per visit which could indicate that other leisure operators are able to charge more per customer than Leicester. Leicester is ranked 18th most deprived area with 40% of the population living in the most deprived 20% areas nationally. Price sensitivity is therefore an important factor in Leicester, given the economic population profile of Leicester.

The relationship with Public Health is two fold, firstly in supporting Livewell clients over the 12 week assessment period and providing 18 month concessionary access to leisure centre membership. And secondly, we work together in promoting partnership working with other stakeholders in developing a city wide approach to getting the city active and most recently in developing place based working in key areas of the city.

The piloting of the Active Wellbeing Hub has commenced and will be evaluated and the experience will be used to inform how this can be rolled out against the back drop of placed based working with Sport England and the future financial challenges going forward.

Section 2.

Leicester Context

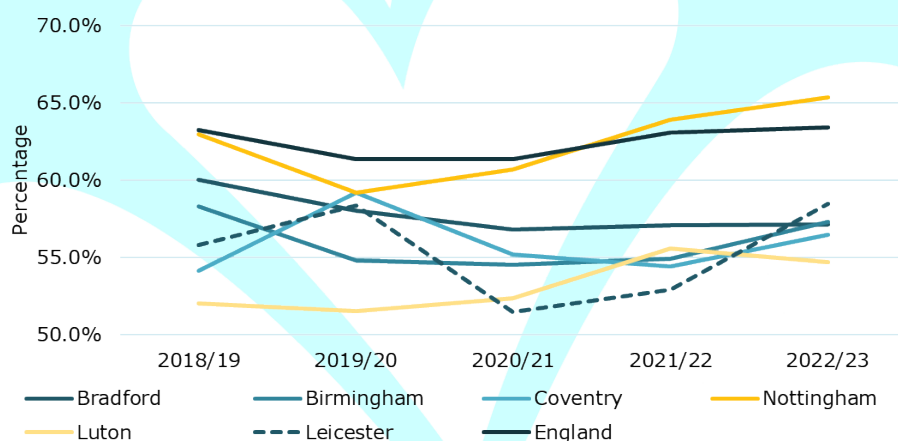
Leicester Population

According to figures from the 2021 census, 368,000 people call Leicester their home, an increase of 11% since last census. Leicester is the most densely populated local authority area in the East Midlands. Leicester also has a younger than average population than England, and the joint lowest median age in the East Midlands.

Physical activity levels

Regular physical activity provides a range of physical and mental health benefits, these include reducing the risk of disease, managing existing conditions, and developing and maintaining physical and mental function. Physical activity that improves health includes multiple types of activity cardiovascular, muscle and bone strengthening and balance training. Active Leicester strives to create a healthier, happier, more prosperous population through physical activity and sport.

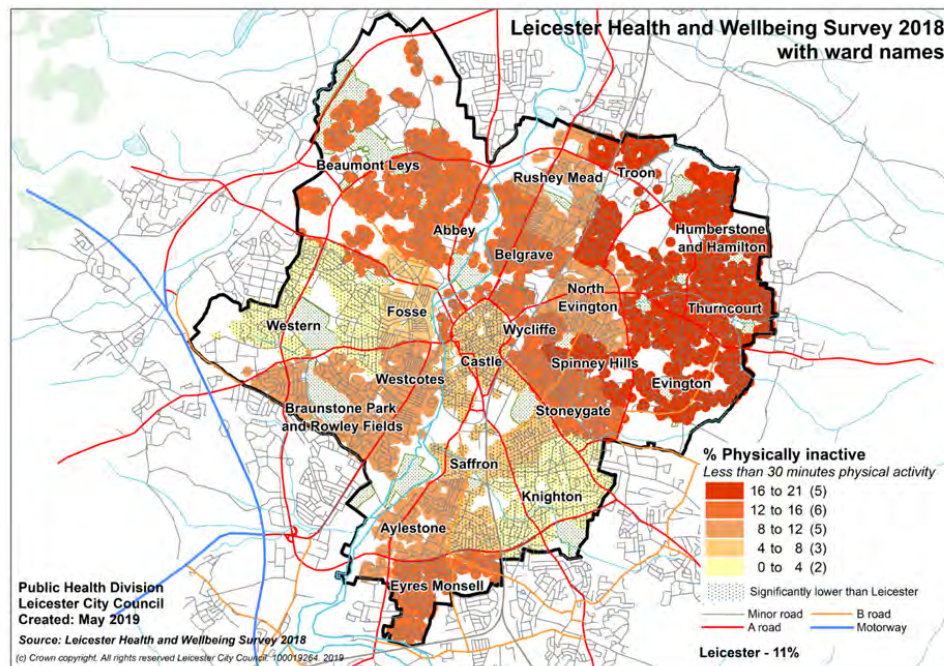
Physical activity habits in Leicester have been steadily growing since baseline data was taken in 2018. The graph below illustrates the number of active people in Leicester compared to comparator cities. It shows the percentage of the population who undertake 150 minutes or more of moderate exercise per week, which is the recommended national guidelines for remaining healthy.



The graph illustrates that Leicester was adversely affected by the pandemic but appears to be recovering at a quicker pace than other cities. However, the city is still well behind the national average for activity.

Nationally, nearly 3 in 10 adults do not meet the national recommended guidelines on physical activity. The minimum recommendations of doing 30 minutes of moderate exercise per day or 150 minutes per week. Whilst the city is seeing more active people in recent years, it also has higher than average levels of inactivity. Inactivity is defined as adults doing less than 30 minutes of moderate exercise per week, essentially leading sedentary lives. Sustained inactivity increases the risk of the population having a poorer quality and shorter length of life.

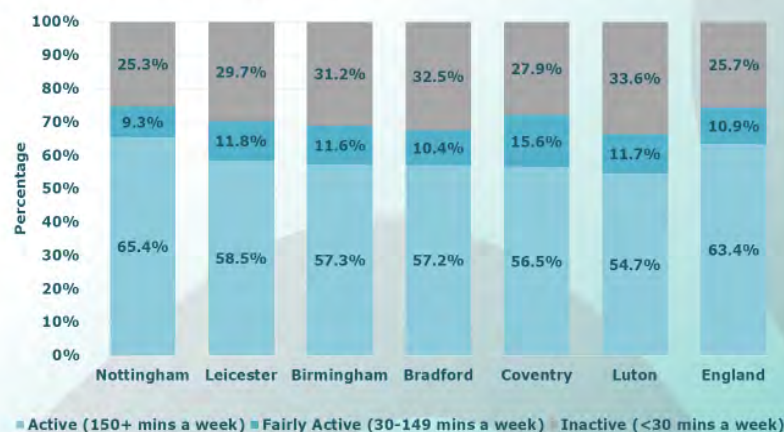
The map below presents the levels of inactivity across Leicester by ward, as per the Adults Health and Wellbeing survey of 2018. The map below highlights that people in the East of the city are more likely to be physically inactive than those in the South and West.



It is a similar picture for children and young people (CYP) in Leicester, with 35% of the cities CYP being inactive, which is equivalent to approximately 23,500 children, which highlights the scale of inactivity in the city.

However, the recent national survey by Sport England called 'Active Lives' taken between November 2022 and November 2023, has seen an improvement in Leicester's overall activity levels, for adults. With a swing from inactive to active by 5.6% since the last survey in 2021. The latest results are shown in the table below. However, please note that the data is to be viewed with a level of caution, as the sample size is small, less than 500 residents.

Sport and Physical Activity Levels November 2022 – November 2023



To summarise, Leicester has suffered more than most cities with high levels of inactivity in the city. The impact of the pandemic was significant for the city. Whilst the city is recovering,

30% of the population are leading sedentary lives, which if sustained will cause challenges for residents as they age, particularly in the East of the city.

City Physical Activity Strategy 2023 - 2028

In July 2023, the city launched its new five-year physical activity strategy, entitled 'Turning the Tide on Inactivity.' The strategy was produced following a long consultation process with partners and stakeholders.

Active Leicester Strategy 'Turning the Tide on Inactivity' launched July 2023



The five-year strategy vision is to reduce inactivity levels over the next five years and has 5 aims to the strategy.

1. Active Start – Increasing physical activity for inactive children and young people.
2. Active People – Increasing physical activity for inactive adults.
3. Active Places – Development of placed based approaches to enable people to be active, in their own communities.
4. Active Systems – Strengthen the systems necessary to implement effective and coordinated action to increase physical activity and reduce sedentary behaviour.
5. Active messaging – Improve long term behaviour change through improved communication.

Adult 16 plus target

The strategy aims to achieve a 1% reduction each year over the next five years in the 16 plus population who are inactive. This will reduce inactivity levels from 34% to 29% over the next five years and will require us to get 10,000 more adults moving regularly for at least 30 minutes a week.

Children and Young People Target

The strategy aims to achieve a 1% annual reduction over the next five years for children aged between 5 – 16 years. This will reduce inactivity levels from 34.5% to 29.5% over the next five years.

Section 3.

National Context & Public Sector Leisure Provision

Potted history of national leisure provision from 1970's to present day.

In the 1970's and 1980's Local Authorities invested heavily in assets which involved building traditional sports centres of various different sizes and scale. It was seen as an amenity to provide as part of a range of leisure and cultural facilities at the time.

In the 1980's and 1990's, local authorities began to see more joint use dual use leisure provision, whereby school sports facilities were developed so that during education time they were used by the school for PE and by the local authority on evening and weekends for customers.

In the 1990's the government introduced Compulsory Competitive Tendering (CCT), and this created a contractor and client leisure management relationship with specific management contracts in place with specifications on how they were to be managed. The creation of many public leisure trusts that still form part of the leisure trust sector were created on the back of CCT.

The creation of the national lottery in the mid 1990's and the Sports Lottery provide an opportunity for further sports facility development across councils. The opportunity to obtain lottery capital alongside available council capital resulted in a number of leisure centres being developed across the country. The attraction of sports lottery capital arguably meant that facilities were created that didn't have the strongest strategic rationale.

The wave of new sport and leisure provision in the 1970's and 1980's created a huge stock of sport and leisure facilities across the country that needed to be maintained but also needed to change to meet the changing needs of the time. Many of the sports facilities built during 70's and 80's was aimed at traditional sports user groups and customers and were not designed to cater for the changing needs of residents and customers.

Many local authorities took the opportunity to refresh, rationalise and modernise their leisure centre provision that addressed the age and now tired stock and also the changing needs of customers.

Many local authorities are still having to deal with and manage old leisure facility stock with the added challenge of increasing utility costs and the need to look at decarbonisation across their respective corporate estates.

43% of local authorities have opted to contract the management of the council leisure centre assets with leisure trusts. The trend is that this will increase over the next five years. 83% of council have a leisure management contract in place. Many leisure trusts that have local authority leisure contracts are highlighting that they did struggle to keep these facilities open and are looking for additional help and support from the client local authority. The need to address historical lifecycle and maintenance issues mixed with spiralling utility costs intensified the challenge to maintain public leisure centre provision during the COVID pandemic period.

Leisure centres are feeling the pinch of rising costs as they have high energy demands. Unlike other services that can reduce power consumption to some extent, leisure centres struggle to strike a balance between keeping customers comfortable and managing expenses. This situation is squeezing operational budgets, forcing them to consider tough decisions like raising prices, reducing hours and even closures.

The government did provide short term recovery funding support to help public leisure trusts to help with utility costs, however from the £50 million that was available by government there was £127 million that was requested by the public leisure trust sector. The over subscription provides an indication of the pressure being faced by the public leisure and trust sector.

The future thinking around leisure centre model and provision

The public leisure sector plays a critical role in the delivery of sport and leisure across England and provides vital community assets, such as swimming pools, sports halls, fitness facilities and outdoor sports facilities that are part of the fabric of towns and cities.

Before the COVID 19 pandemic there were 2,727 public sector leisure centres in the UK. 83% of these leisure centres were run by external leisure operators on behalf of the 267 local authorities that own them. 72% of all swimming lesson took place in a public leisure facility, school swimming and swimming club usage is predominantly based in public leisure facilities.

The Local Government Association reported in 2023 Briefing Paper 'Securing the Future of Public Sport and Leisure Services' that 1 in 4 councils are considering closing some leisure facilities in 2022/23.

According to the 'APSE State of the Market 2023 – UK Sport and Leisure' report, when asked 'Who manages leisure now and who do you expect to manage it in 12 months' time?

57% of local authorities state 'In House' now, with 43% being outsourced. The response for 12 months' time, sees a reduction in inhouse to 46% and an increase to 54% outsourced.

Sport and leisure and pivot to wellbeing

Put simply, the pivot to active wellbeing is the transformation of leisure services towards a more integrated health, social care and wellbeing offer. In practice, this requires meaningful community engagement to co-design services; re-imagining leisure facilities into community hubs for wellbeing; maximizing the use of green and blue spaces; and seeking every opportunity to build movement into the everyday lives of residents.

Working with Public Health

The Public Health Grant that is ring fenced to the council funds 75% of the service subsidy. A Service Level Agreement has been established to underpin the outcomes to be achieved by the service in fulfilling public health outcomes.

Active Leicester works closely with Public Health on the strategic development of physical activity and jointly lead the process to engage with partners and stakeholders to produce the five-year physical activity strategy 2023 – 2028.

Public Health manage the Integrated Lifestyle Service, known as Live Well Leicester. Active Leicester support Live Well clients and staff in a number of ways:

- Live Well Clients have for the twelve-week programme free access to the leisure centres facilities to support their personalised lifestyle programme.
- Live Well Clients are provided subsidised access for a further 21 months, giving a full two-years of support beyond the initial twelve-week programme.
- Live Well staff are hosted at several leisure centres.

- Clients that are not suitable for Live Well are signposted to the most suitable leisure centre programmes and a referral process is being set up for those not eligible.

The table below shows the number of clients that have Livewell membership as part of the Livewell Scheme over the last twelve months.

July 24	Aug	Sept	Oct	Nov	Dec	Jan 25	Feb	Mar	April	May	June	July
1796	1782	1670	1642	1675	1677	1603	1695	1761	1832	1763	2026	1897

Addressing Health Inequalities

There are significant health inequalities in relation to smoking, obesity, physical inactivity, and diet according to age, gender, ethnicity, and socio-economic status. Those living in the most disadvantaged areas have significantly higher levels of smoking and obesity, are more likely to be inactive and have poorer diets.

Poor health resulting from lifestyle choices impacts not only on length of life but also length of healthy life. This translates into costs not only for the NHS but also ultimately for the Local Authority. Many of the poor health related outcomes experienced by Leicester residents, because of unhealthy lifestyle behaviours, are preventable.

Therefore, the recent and any future investment into council leisure centres will enhance and improve local opportunities, in key areas of the city, for people to access: local, modern, welcoming, and supportive facilities, and services, aimed at helping people to become active and adopt a healthy lifestyle.

Place based working

Working initially with Sport England, Active Together, Public Health, Sports Services, Neighbourhoods and Transport are currently developing a place-based approach that will look to implement a population health approach using the strategy to target areas of the city. The potential to 'link and lock' the local leisure centre into local health care prevention system working with local partners will be developed and explored as part of this placed based and system-based approach working with Sport England over the next five years.

Piloting Leisure Centres as venue for active wellbeing Hubs

In conjunction with Public Health, a pilot programme is being developed and implemented that looks at how we can utilise leisure centres to increasingly target people who are inactive and sedentary with an increased role in health prevention. As a result, Active Leicester would like to explore the concept of its leisure centre's becoming health and wellbeing hubs, where moving more, being moderately active is the norm, and where behaviour change is supported.

Active Leicester is looking to break the mould of a traditional leisure operation, which can be seen to market the products to the motivated community, where the customer service is transactional and where there is limited partnership working to reach out to the sections of the community that really need the benefit of being active.

Therefore, Aylestone Leisure Centre has recently commenced an Active Wellbeing hub approach, where we will test and learn our approach to addressing inactivity and supporting people to become active and promoting physical and mental health.



Section 4.

Leisure Centre Asset Review.

Active Leicester Leisure Centres – current context

The council leisure centres play an important role in Leicester, serving local hubs for activity, sport, health promotion and exercise. The diverse range of facilities and programs provided by the council allows Active Leicester to cater to the activity and leisure needs of individuals of all ages and backgrounds.

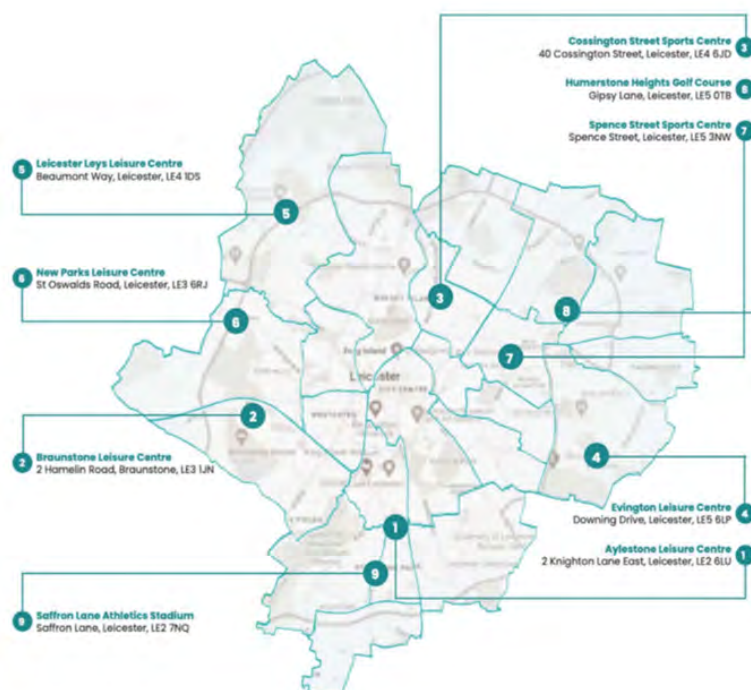
The Council leisure centres serve as community spaces strategically situated across the city, where people can come together to pursue common interests and activities. Whether it's training as a talented swimmer, attending the gym, learning a new skill, or attending fitness classes. Active Leicester Centres play a vital role in supporting the development of children and young people. Active Leicester centres also provide a opportunities for people to socialise and share experiences, thereby strengthening the connections people have within their local community.

Active Leicester centres offer accessible and affordable opportunities for physical activity, which is essential for maintaining good health and tackling issues such as obesity, diabetes, and heart disease. Through activities such as swimming, gym, fitness classes and sports hall lead activities, leisure centres encourage regular local opportunity to exercise and help teams and individuals and family members develop and maintain a healthy lifestyle.

Active Leicester endeavours to provide facilities that ensures everyone, regardless of socio-economic background, can participate in physical activity and enjoy its benefits. This is particularly important to Leicester which has significant areas of the city that are socially deprived and access to alternative provision may be limited or too expensive for many residents.

The 7 Leisure Centres provided by Active Leicester provide a good distribution of facilities across the city, however the analysis of the areas from which customers are attracted to the leisure centres does show overlapping catchments. The map below shows the distribution of location of centres and the athletics track. The leisure centre catchments are covered in the supply and demand for leisure centre provision and within each of the leisure centre profiles included in appendices.

Map shows location of leisure centres and Saffron Lane



As part of the review process, it is important that we make decisions with a firm grasp on the service vision and aims, so that we still retain a focus on achieving these outcomes albeit with less resources:

Service Vision

‘To work corporately in an integrated way to support Leicester residents become active and remain active by providing good value, accessible and affordable leisure facilities and services that will contribute to improved physical and mental health.’

- To be sustainable by taking a balanced approach to accessibility, affordability, and commerciality in operating the Council's leisure facilities and services whilst delivering an excellent customer service.
- To contribute to reducing health inequalities by working in a holistic way with public health, partners, and local stakeholders.
- To increase activity levels and reduce the proportion of the Leicester population that are physically inactive.
- To act as an enabler to increase access and improve opportunity for people to become and remain active.

Detail of leisure centre assets – by activity.

The Council's sports and leisure facilities are one part of a range of levers to increase physical activity across the city. The new Physical Activity and Sports Strategy outlines the importance of active travel, parks and open spaces and city design and planning to get more people active as well as the contribution that schools, sports clubs, and other activities such as parkrun play locally.

However, the city council's sports and leisure facilities provide crucial 'bricks and mortar' infrastructure for sports and physical activity (swimming pools, sports halls, fitness classes and gyms), alongside a growing private market particularly for gyms.

Table of leisure facilities managed by LCC.

Leisure Centre	Swimming Pool	Fitness Suite	Sports Hall	Other
Aylestone	4 Lane, 25m main pool. 18m x 5m teaching pool. (315m ²)	70 Station gym, group exercise studio and spin studio	6 x court sports hall.	Full size 3G floodlit pitch. Meeting rooms. Sport and Leisure Hub
Braunstone	Main pool 8 lane x 17m, moveable floor, 4 lane teaching pool 25m x 8.5m (637m ²)	90 station gym, spin studio	6 x court sports hall. (400 spectator seating)	Changing village, 300 seat spectator pool
Cossington	6 Lane 30m x 14.5m Pool. (435m ²)	50 station fitness gym, group, exercise studio, women only gym area. Cricket net.		Sauna Facilities. Pool side changing.
Evington	4 Lane 25m x 9m main pool, 18m x 5, teaching pool. (315m ²)	75 station gym, group exercise studio and Spin studio	4 x court sports hall	
Leicester Leys	Leisure Pool 30m x 13m beach entry.	80 stations include part sports hall. Fitness studio.	6 x court hall, currently 3 badminton court hall/shared with fitness.	Climbing tower (15m) Top rope and lead facility and Bouldering area.

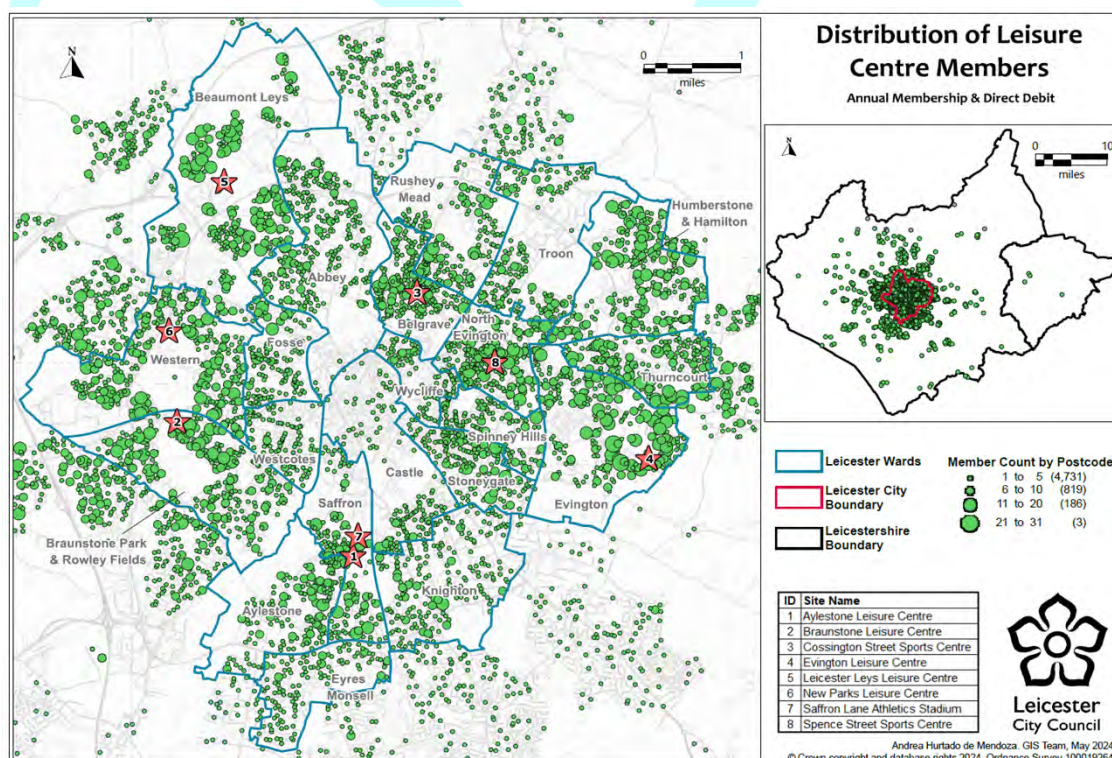
	Activity Pool with water features and slides. Toddler Pool. (546m2)			2 squash courts
New Parks	4 lane 25m x 4 lane main pool, teaching pool 18m x 5m. (340m2)	20 station gym plus function area. Group exercise area.		5 squash courts with spectator gantry and function room.
Spence Street	4 lane x 25m x10m main pool, teaching pool 18m x 5m. (340m2)	70 station gym and group exercise studio		
Total m2	2,928m2 Pool space	455 fitness stations	22 badminton courts/4 sports halls	

Leisure Centre catchment information

While our leisure centre catchments extend beyond Leicester's city boundaries, the below map shows the council leisure centres that serve the needs of the city. Equally, for the purpose of this assessment, we have also considered the impact of leisure centres that are situated outside of the city boundary and their catchment will naturally draw from residents living in the city.

We have completed an analysis of usage data pertaining to each leisure centre and Saffron Lane athletics track. The service captures data from customers when they sign in to undertake an activity to purchase fitness or activity membership. We have used the data to build up a clear picture of each centre's catchment and customer profile.

As a paid for service and a service of choice, the service generated over £8.3 million income in 24/25. Retention of customers is as important as generating new customers to provide growth in our customer base, increase participation, extend access, and drive down subsidy through increased revenue streams. The map below shows the customer heat maps of all our leisure centres across the city.



LCC Management and staffing structure of Active Leicester, and Leisure Centres

Following the Sports Services Review in 2016, Sports Services was placed within the Public Health Directorate and subsequently moved to Political Governance and Communications Directorate before it was recently moved in February 2024 to Neighbourhoods and Environmental Directorate as part of the community facilities and services offered and provided by the council along with libraries, community centres and parks and open spaces.

Following the service review a range of service wide changes and improvements have been undertaken to modernise key areas including senior management, leisure centre management and staffing, outdoor recreation, sales and marketing, fees and charges, service culture and standards.

Active Leicester management and support team are based at Aylestone Leisure Centre. The service is overseen by 4 senior managers that report into the Head of Service. The four senior managers cover the core business areas of the service are outlined in the table below.

Leisure Facilities Development Manager	Oversees all leisure centres, Saffron Lane and 3G facilities.
Service Manager – Sport and Active Recreation	Sports Development, aquatics, fitness, golf, outdoor recreation.
Business Development Manager	Sales, marketing, performance, support systems.
Senior Sports Project Manager	Capital projects, s106, indoor and outdoor capital funding, planning contributions.

The council leisure centres directly employ 175 full time equivalents which is approximately over 370 employees. The table below shows the breakdown of employees as of April 2024.

Facility	Head Count	FTE
Aylestone Leisure Centre	55	25.84
Braunstone Leisure Centre	70	33.8
Cossington Street Sports Centre	43	18.66
Evington Leisure Centre	49	23.02
Leicester Leys Leisure Centre	60	24.79
New Parks Leisure Centre	28	13.16
Spence Street Sports Centre	49	20.46
Saffron Lane Athletics Stadium	3	1.62
Total	357	161.35

	Head Count	FTE
Business Development and Support	6	6
Sport and Active Recreation	7	6.6
Total	13	12.6

The service has a current turnover at 27% which is high in comparison to the corporate average turnover of 10.9%. The high turnover in sport and leisure is reflective of the sector with a significant number of young people being employed in positions as a steppingstone to moving on to other jobs and positions and people who are teaching and coaching as a second job or whilst they are studying full time.

Leisure Centre performance

Over the past five years Sports Services has delivered improvements and efficiencies through a combination of service transformation involving planned and systematic efficiency drives, capital investment, income growth and modern approaches to expenditure control. Outlined below is some of the improvements in growth for key service areas, over the last eight years:

Table illustrating growth in KPI's from 2016 - 2024.

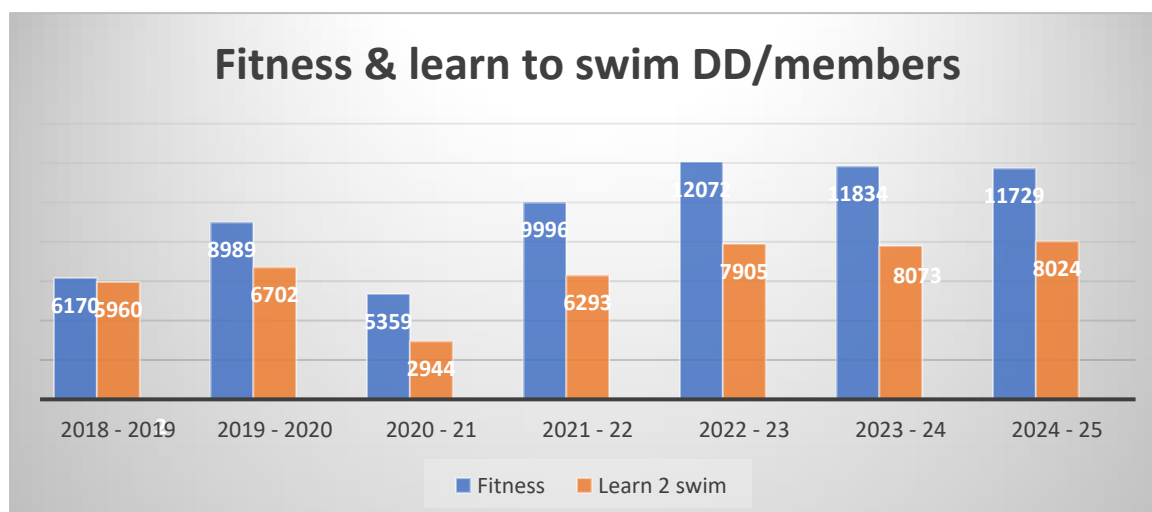
	2016/17	2023/24	2024/25
All Income	£4.76m	£7.4 m	£8.3m
Direct Debit Income per month	£107k	£445k	£481k
Learn 2 Swim members	4,809	8,073	8,024
Health and Fitness members	3,500	11,834	11,729

The £3.5 million increase in income is largely due to several growth areas in Learn to Swim and Health and Fitness membership. The impact of further modernisation of the fees and charges has also had a positive impact on the gross income position of leisure centres this year. In June 2025 the council approved over the next two years 25/26 and 26/27 to increase leisure fees and charges by approximately 10% over the next two years plus inflation as part of a planned approach to increasing income as part of the service FBR efficiency and savings targets.

Membership growth

The chart below demonstrates the recent trends in the use of the Active Leicester Leisure Centres. The five-year period from 2018 to March 2023 shows the usage trends for health and fitness and learn to swim membership prior to the pandemic, the impact of lockdown and restrictions and the levels of recovery following the pandemic.

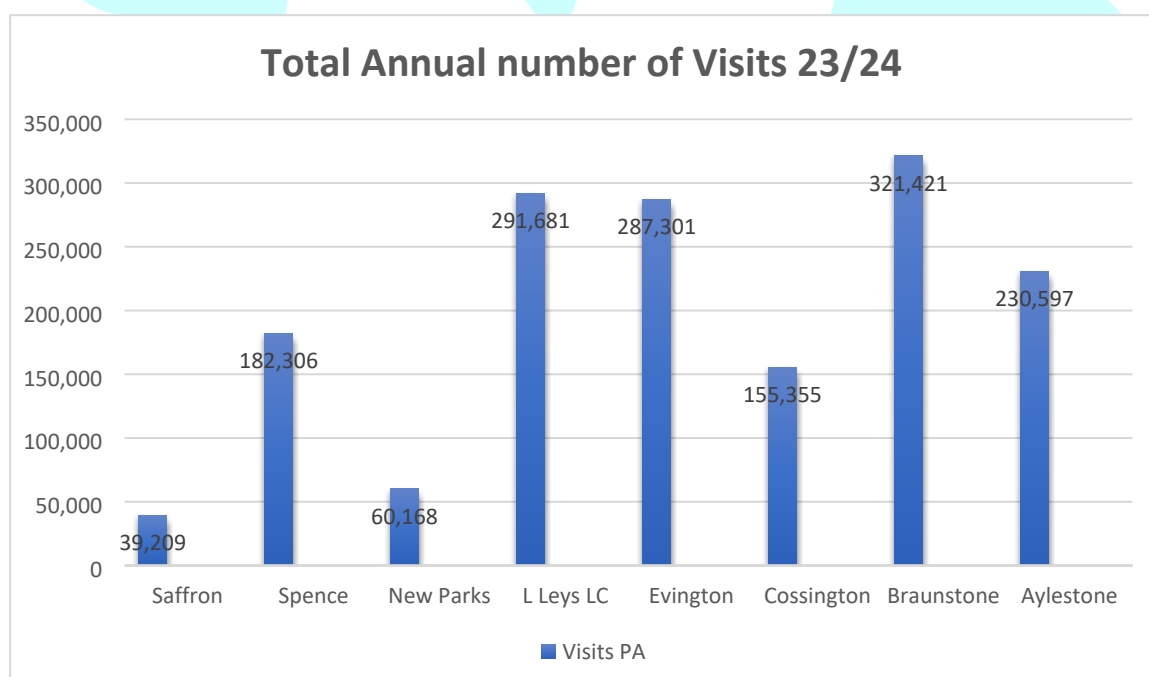
Chart shows service wide fitness and learn to swim membership growth over last 6 years.



The chart above shows how the service has increased the number of children on the learn to swim programme over the last seven years and is now one of the largest learn to swim schemes across the region. The investment in expanding and enhancing health and fitness facilities in 5 of the 7 leisure centres has doubled fitness membership, generating an additional c.£1.5 million gross income.

Annual visits – by centre

The chart below shows the breakdown of annual visits across each sport and leisure facility.



NB: Due to the impact of the cyber incident affecting the automated access systems in each of the leisure centre the data show the number of visits from Feb 23 to March 24

Improved website and marketing will be used to drive further the growth in learn to swim over the next two years and the focus for health and fitness will be to sustain current fitness membership whilst increasing the yield per member. Also, to note that historical data on visitor number's is not reliable which is largely due to the lack of controlled access systems. The upgrading of health and fitness facilities as part of the phased leisure centre capital

programme has allowed centres to install fast track entry systems which allow each centre to automatically monitor visitor numbers.

Breakdown of usage and subsidy by centre.

The table below shows the annual visits, income and expenditure, and centre subsidy for each leisure centre (For 2023/24).

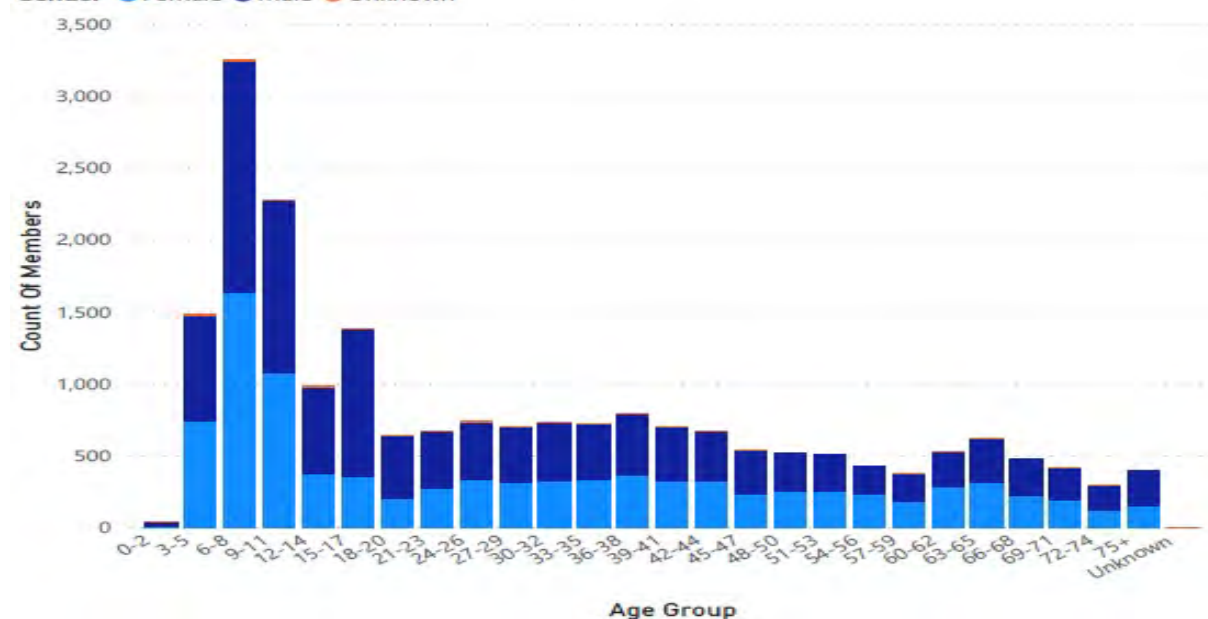
	NPLC	BLC	ALC	LLLC	CSSC	SSSC	ELC	SLAS	Total
Visits	60,168	321,421	230,597	291,681	163,671	182,306	287,301	39,209	1.56m
Fitness members	439	3371	1626	1748	1146	970	2339	n/a	11,639
Learn to Swim	491	1361	1341	898	1089	1258	1436	n/a	7874
actual subsidy	£531k	£564k	£441k	£114k	£414k	£287k	£97k	£114k	£2.5m
Budget Subsidy	£449k	£783k	£602k	£347k	£510k	£384k	£334k	£124k	£3.5m

Age profile of Leisure Centre Customers

The age profile of Active Leicester customers is shown in the graph below.

Count Of Members by Age Group and Gender

Gender: Female (Blue), Male (Dark Blue), Unknown (Orange)

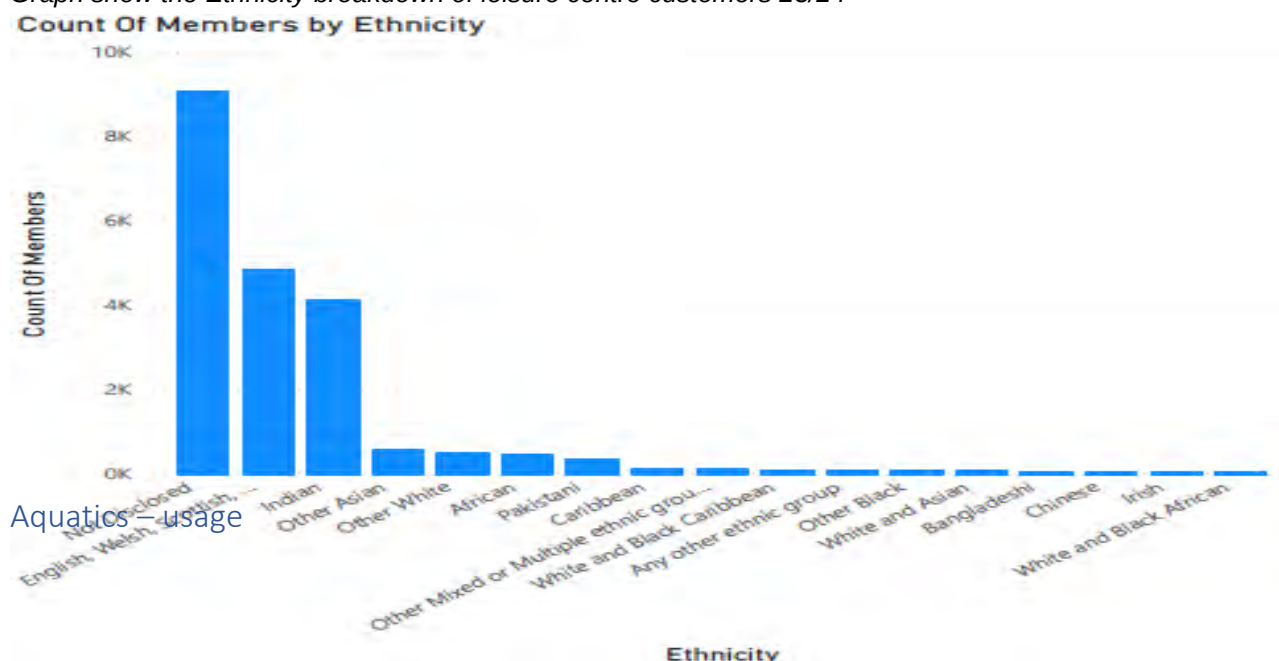


The graph above shows that usage profile, by age of customers is broad, covering all age ranges. The number of children learning to swim as part of the Swim Leicester, Learn to Swim Scheme, is reflected in the high numbers of children.

Usage – by ethnic background

The graph below illustrates the uses by ethnicity, where disclosed, with people from an ethnic background being the highest users of services.

Graph show the Ethnicity breakdown of leisure centre customers 23/24



Councils typically provide leisure centres due to market failure, especially swimming pools. This failure is manifested mostly in the insufficient supply to meet the demand and breadth of various aquatics disciplines e.g., learn to swim, competitive club and performance swimming, galas etc.

The Council is by far the main provider of pool space for swimming lessons with over 8,700 children per week on the Council's Learn to Swim programme. In addition, Active Leicester has developed a comprehensive School Swimming Programme that provides children within education to learn how to swim as part of the school curriculum. The School Swimming Programme provides over 70% of the school swimming programme and c.£500k pa in income. The number of schools that use each of the leisure centres is broken down below.

Centre	No. of Schools bookings 24/25
New Parks	9
Braunstone	33
Evington	20
Spence Street	14
Aylestone	15
Cossington Street	12
Leicester Leys	1
Total	104

The commercial/education sector have a very limited swimming offer and therefore if the Council didn't provide its swimming facilities, programmes, and services this would not be picked up by the commercial or education sectors. 'Pools for Schools' is a national programme that offers temporary heated pools to local schools to deliver school swimming at the school. The programme has had a detrimental impact on schools within the city with approximately 8 schools no longer enrolling the school with Active Leicester. This amounts to approximately a loss of £98k per annum. The continued impact of pools for schools will need to be monitored and whether this will continue to have a negative impact on the school swimming programming provided by the council and Active Leicester.

Value for money

The table below shows the relative value for money of each leisure centre based on the average cost per visit.

Facility	Cost Per visit 23/24
Aylestone Leisure Centre	£1.91
Braunstone Leisure Centre	£1.75
Cossington Sports Centre	£2.66
Evington Leisure Centre	£0.32
Leicester Leys Leisure Centre	£0.39
New Parks Leisure Centre	£8.81
Spence Street Sports Centre	£1.57
Saffron Lane Athletics Track	£2.90

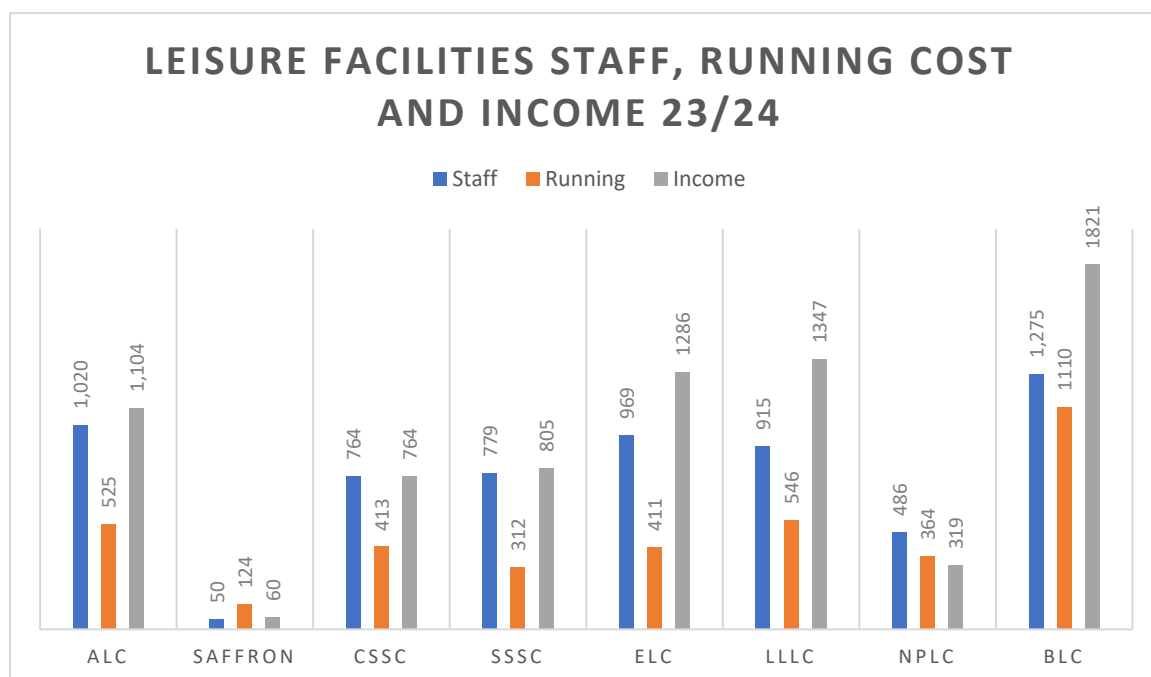
The table below shows the Leisure Centre Usage and Performance rankings over the last twelve months, including the number of live members and the % of city residents.

Rank	Centre	Visits	Live Members	% Leicester Residents
1.	Evington	287,301	3,807	78%
2.	Braunstone	321,421	4,948	54%
3.	Aylestone	230,597	2,905	81%
4.	Leicester Leys	291,681	2,756	70%
5.	Spence Street	182,306	2,367	95%
6.	Cossington	163,671	2,427	85%
7.	New Parks	60,168	775	69%
8	Saffron	39,209	N/A	

The table below shows several value metrics for each leisure centre. (23/24)

	NPLC	BLC	ALC	LLLC	CSSC	SSSC	ELC
Recorded customer visits 23/24	60,168	321,421	230,597	291,681	163,671	182,306	287,301
23/24 subsidy	£531k	£564k	£441k	£114k	£414k	£287k	£97k
Reactive maintenance last 4 years	£185k	£449k	£361k	£662k	£428k	£409k	£518k
Cost Per visit	£8.81	£1.75	£1.91	£0.39	£2.66	£1.57	£0.32

The chart below shows the breakdown of the staff and running costs and gross income generated by each leisure facility.



Subsidy per visit -by centre.

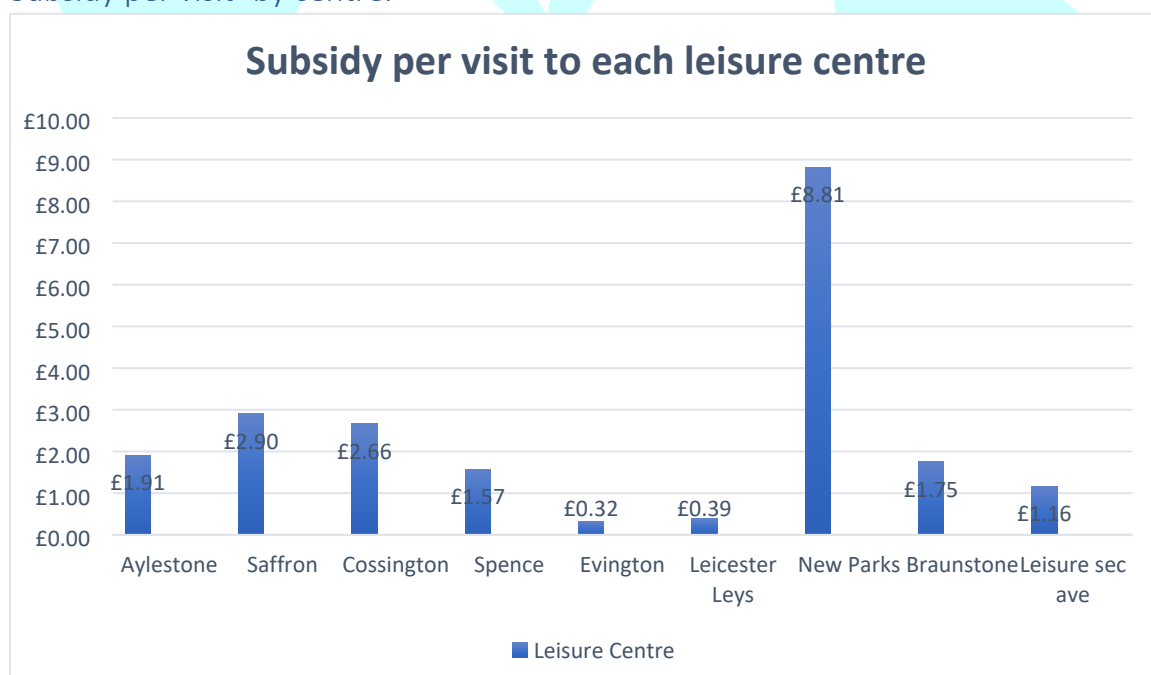


Chart above show cost per visitor and this compares to the average leisure sector per visitor.

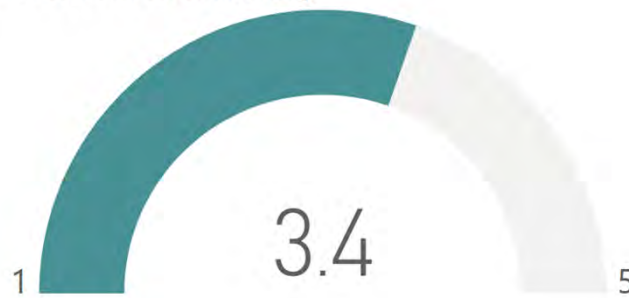
The highest subsidy is New Parks at £8.81 per visit. The cost per visit for Evington and Leicester Leys is significantly below the other centres and the leisure sector average. This is largely attributable to the increase in income achieved by both centres with modest staffing structures.

Customer feedback on Leisure Centres

As part of the Leisure Centre Needs Assessment a customer survey has been undertaken to obtain feedback on the service and individual centres. The main findings from the customer survey are outlined below:

Summary of Results:

Overall Customer Satisfaction Rating



The overall customer satisfaction rating is an average from the following questions measuring the satisfaction levels of customers who were asked to rate between 1 to 5:

- The Active Leicester Customer Experience
- The Quality of the Active Leicester Facilities
- The Friendliness and Helpfulness of Staff
- The Standard of the Equipment
- The Cleanliness of the Facilities
- The Quality and Variety of Activities

The tables below illustrate the satisfaction levels by centre and theme question.

What Active Leicester Locations Do You Visit?	Count Of Responses	Overall Customer Satisfaction Rating	Percentage Of Promoters
Aylestone Leisure Centre	163	3.4	20%
Braunstone Leisure Centre	250	3.5	17%
Cossington Street Sports Centre	88	3.4	19%
Evington Leisure Centre	164	3.5	19%
Humberstone Heights Golf Course	23	3.0	26%
Leicester Leys Leisure Centre	212	3.4	21%
New Parks Leisure Centre	68	3.4	18%
Saffron Lane Athletics Stadium	5	2.9	
Spence Street Sports Centre	95	3.7	23%

The Friendliness And Helpfulness Of Staff

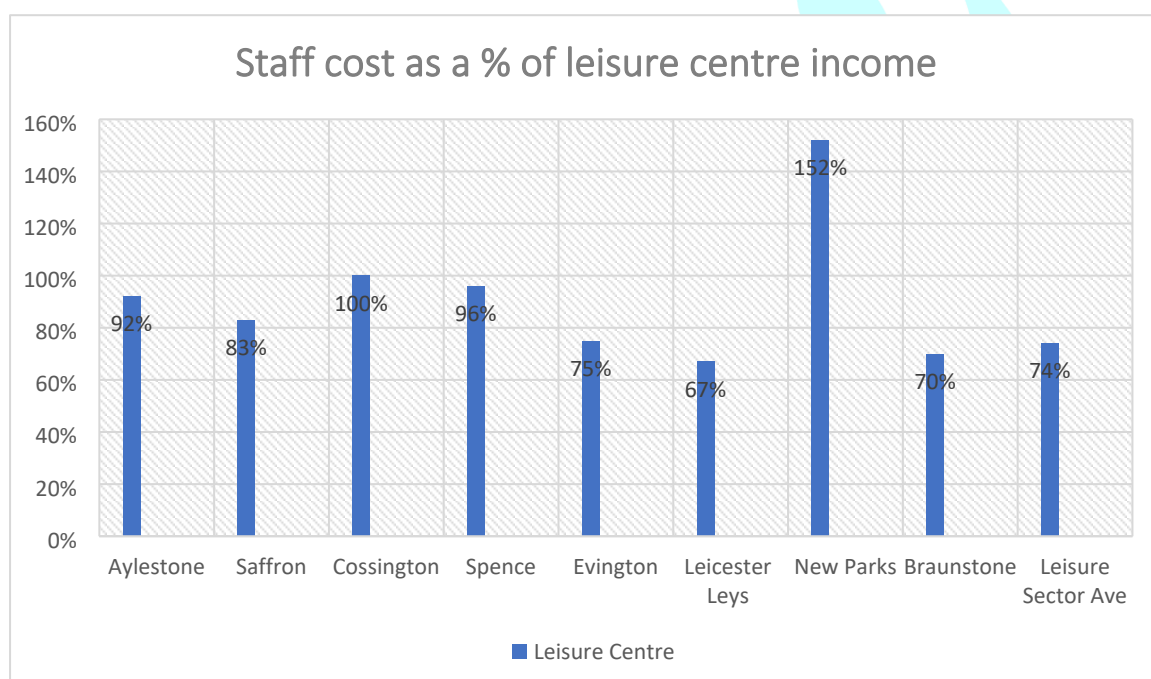
Location	Satisfaction Rating (1-5)
Aylestone Leisure Centre	3.9
Braunstone Leisure Centre	4.1
Cossington Street Sports Centre	3.8
Evington Leisure Centre	3.9
Humberstone Heights Golf Course	3.6
Leicester Leys Leisure Centre	3.9
New Parks Leisure Centre	4.0
Saffron Lane Athletics Stadium	3.8
Spence Street Sports Centre	3.9

The Cleanliness Of The Facilities

Location	Satisfaction Rating (1-5)
Aylestone Leisure Centre	3.0
Braunstone Leisure Centre	3.1
Cossington Street Sports Centre	3.3
Evington Leisure Centre	3.1
Humberstone Heights Golf Course	3.0
Leicester Leys Leisure Centre	3.1
New Parks Leisure Centre	2.9
Saffron Lane Athletics Stadium	2.4
Spence Street Sports Centre	3.4

Benchmarking analysis.

Below charts show how each leisure centre performs against one another along with a comparison on how this performs against the leisure sector nationally. Chart shows below staff cost as a % of leisure centre income and how this compares to the leisure sector national average.



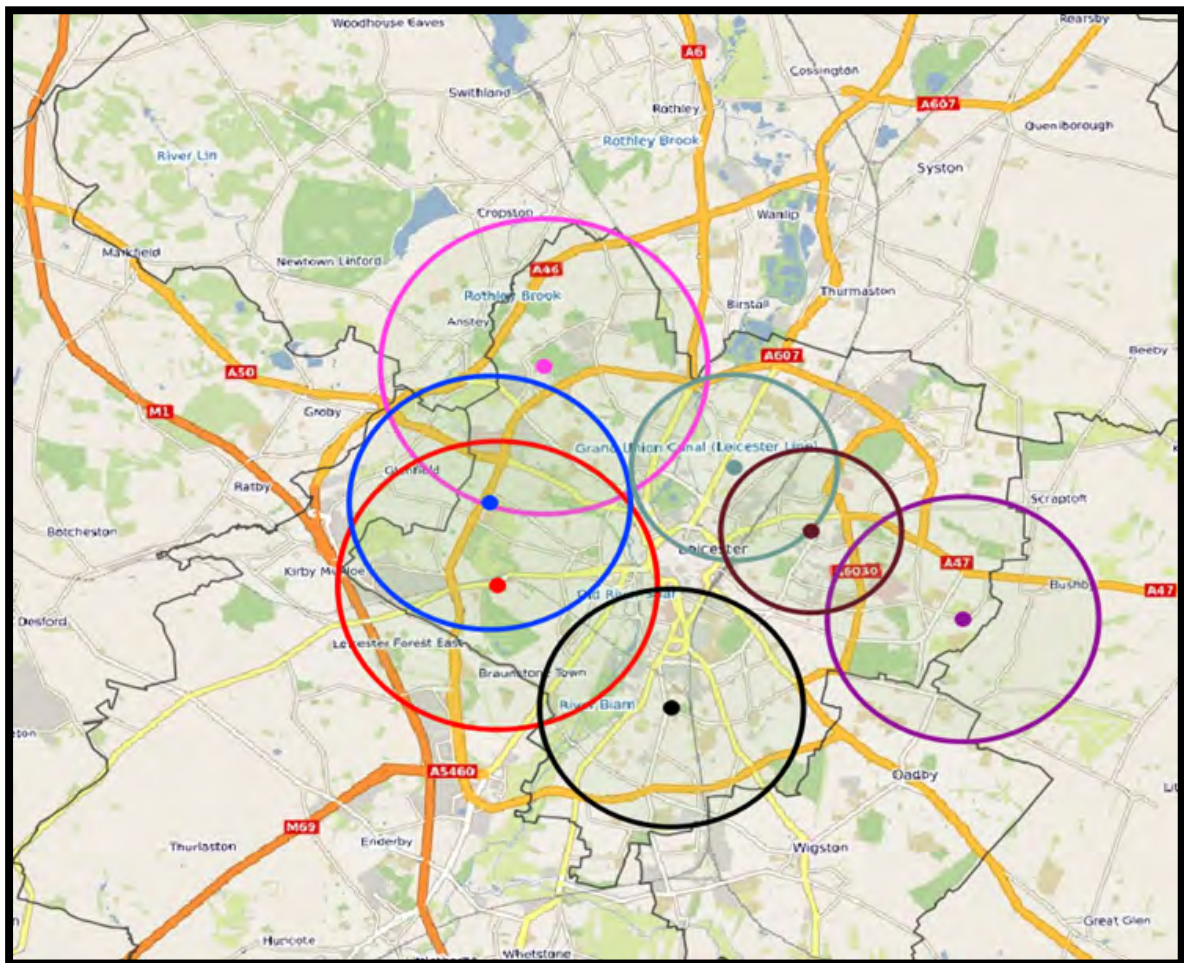
In house leisure centre management and staff cost will be in comparison to external leisure management trusts will be higher. This is attributable to several factors involving staff being paid slightly higher by in house leisure operations, staff enhancements for weekend working, sickness entitlements and pension arrangements are better provided for by inhouse leisure operations than leisure trusts.

Leisure Centre Catchments

The drive time catchment area of 20 minutes actual drive time or 1 mile walk is the accepted (based on Sport England research) catchment area for swimming and fitness participation.

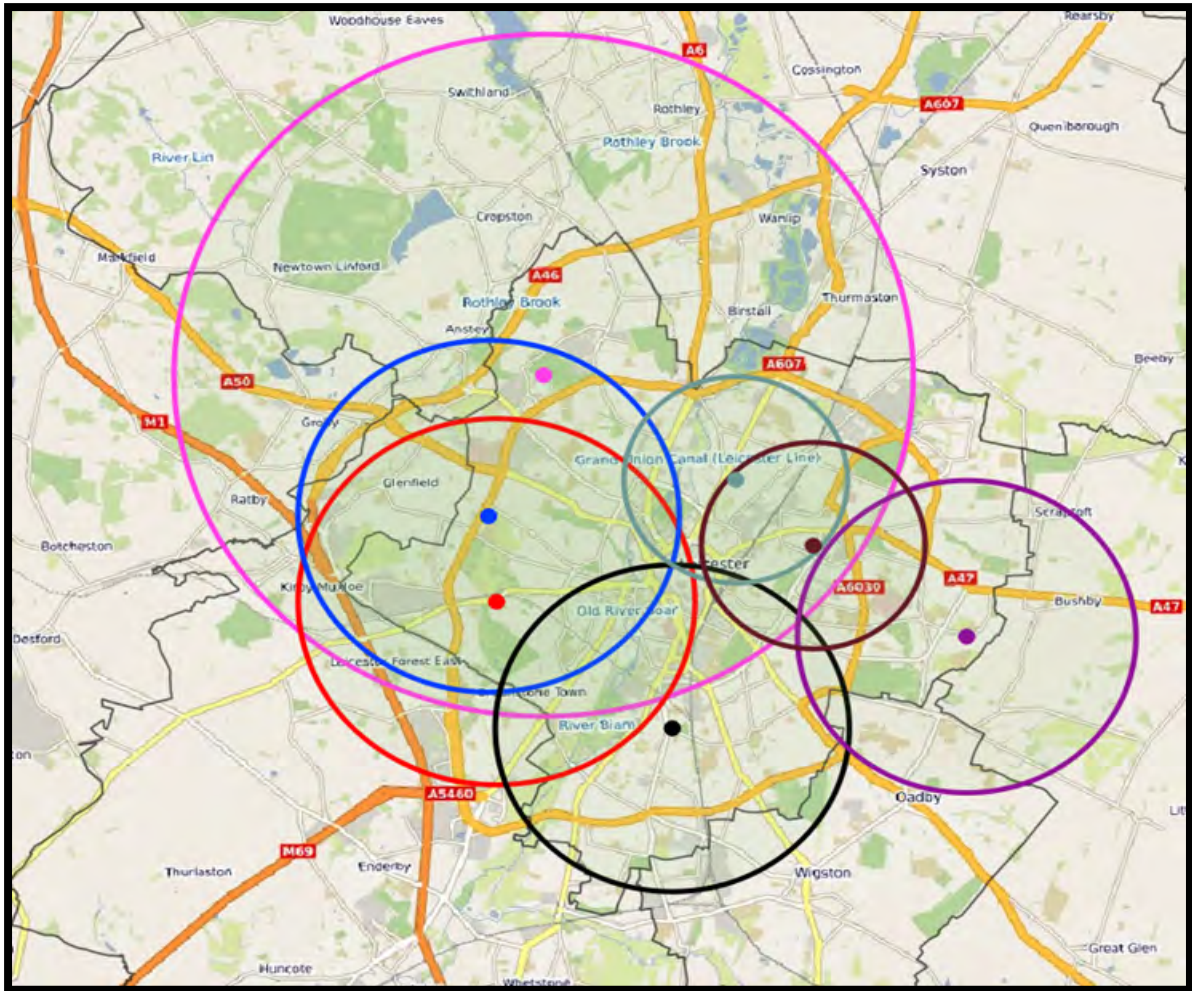
The service has tracked the customer data on leisure centre members and casual customers to identify the average distance customers travel to each of the leisure centres. The average distance a leisure centre member travels to a leisure centre is 1.23 miles. In contrast the casual pay as you go customer catchments is larger with customers travelling from further afield.

Map shows average distance travelled by **direct debit/annual members** of each leisure centre.



The map below shows the average distance travelled by pay as you go leisure centre customers. The average distance is higher with pay as you go customers travelling on average 1.78 miles to visit a leisure centre. The leisure water provided by Leicester Leys attracts customers from further afield than the other leisure centres. The analysis also shows overlapping leisure centre customer catchments particularly in the west of the city between Braunstone and New Parks leisure centres. (Red and Blue circles)

Map below show average distance travelled by **casual/pay as you go** customers of LCC Leisure Centres



Pay as you go, or casual customers travel further than members of the leisure centres. Most notably that catchment of Leicester Leys shows how this attracts residents from large areas of the city.

Section 5.

Sports Facility Supply and Demand Analysis and Strategic Needs Assessment.

Supply and Demand analysis – guiding principles.

The Council has previously undertaken a Sports Facility and Demand Assessment to assess the existing and future demand for indoor facilities. All local authorities are encouraged by Sport England to undertake this type of study to provide the evidence base to assist with existing and future leisure facility planning.

The assessment looks at the serving catchment of a facility in terms of the recognised drive time and walk times and considers the location of facilities outside of the Leicester City boundary. The sports facility demand assessment highlighted the following.

- The location and catchment area of the pools provides good geographical coverage within and outside of the city.
- In terms of the walking catchment of 20 minutes/1 mile, residents in around 50% of the city are within the walking catchment area of at least one pool. Overall, there is very good distribution and location of pools providing very good levels of accessibility.
- There is duplication of catchment with leisure centres most noticeably is Braunstone and New Parks Leisure Centres.

Swimming Pools Needs Assessment

Sports Services have previously undertaken an assessment of the supply, demand, and access to swimming pools. The study showed that the demand for swimming pools exceeds supply. This is based on the Sport England facility calculator that applies recommended levels of provision based on the size of the population. Sport England recommend that 12m² of swimming pool water should be provided per 1000 population. This means that the current demand for swimming pools space based on 2021 Leicester population figure is estimated as per the 2021 census is 368,000.

368,000 divided by 1,000 population x 12m² = 4,416 m². Pool Water

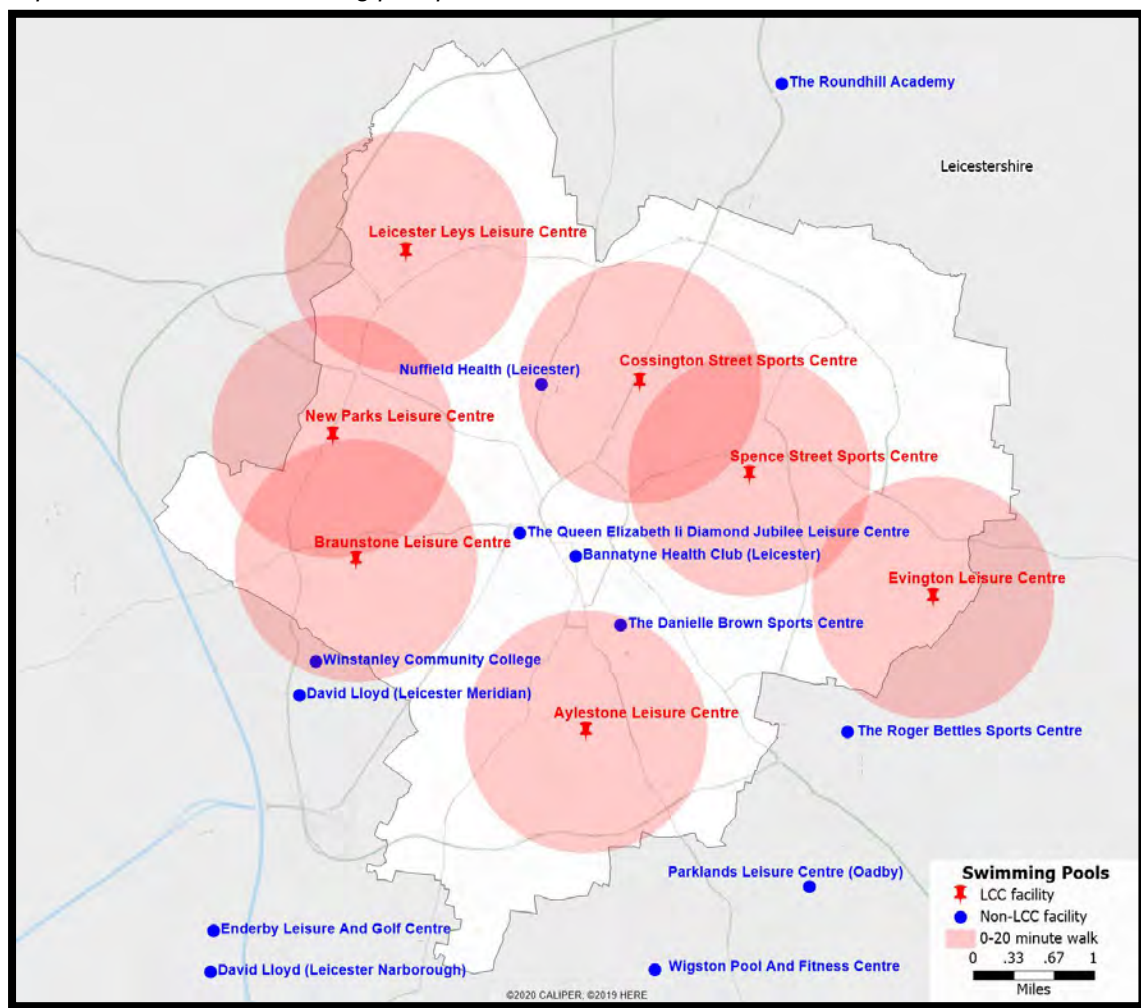
The location and catchment area of the pools provides good geographical coverage. So much so that based on the 20-minute drive time catchment area of the city, residents in all areas of the city have access to between 10 – 15 swimming pools, including pools in neighbouring authorities where the catchment area extends into Leicester.

The table below provides information of all swimming pools provided by public, private and education sectors within Leicester. In total this provides a combined total of **4,127 m² of water** space in the city.

Table of all swimming pool facilities in Leicester – all types.

Site Name	Facility Sub Type	Area	Length	Lanes	Width	Access Type	Ownership	Built	Refurb
ABBEY SPORTS AND LEISURE CLUB (LEICESTER)	Main	135	15	0	9	Membership	Commercial	1997	n/a
AYLESTONE LEISURE CENTRE	Main	225	25	4	9	Community	Local Authority	1988	2009
AYLESTONE LEISURE CENTRE	Main	90	18	0	5	Community	Local Authority	1988	2009
BANNATYNE HEALTH CLUB (LEICESTER)	Main	176	22	2	8	Membership	Commercial	1998	2010
BRAUNSTONE LEISURE CENTRE	Main	450	25	8	18	Community	Local Authority	2004	n/a
BRAUNSTONE LEISURE CENTRE	Main	188	25	4	7.5	Community	Local Authority	2004	n/a
COSSINGTON STREET SPORTS CENTRE	Main	435	30	6	14.5	Community	Local Authority	1879	2020
EVINGTON LEISURE CENTRE	Main	225	25	4	9	Community	Local Authority	1975	2005
EVINGTON LEISURE CENTRE	Main	90	18	0	5	Community	Local Authority	1975	2005
LEICESTER LEYS LEISURE CENTRE	Leisure Pool	390	30	0	13	Community	Local Authority	1985	2019
LEICESTER LEYS LEISURE CENTRE	Learner	36	9	0	4	Community	Local Authority	1985	2008
LEICESTER LEYS LEISURE CENTRE	Learner	20	10	0	2	Community	Local Authority	1985	2008
LEICESTER LEYS LEISURE CENTRE	Learner	25	5	0	5	Community	Local Authority	1985	2008
NETHER HALL SCHOOL	Teaching	28	7	0	4	Private Use	Education	2010	n/a
NEW PARKS LEISURE CENTRE	Main	250	25	4	10	Community	Local Authority	1975	2014
NEW PARKS LEISURE CENTRE	Learner	90	18	3	5	Community	Local Authority	1975	2014
NORTHFIELD HOUSE PRIMARY ACADEMY	Teaching	40	10	0	4	Sports Club / Hire	Education	1968	2010
NUFFIELD HEALTH (LEICESTER)	Main	225	25	3	9	Membership	Commercial	2002	n/a
SPENCE STREET SPORTS CENTRE	Main	250	25	4	10	Community	Local Authority	1982	n/a
SPENCE STREET SPORTS CENTRE	Learner	90	18	0	5	Community	Local Authority	1982	n/a
SPIRIT HEALTH CLUB (LEICESTER)	Training	72	12	0	6	Membership	Commercial	1971	2014
THE DANIELLE BROWN SPORTS CENTRE	Main	200	20	4	10	Membership	Education	1999	n/a
THE QUEEN ELIZABETH II DIAMOND JUBILEE LEISURE CENTRE	Main	325	25	6	13	Community	Education	2012	n/a
WEST GATE SCHOOL	Teaching	72	12	0	6	Community	Education	2014	n/a

Map below shows all swimming pool provision in and around Leicester within a 20-minute walk time.



In terms of the walking catchment of 20 minutes/1 mile, the Sports Facility Assessment highlighted that 50% of residents in the land area of the city are within the walking catchment area of at least one pool and health and fitness facilities. So overall across the city there is very good distribution and location of pools and fitness providing very good levels of accessibility.

As part of the needs assessment, we have compared the amount of water space and number of swimming pools provided by Leicester City Council against other city unitary authorities. We have compared what water space they provide against the population of the authority area. The comparison table is provided below.

City	No. of Council Swimming Pools	Total m2 Pool Space by LA	Population
Leicester	7	2982 sqm	368,000
Nottingham	6	3,207 sqm	331,297
Coventry	6	2,656 sqm	345,300
Derby	1	1610 sqm	261,136
Bradford	5	1,880 sqm	534,300
Leeds	13	5,574 sqm	792,525

Bristol	6	3,367 sqm	467,009
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Table shows comparison between city LA's swimming pool water space compared to Leicester and also how each city compares to recommended population swimming pool space.

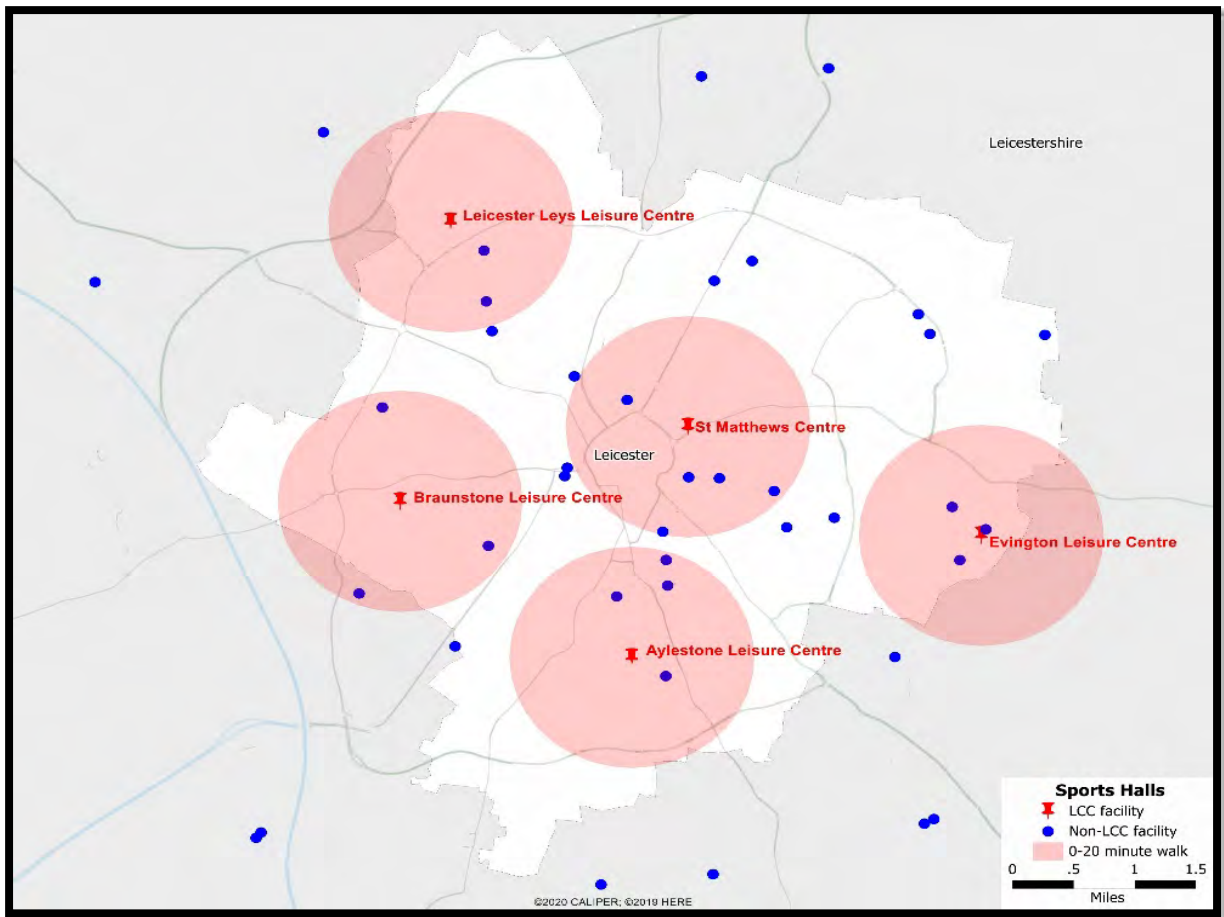
In comparison to other cities, Leicester provides more swimming pools than Bradford and Bristol, yet they serve a bigger population. The table does also indicate that other cities provide larger pools at each leisure centre. Several of our leisure centres are only 4 lanes wide (New Parks, Evington, Spence and Aylestone) rather than 6 to 8 lane swimming pools that is common across the country.

By providing smaller swimming pools we improve distribution and access, however on the downside we operate more buildings that in turn means we are less efficient in providing our pools because our water spaces are stretched across more buildings that need to be staffed, maintained and sustained going forward. The small sized pools however do mean our swimming pools are conducive to learn to swim with reduced width pools that are conducive to swim teaching.

The chart below shows the quantity of swimming pool space provided by each local authority and how this breaks down in terms of per person based on the respective city population.

Sports Halls Assessment

Based on the significant increase in sports hall supply over the last 10 years particularly on education sites. Therefore, overall, there has been a significant increase in supply in recent years, but needs will also grow as the population increases. Therefore, any proposed reduction of proposed reduction of courts across sites would not have a significant impact.

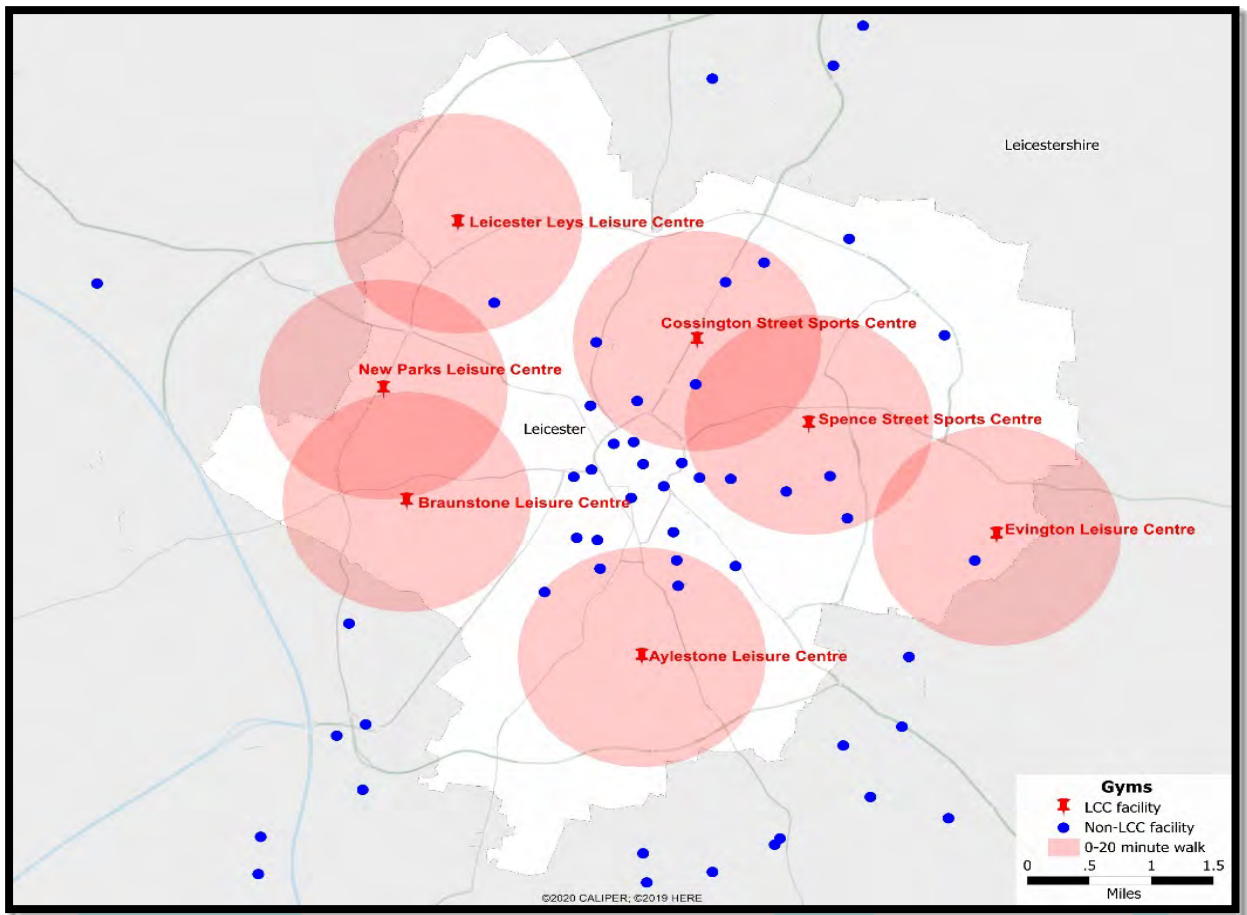


Map above shows distribution of sports hall provision across Leicester.

Health and Fitness Provision

Sports Services has already capitalised on much of the latent demand within the catchment areas for its existing sites, with an average of 49% over latent demand. Need to consider that there will be a limit to further increases.

Future population growth of c.45,000/50,000 would lead to potentially an additional 7,000 – 7,500 members across numerous providers in Leicester to the northwest of Leicester which would have an impact on Leicester Leys. The position and location of the fitness facilities is complimentary to other private sector providers as seen in the map below.

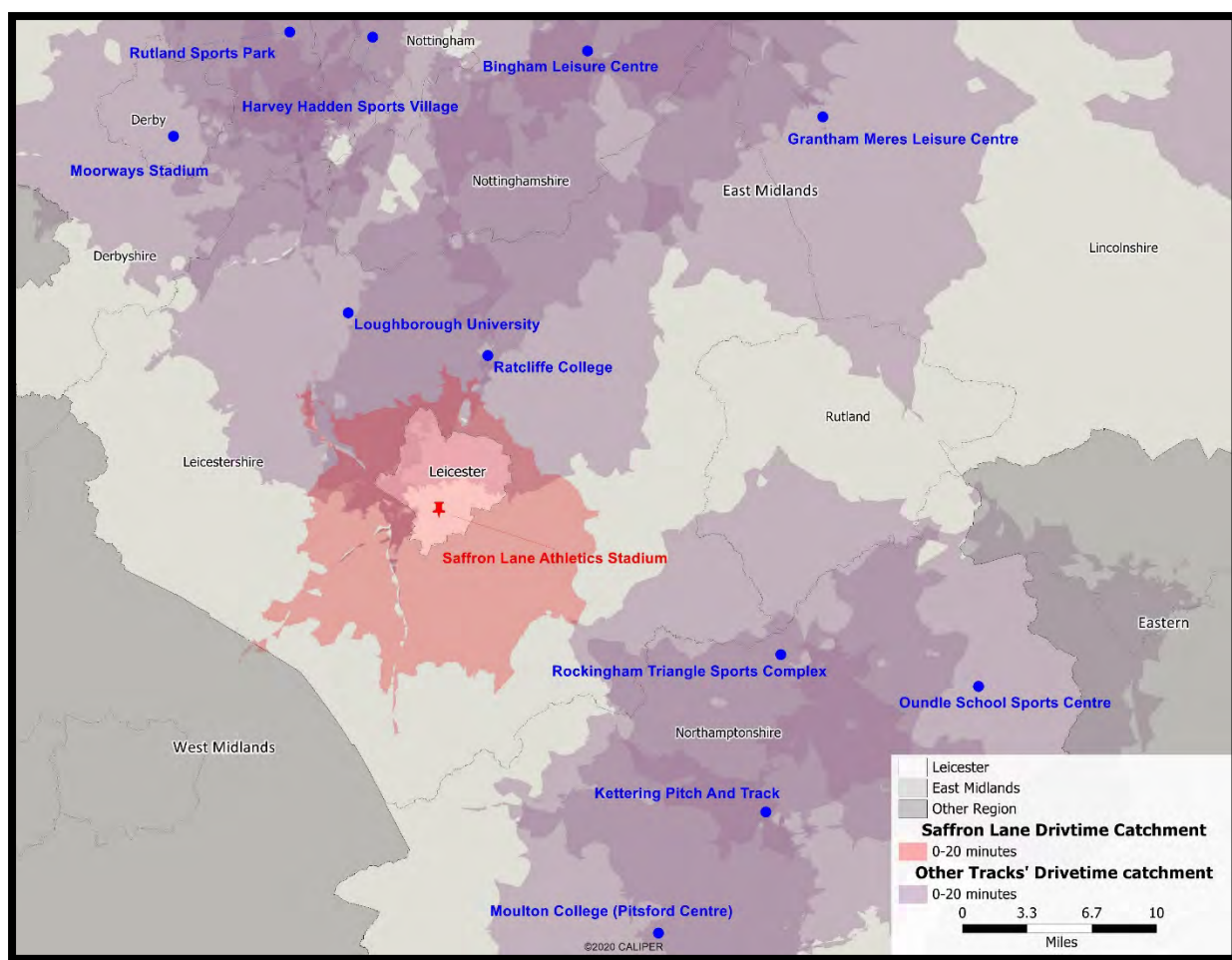


Map above shows distribution of health and fitness gyms and LCC fitness gyms.

Athletics Tracks

Loughborough University and Saffron Lane are the two accredited athletics tracks in Leicestershire. England Athletics have indicated that the track is strategically significant to the county and region. The map below shows the regional distribution of synthetic athletics tracks across the region.

The service is exploring ways in which to increase the use of Saffron both as a facility that supports athletics and as a venue that creates a safe supportive environment for walking and jogging and general physical activity. Recent improvements funded through s106 funding has allowed the track to achieve track mark status and further opportunities will be explored to link use of Saffron as part of the Active Leicester fitness offer with fast track entry systems.



Map above shows location of synthetic athletics tracks across East Midlands

England Athletics comment that Saffron Lane has a huge population and member catchment and is a key strategic competition venue in the East Midlands. The track condition should last at least a further 4-5 years. See map below showing the distribution and location of synthetic athletics track across the region. Recent s106 improvements has resulted in the track achieving Track Mark status. Fast track entry systems will be introduced that will allow enhanced usage for fitness customer and to promote the venue as a suitable venue for safe jogging, running and health walking.

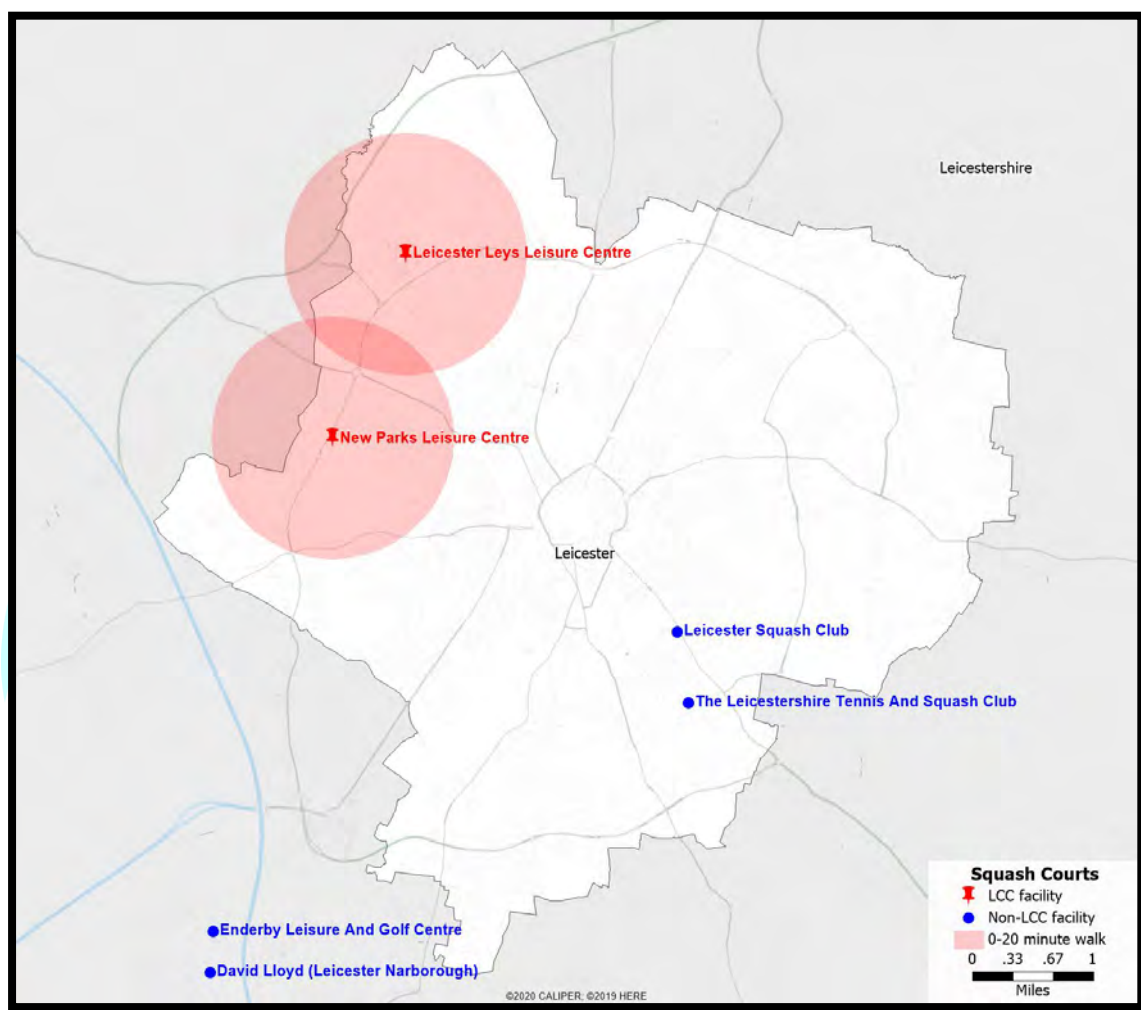
England Athletics has provided a list of athletics tracks that have been transferred to community clubs /organisations. All the tracks are synthetic and have current accreditation with England Athletics.

Track Name	Region	Track mark status
BERRY HILL PARK ATHLETIC TRACK	EAST MIDLANDS	Accredited (with restrictions)
BLACKBRIDGE ATHLETICS TRACK	SOUTHWEST	Accredited
COUNTY GROUND TRACK – SWINDON	SOUTHWEST	Accredited
KEEPMOAT STADIUM	YORKSHIRE	Accredited
LEIGH SPORTS VILLAGE	NORTHWEST	Accredited
LEWES COMMUNITY ATHLETICS TRACK	SOUTHEAST	Accredited
LONGFORD PARK ATHLETICS STADIUM	NORTHWEST	Accredited
MARKET STREET ATHLETICS TRACK	NORTHWEST	Accredited

NORTHWOOD STADIUM	WEST MIDLANDS	Accredited
STANTONBURY STADIUM	SOUTHEAST	Accredited
TAMWORTH ATHLETICS TRACK	WEST MIDLANDS	Accredited
THE PINGLES STADIUM	WEST MIDLANDS	Accredited

Squash

The map below shows the squash provision provided at New Parks Leisure Centre and Leicester Leys Leisure Centre, and squash provision provided by other private and public facilities within and just outside of the city. Squash England have indicated that the ideal squash configuration of a minimum of 2 courts and ideally 3 court configurations.



Map above show squash provision across the city including LCC squash sites.

Section 6.

Condition Surveys

Condition of Leisure Centres

As part of the leisure centre needs assessment a condition survey programme was undertaken in conjunction with Estates and Building Services. The programme was undertaken by NIFES, a specialist Engineering and Property Surveying Consultancy. The average age Surveys were undertaken of the 7 centres and Saffron Lane Stadium,

KNIFES consultancy based on standard criteria of condition/timescale identified the following at 1st quarter 2023 price base (excluding VAT) of the council's leisure facilities included in the needs assessment is 42 years old.

Table below shows the age, and priority costs of work prioritised over the short to medium term:

Leisure Centre	Age	Priority 1. within 2 Years	Priority 2 3 – 10 Years
Aylestone	36	£2,806,466	£1,300,614
Braunstone	19	£604,537	£4,998,818
Cossington	48	£1,208,109	£700,614
Evington	51	£2,144,476	£564,927
Leicester Leys	39	£2,003,729	£1,827,246
New Parks	49	£2,788,951	£973,944
Spence	44	£1,713,181	£731,405
Saffron Lane	51	£526,287	£711,049

It is important to note that the condition surveys identified all aspects of the building in terms of upgrading, replacement, or refurbishment, regardless of whether it still performs and provides an acceptable and conducive leisure experience for customers. The average age of the council's leisure facilities is 42 years and therefore inevitably with buildings that are over 40 years of age, there will be aspects that may fail or break down and this will need to be considered on a case-by-case basis.

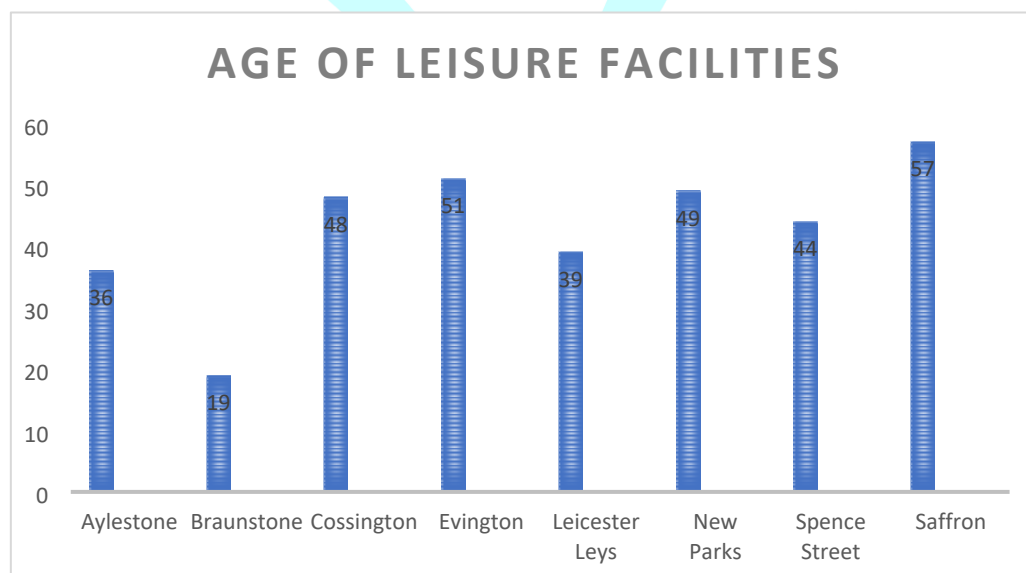


Chart above shows age of each of the LCC leisure centres and Saffron Lane

In the current financial climate with budget pressure on capital and building maintenance have adopted a maintain to fail approach, and reacting to building maintenance issues as they arise.

Maintenance of Leisure Centres

The condition surveys undertaken in 2023 identified a considerable number of major components that are beyond its design life. Most are still performing reasonably but could breakdown/fail at any time with potential centre closure.

In considering the medium to long term use of leisure centres the following options should be considered.

Major failures of critical plantroom installations e.g., boilers, pumps, filters, main electric switch gear, fire evacuation, water quality etc. could have a significant effect on income and the retention of members.

EBS have spent approximately £3.5m on centres (over the last 4 years) from landlord maintenance budgets.

Leisure centres are generally open 7 days/week and up to 12 hours/day, therefore, have extensive use. Boilers run for 24 hours/day to maintain pool water temperatures to national standards which if left to cool overnight would cause significant additional time and energy costs to reheat. Complete failure could potentially close all or part of a leisure centre with subsequent loss of income.

In addition, the gradual decline of front facing rooms and finishings will reduce the quality of service to customers with further loss of income.

Stemming from reducing government financial settlements it is anticipated there may be a need to start this process to further reduce expenditure. This process would continue to repair and maintain major building elements and services. However, breakdowns are inevitable, similar to car exhausts, clutches etc. which could fail tomorrow or at any future date.

EBS maintenance budgets will be needed to maintain the service to customers or close part/all of the facility. Some elements are essential for the Health and Safety of customers, carers, staff etc which in 2023/24 accommodated more than 1,500,000 customers and visitors.

Over the past 4 years the expenditure on reactive/planned maintenance, capital maintenance and servicing are outlined below on each of the eight facilities.

Leisure Centre	20/21	21/22	22/23	23/24	Total
Aylestone	79,600	77,000	140,600	98,056	395,256
Braunstone	104,700	181,700	81,100	201,626	569,126
Cossington	66,200	130,900	172,000	119,704	488,804
Evington	105,300	78,600	250,400	67,713	502,013
Leicester Leys	344,100	157,100	72,600	94,047	667,847
New Parks	30,000	38,300	48,400	35,290	151,990
Spence Street	46,800	71,800	254,600	76,878	450,078
Saffron	36,000	58,200	30,400	195,435	320,035
Totals	812,700	794,600	1,050,100	888,749	3,545,149

Table above shows the maintenance spend per centre over the last 4 years.

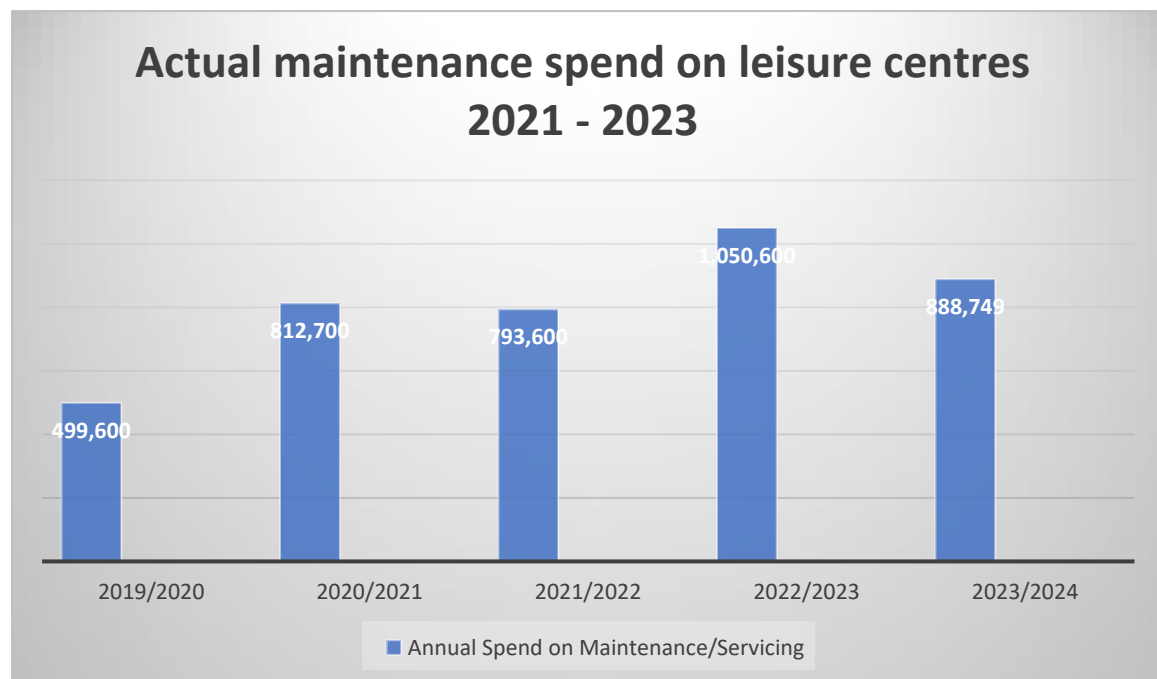


Chart above shows total maintenance spend on leisure centres over the last four years.

Section 7.

Capital Return on Investment Schemes

Capital Return on Investment Schemes in Leisure Centres

The Council has funded capital schemes that would provide a return on investment. In June 2021 the council completed £2.8 million of capital phase 1 improvements to Cossington Street (CSSC), Aylestone LC's (ALC) and Evington LC (ELC) to extend and improve the health and fitness facilities.

The £2.8m was secured through prudential borrowing based on a 'Return on Investment' (ROI) business case to generate increased health and fitness membership and in turn generate increased net revenue for each of the three leisure centres. All 3 leisure centres outperformed the growth targets and have significantly surpassed the projected revenue targets for each scheme.

The overall performance of Phase 1 schemes against the original business case is summarised in the table below.

Table below shows membership and Direct Debit update before and after capital investment Phase 1.

Phase 1	THEN		NOW	
	Pre-Capital-Investment fitness members	DD fitness Monthly income April 2020	Peak Membership Achieved	DD fitness Monthly income April 2024
Aylestone	952	£20,677	1837	£33,805
Cossington	380	£5,991	1097	£22,928
Evington	791	£20,825	2706	£47,696
Total	2,123	£47,493	5,640	£104,429

Following the success of Phase 1 and the increase in both fitness members and gross income, approval was provided for a further £1.8 million investment to expand the fitness facilities at Braunstone and replace old fitness equipment and to convert the industrial unit at Spence Street that catered for sports hall and fitness activities into a modern health and fitness facility. Details of the improvement are in the table below.

Table below shows membership and Direct Debit update before and after capital investment Phase 2.

Phase 2	THEN		NOW	
	Fitness Membership Pre-Capital Investment	DD fitness Monthly income April 2022	Peak Membership achieved	DD fitness Monthly income April 2024
Braunstone	2929	£55,477	3833	£72,510
Spence	433	£10,021	1097	£19,376
Total	3,362	£65,498	4,930	£91,886

Future Return on Investment options

Following the successful delivery of Phases 1 and 2 of the Leisure Centre Capital Programme, further exploration will be required to provide the initial evaluation of whether there is a strong business case for the expansion and enhancement of facilities at Leicester Leys and/or New Parks Leisure Centre.

This initial assessment will offer a high-level overview of the potential to improve these facilities. Any analysis and development of the business case will be addressed separately.

In the case of Leicester Leys, the centre serves a substantial catchment area which is expected to grow further due to planned housing developments. In addition, its unique service offering provides positive opportunities for enhancement, which merit further consideration in the business case development. The importance of leisure/fun water is increasingly become an essential part of the Active Leicester offer, both as a foundation entry level for babies and very young children as part of the learn to swim pathway but also as a venue that is attractive to low confident swimmers and people that have mobility issues due to the beach entry offer of the pool.

For New Parks, the needs assessment has identified a significant overlap and duplication of catchment areas with both Braunstone and Leicester Leys Leisure Centres. New Parks performance is not consistent with the performance of other centres. This will be a critical factor in evaluating the feasibility and justification for potential enhancement at New Parks. The implications of this duplication will be explored in more detail as part of future leisure centre planning.



Section 8.

Carbon Reduction.

Carbon performance

Over the course of the last three years the leisure centres have undertaken the following capital work to improve carbon performance and reduce energy costs.

- Installation of Air Source Heat pumps (ASHP) at 3 facilities (Spence Street Sports Centre, Evington Leisure Centre, Cossington Street Sports Centre).
- Installation of 8 solar PV panels at Aylestone Leisure Centre.
- EBS are working through a programme to replace all lights within the facilities to LED.
- Installation of 90 Solar panels at Evington Leisure centre after a successful Sport England bid of £180k. This will reduce energy costs and the centres carbon footprint.
- Replacement of Saffron Lane Stadium floodlights with LED. This will save around 40% of the current consumption.

Further works planned.

- Aylestone Leisure Centre and Leicester leys have identified a number of schemes that have been submitted through Clean Green funding.
- Energy Assessment Audit to be undertaken at Braunstone Leisure Centre

Table illustrating carbon usage and rankings.

Active Places Site ID	Site name	Post code	Management Type	Facility Type	GIFA	Year	Month	Rating Band	Total Annual Fuel Usage (kwh)	Carbon Emissions (kg CO2e)	Emissions Rank	Emissions Decile
1009528	BRAUNSTONE LEISURE CENTRE	LE3 1JN	Local Authority (in house)	Wet & Dry	5,821	2021	December	D	3,504,242	666,118	1,343	10
1004058	LEICESTER LEYS LEISURE CENTRE	LE4 1DS	Local Authority (in house)	Wet & Dry	4,859	2021	December	B	1,734,663	329,485	957	7
1004019	AYLESTONE LEISURE CENTRE	LE2 6LU	Local Authority (in house)	Wet & Dry	4,662	2021	December	C	1,440,558	276,772	842	6
1004036	EVINGTON LEISURE CENTRE	LE5 6LP	Local Authority (in house)	Wet & Dry	2,659	2021	December	C	1,372,044	257,741	799	6
1004030	COSSINGTON STREET SPORTS CENTRE	LE4 6JD	Local Authority (in house)	Wet & Dry	1,672	2021	December	C	1,344,288	255,487	795	6
1004084	SPENCE STREET SPORTS CENTRE	LE5 3NW	Local Authority (in house)	Wet & Dry	1,421	2021	December	B	929,334	176,269	604	5
1005942	ST MARGARET'S PASTURE SPORTS CENTRE	LE1 3EA	Local Authority (in house)	Dry only	336	2016	March	G	205,632	41,535	153	2
1004070	NEW PARKS LEISURE CENTRE	LE3 6RJ	Local Authority (in house)	Wet & Dry	2,622	2022	March	B	605,682	29,970	87	1
6020082	NORTHFIELD HOUSE PRIMARY ACADEMY	LE4 9DL	Local Authority (in house)	Wet only	297	2015	September	A	83,754	15,912	19	1
Total					24,349				11,220,197	2,049,289	5,599	

Clean and Green schemes

As part of the corporate budget process and to identify ways in which to reduce the cost of the service the following table shows the FBR savings agreed and proposals that could be considered as part of a menu of options to reduce cost.

Section 9.

The Future for Active Leicester Leisure Centres.

Market Assessment

An external assessment has been undertaken by external consultants who are specialists in supporting local authorities outsource their leisure management and procure an external leisure management operator to run and operate council leisure facilities. The leisure consultants have significant experience and insight into the public sector procurement market and have provided a financial impact assessment based on the current performance, usage, and condition of all the council facilities.

The table below summarises the potential financial impact to outsource the leisure management of the council leisure facilities including Saffron Lane athletics Track and the potential scope for significant annual revenue savings against the current 'In House' management.

	In House Active Leicester	Outsourced leisure management
Operating subsidy based on 22/23 Performance	£2,016,740 Subsidy	£840,956
NNDR Costs	£708,000	£70,800
Operator Central Costs	£0	£318,574
Operator Profit	£0	£342,172
Total Net Operating Cost	£2,704,740	£1,572,503
Revenue Improvement		£1,152,237

The high-level financial review of the outsourcing option suggests that a traditional leisure management contract, would result in an estimated revenue improvement of c.£1,152,000 per annum, compared to the in-house operation. This is based on managing the status quo and keeping all leisure facilities open.

The market assessment has been undertaken on 22/23 budget performance.

The inhouse Active Leicester has been the preferred way forward. Given the significant improvement over the last 10 years there is no further work required to evaluate this any further at this moment in time given the progress and confidence that that has been generated over this period and going forward.

The Future

The Leisure Needs Assessment provides a comprehensive analysis of the council's leisure facilities in terms of how they have performed and the pattern of performance, who is using them, where they come from, how we compare, the condition of our facilities, how much they cost etc.

This section endeavours to project the future based on the current direction of travel if we continue as we are, that takes in to account the potential for further growth and developments. The future analysis will also consider the future limitations, risks, and issues and to provide some forecasted thinking on what this may mean going forward. Please find outlined the overall performance of the leisure centres over the last 6 years.

Overall Performance Leisure Facilities Performance	18/19 (£000's)	19/20	20/21	21/22	22/23	23/24
Income £	5,193	5,657	276	2,724	6,038	7,497
Pay roll £	4,872	5,174	3,659	4,502	5,400	6,258
Running costs	1,905	2,239	1,514	1,732	2,434	3,805
Net cost	1,812	1,715	4,927	2,447	1,505	2,559

The table above shows that gross income has increased by £2.3 million over the six-year period. Although, the service has restructured all areas of leisure centre management over this period to ensure the operation is efficient, the inflationary increases, along with deploying more teachers and coaches, the casual to contract for all coaches and instructors and job evaluation on certain posts has pushed up the payroll costs of the service. The payroll forecast for the next five years will look different and would only anticipate uniform inflationary increases over the next five years and beyond.

The increase in running costs has had a significant impact on leisure centre costs over the last two years. Running costs increased by over £500k in 21/22 and by £1.3 million in 23/24. Utility costs do seem to be reducing going forward, however it remains the highest on-going risk to the service.

EBS have had to increase their spending on leisure centre over the last four years. The age of the leisure centres inevitably means that they will be susceptible to building failure. The increase in maintenance cost over the four years period increased by 50%. We would anticipate that the costs for maintaining and servicing leisure centres will need to be sustained if we are to avoid service disruption.

The expectation is that maintenance budgets going forward will be squeezed and reduced as part of the corporate budget pressures. The review provides the evidence base to understand the implications and impact of options to reconfigure leisure provision.

	19/20	20/21	21/22	22/23	23/24
Leisure facilities Maintenance/servicing spend	£449k	£812k	£793k	£1,05m	£888k

Growth and Income potential

Despite the income growth and membership increases over the last five years, the service does have plans to increase the number of children learning to swim (L2S) from 8000 per week to 10,000 over the next two years. The further increase of 2000 L2S heads is projected to increase net income by circa £500k.

The service aims to increase learn to swim numbers up to 10,000 heads over the next two to three years. This will increase gross income by circa £600k. Teachers and marketing costs will need to be taken in to account to create the net income from the growth in L2S and this forms part of the future FBR savings.

Health and Fitness growth has peaked at a number of leisure centres in particular at Braunstone and Evington Leisure centres. The aim going forward will be to increase the yield per member to continue to increase income at both these sites and a combination of

increasing the membership base at the other centres whilst also increasing the customer yield. The new website with modern app and platform tools will create increased online customer access to our membership schemes, programmes, and products. The increased marketing will be critical to increase the growth, protect and increase our price yield.

The table below attempts to provide a projective narrative on the next five years on the key lines of Income, Payroll, Running costs and service subsidy. The projections are based on maintaining the status quo over the next five years.

Inc/exp lines	Current 24/25	Comments on the future projections 2024 - 2029
Income	£8.3m	Income will continue to increase particularly in Learn to Swim over the next two years. This is expected to reach the maximum capacity for Learn to Swim (10,000) over the next three years by 2028/29. The impact of the fitness improvements has peaked at 12,000 members. Leisure Centre ROI projects to enhance leisure water and convert sports hall have the potential to increase net income by £393k. However, the capital scheme will require prudential borrowing to fund all aspects of the capital and equipment and will have an impact on the net income achieved. Fitness Equipment replacement from 29/30 and whether funding is available or not will either have a positive or negative impact on membership.
Pay roll	£6.8m	Leisure centre staff structures have been reviewed for efficiency therefore payroll costs are expected to increase with inflation. Increase in deploying more swimming teachers to meet growth targets will be required £150k plus inflation.
Running costs	£3.8m	Utility costs remain high, and the current budget is insufficient to accommodate these increases. Last year, this resulted in an additional budget pressure of £600k. Over the past 4 years , EBS maintenance costs for leisure centres have risen by 50%. Due to the age and condition of centres makes this difficult to predict the increase in maintenance costs over the next five years.
Subsidy	£2.3m	As part of future FBR savings the combination of raising fees and charges, Leisure Centre Return on Investment projects, continued growth in Learn to Swim will continue to have a positive impact on growing income over the next three years. The recent procurement of the new leisure management booking system will improve the customer journey and access to the service. Procuring a modern stand along Active Leicester website will be business critical over the short term. Utility costs continue to remain high creating an annual budget pressure of c£600k. The age and condition of the facilities continues to be risk to the service, temporary or partial closure has increasingly become an issue for the service over the last 3 years. along with falling utility costs will drive down the overall service subsidy over the next five years. It is expected to plateau in years 4 and 5 as the income potential has peaked and the maintenance costs begin to creep up and whether we are in a position to fund fitness kit replacement to ensure we remain competitive.

Section 10.

Appendices

Pestle Analysis and Leisure
Centre Profiles

PESTLE analysis

A PESTLE analysis examines various external factors that can impact on Sport and Leisure and leisure facilities.

Political Factors:

- Government Funding: Public leisure centres rely on local government funding to operate and maintain facilities, reductions in national funding to local authorities creates pressure on non-statutory services such as sport and leisure.
- Significant savings required by all services as part of FBR process.
- Public leisure facilities need to comply with regulations related to health and safety,
- Council committed and value the importance of access and promoting wellbeing and therefore ensuring fees and changes and policies retain and maintain access.
- Option to generate savings through externalise and deliver savings through alternative governance may not be politically acceptable.

Economic Factors:

- Cost of living crisis has not had a significant impact on the overall performance of the leisure centres at present but continues to be a risk going forward.
- Cost of gas and electricity continues to be the highest risk to leisure centres last year costs created a £1.3 million budget pressure on the council.
- At present the location and offer provided by LCC has not been impacted upon by increased competition particularly in the area of health and fitness.
- Emerging approach regarding importance of wellbeing within leisure centres – the challenges remain on how this affects financial performance.
- Aging populations increases demand for leisure activities tailored to older adults, while changing lifestyles and preferences towards non leisure centre-based activities can be a genuine alternative.
- Leicester has significant health inequalities in large areas of the city. Leisure centres are well placed in localities to contribute to health improvements as part of placed based working. Community Engagement: Leisure centres often serve as hubs for social interaction and community events, contributing to social cohesion and well-being.

Technological Factors:

- Delay in procuring new website will put back the launch until next year – the new website will improve digital access to leisure centre programmes, activities, and events and will help combat the significant increase in charges and income to be achieved over the next three years.
- Attractiveness of fitness apps and online support programmes increasingly acts as a genuine alternative to leisure centres.
- Importance of keeping leisure centres equipment modern and up to date to retain customers requires sinking funds to replace fitness equipment every 7-9 years. LCC may have the funding to replace equipment which may lead to reduced memberships and drop in revenues.
- New Customer Management system for sport and leisure will provide greater data Analytics: so that we can better understand customer preferences, optimize facility usage, and tailor marketing strategies.

Legal Factors:

- All but one of LCC Leisure Centre are over 40 years old and therefore do sometimes have challenges in being maintained to adhere to Health and Safety Regulations and can be costly to maintain.
- Compliance with health and safety standards is essential to ensure the well-being of customers and staff and avoid legal liabilities.
- In house operation works closely with HR and trade Unions to ensure compliance with employment legislation regarding working conditions, terms, and conditions and remuneration.

Environmental Factors:

- Investment in PVC panels, air source heat pumps have reduced the carbon uptake of centres, however further schemes will need to be developed to improve further carbon performance of centres.
- Importance of tackling sedentary behaviour is an important element of tackling climate change and sport and leisure has a key role to play both in terms of provision and also signposting people to become active.



Leisure centre Profiles

Aylestone Leisure Centre Built 1988	
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ASSETS

2 No Swim pools 25m x 9m and 18m x 5m 392 sqm Pool Space provided	Learn 2 Swim Open swim sessions Individual lessons Parties	Sports Hall	6No Badminton courts Basketball. Netball. Pickle ball. Roller skating. Indoor bowls.
Gym	70 stations Refurbished 2020	Studio	Refurbished 2023 Space for 25 users Fitness classes. Yoga
Spin room	15No Static cycles Spin classes	Aylestone Library	Part manned

SERVICE INFORMATION – USAGE

Members Mar 2019 = 2,599 Feb 2024 = 2,967 Customer visits March 23 to Feb 24 = 230,597 81% City customers	Direct debit income 2018/19 = £42,000/month 2023/24 = £64,000/month	23/24 £'000s Running costs £1,545 Income <u>£1,104</u> Net cost £ 441 Cost/visit £1.91
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CAPITAL PROGRAMME

Phase 1 - alter/refurbish gym	Phase 2 - upgrade studio and reception	Totals spent £1.3m.
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CONDITION SURVEY DATA - 2023

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.

0-2 years	Calorifier, AHU and ventilation, sand filters, main circulation pumps and pipework are all aged and due for replacement.	£460,000
	LV switchboard, local distribution boards, wiring and emergency lighting system are all due for upgrade.	£750,000
3-10 years	Other items	£1,59m
11-25 years		£1,30m
		£3.80m

	Recent problems. 2023. Main pool - crack in shallow end. Restricted swim for 3 months.	
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SWOT ANALYSIS

Strengths - Recent Investment in Health and Fitness and reception has increased membership numbers. - £1.2 million investment in PV panels will reduce operating costs associated with Utilities - Recent toilet upgrade - Co location of library - Piloting of Active Wellbeing
Weaknesses - Age of centre - Pool plant - Inefficient dated layout of centre
Opportunities - Further growth potential in H&F and Swimming lesson Membership. - Active Wellbeing Hub – pilot commenced.
Threats - Old Facility, Pool plant and equipment

Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Aylestone	11,940	571	4.80%
Saffron	13,883	503	3.60%
Knighton	16,819	485	2.90%
Eyres Monsell	12,004	271	2.30%

MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Comparison with Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by MSOA.

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Aylestone North & Saffron Fields	7,246	491	6.93%	22.70%
West Knighton	9,233	364	3.94%	23.70%
Aylestone South	8,345	309	3.70%	25.90%
Saffron Lane	8,278	276	3.33%	35.90%
Knighton	7,322	161	2.20%	16.70%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	900	627	797	921	1020
Running Costs	313	245	285	337	525
Total	1213	872	1082	1258	1545
Total Income	-899	-39	-661	-978	-1104
Net cost	316	833	421	280	441

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	1296	828	1596	1765	1626
Swim Lesson Heads	1499	894	1564	1505	1341
Total	2795	1722	3160	3270	2967

Catchment analysis**Average travelling distances for casual users and members (all membership types)**

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
Aylestone Leisure Centre	1.82	1.37	40	30

Average travelling distances by membership types

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Aylestone Leisure Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage.

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

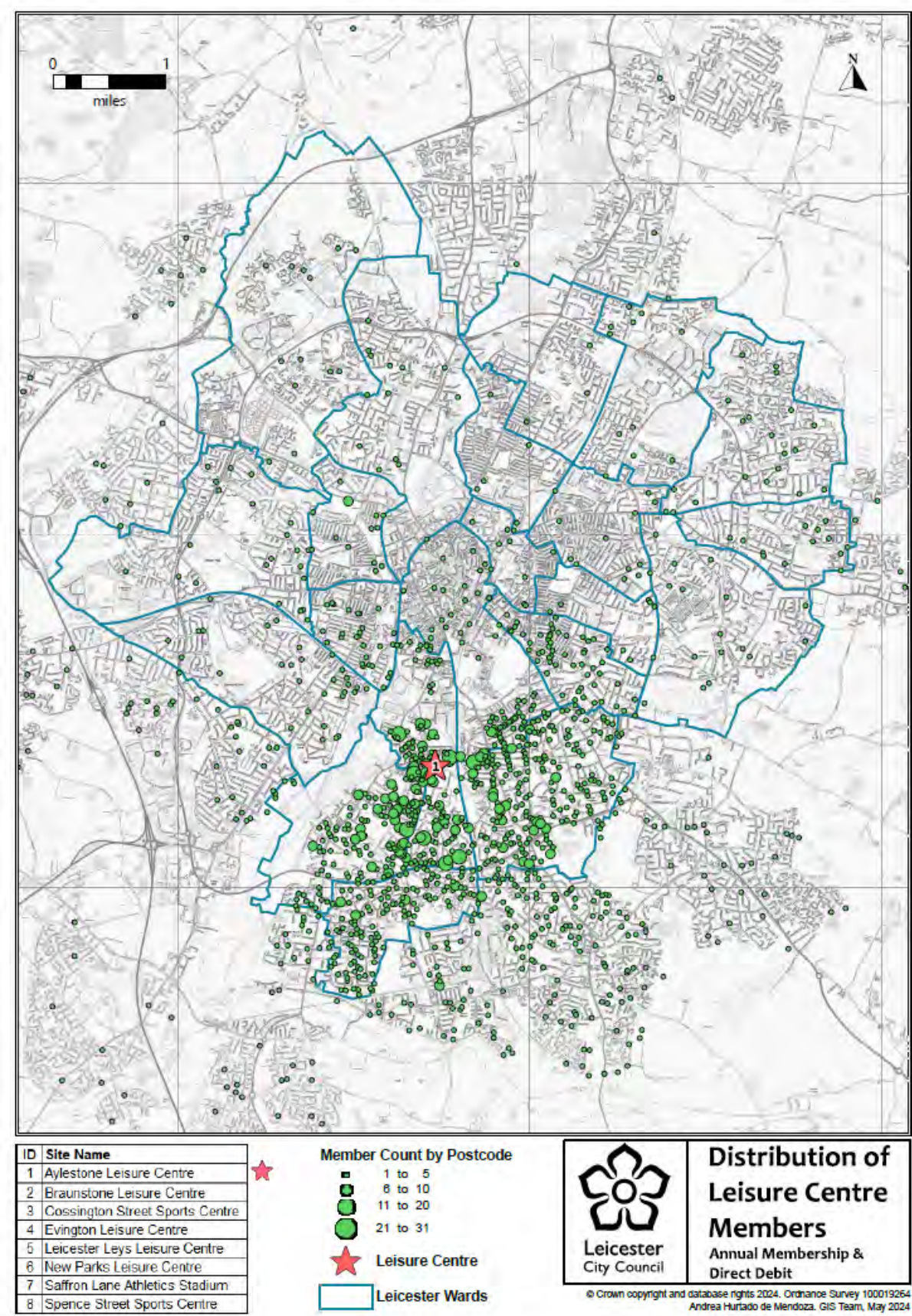
	Members by Gender			
Site Name	Female	Male	Unknown	Total
Aylestone Leisure Centre	1,418	1,537	12	2,967

	Casual Users by Gender			
Site Name	Female	Male	Unknown	Total
Aylestone Leisure Centre	2,595	2,817	137	5,549

	Members by Category	
Site Name	Health and Fitness	Swim Leicester
Aylestone Leisure Centre	1,626	1,341

	Members by Local Authority		
Site Name	Leicester City	County/ Rutland	Total LLR
Aylestone Leisure Centre	2,425 (81.7%)	542	2,967

Aylestone Leisure Centre Members Map



Braunstone Leisure Centre Built 2005	
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ASSETS

2 No Swim pools 25m x 17m and 18m x 8m 637 sqm Pool space	Learn 2 Swim Open swim sessions Individual lessons Parties 300 spectator seating	Sports Hall	6No Badminton courts. Basketball Netball. Pickle ball. Gymnastics. 5-a side football. Korfball. Roller skating. Wheels for all (Junior). Trampoline. Group Exercise.
Gym	90 stations - refurbished 2022	Spin room	Spin room. 20 No Static cycles refurbished 2022

SERVICE INFORMATION – USAGE

Members Mar 2019 = 4,423 Feb 2024 = 4,732 Customer visits March 23 to Feb 24 = 321,421 54% City customers	Direct debit Income 2018/19 = £65,000/month 2023/24 = £94,000/month	23/24 £'000s Running costs £2,385 Income <u>£1,821</u> Net cost £ 564 Cost/visit £1.75
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CAPITAL PROGRAMME

Phase 2 Internal gym extension of gym	Totals spent £572k
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CONDITION SURVEY DATA - 2023

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.		
0-2 years	The majority of mechanical and electrical systems are in reasonable condition. However, some boiler controls, pumps and condenser units need to be replaced.	£75,000
3-10 years	Other items	£578,000
11-25 years		£5m
	Recent problems. 2023. Main pool – failure of hydraulic mechanism closed the main pool for 5 months.	£5.1m

SWOT ANALYSIS

Strengths
- Newest Facility with a Strong Health and Fitness and Swimming lesson membership - Competition Pool that attracts Swimming Gala's and elite swimming.
Weaknesses
- High utility consumption increasing running costs. - Limited Studio space.
Opportunities

- Further growth in Swimming lessons. - Active wellbeing roll out
Threats
-

BLC- Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Braunstone Park & Rowley Fields	21,022	954	4.50%
Western	21,086	825	3.90%
Fosse	14,373	188	1.30%

BLC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Dane Hills & Western Park	7,562	470	6.22%	22.00%
Braunstone Park East	8,448	457	5.41%	31.20%
Braunstone Park West	7,385	365	4.94%	34.40%
Kirby Frith	8,818	313	3.55%	32.80%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	1102	793	1040	1144	1275
Running Costs	654	452	504	636	1110
Total Costs	1756	1245	1544	1780	2385
Total Income	-1435	-119	-1063	-1489	-1821
Net cost	321	1126	481	291	564

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	3149	2094	2884	3706	3371
Swim Lesson Heads	1315	891	1410	1581	1361

Total	4464	2985	4294	5287	4732
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Catchment analysis

Average travelling distances for casual users and members (all membership types)

	Average Distances (Miles)		Average Walking Distances (Minutes)	
Site Name	Casual Users	Members	Casual Users	Members
Braunstone Leisure Centre	1.82	1.37	40	30

Average travelling distances by membership types

	Average Distances (Miles)		Average Walking Distances (Minutes)	
Site Name	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Braunstone Leisure Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage. The tables summarise live contact postcode data within LLR over the last year. Data refreshed: 11/05/2023."Members" current direct debit/annual members, and "Casual Users" without membership.

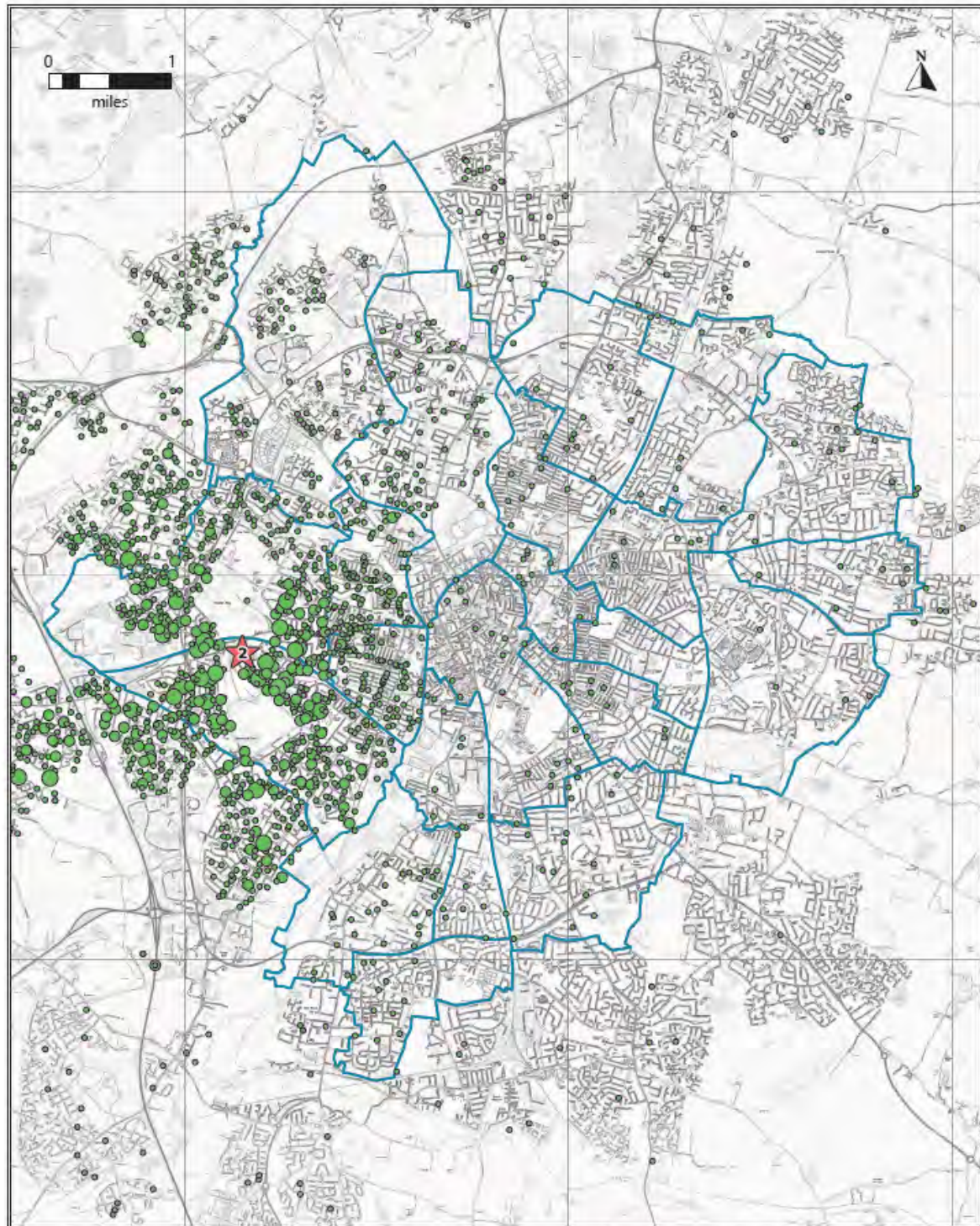
	Members by Gender			
Site Name	Female	Male	Unknown	Total
Braunstone Leisure Centre	2,296	2,421	15	4,732

	Casual Users by Gender			
Site Name	Female	Male	Unknown	Total
Braunstone Leisure Centre	3,502	3,305	146	6,953

	Members by Category	
Site Name	Health and Fitness	Swim Leicester
Braunstone Leisure Centre	3,371	1,361

	Members by Local Authority		
Site Name	Leicester City	County/ Rutland	Total LLR
Braunstone Leisure Centre	2,550 (54%)	2,182	4,732

Braunstone Leisure Centre Members Map



ID	Site Name
1	Aylestone Leisure Centre
2	Braunstone Leisure Centre
3	Cossington Street Sports Centre
4	Evington Leisure Centre
5	Leicester Leys Leisure Centre
6	New Parks Leisure Centre
7	Saffron Lane Athletics Stadium
8	Spence Street Sports Centre

Member Count by Postcode



★ Leisure Centre

Leicester Wards



**Distribution of
Leisure Centre
Members**
Annual Membership &
Direct Debit

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Andrea Hurtado de Mendoza. GIS Team, May 2024

Cossington Street Sports Centre Swimming Pool built 1897. Sports Hall built 1976.	
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ASSETS

Swim pool pools 30m x 14.5m 435 sqm pool space	Learn 2 Swim Open swim sessions Individual lessons Parties	Gym Studio	70 stations - refurbished 2021 Space for 25 users Fitness classes. Yoga
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SERVICE INFORMATION – USAGE

Members Mar 2019 = 592 Feb 2024 = 2,235 Customer visits March 23 to Feb 24 = 155,355 85% city customers	Direct debit Income 2018/19 = £13,000/month 2023/24 = £47,000/month	23/24 £'000s Running costs £1,177 Income <u>£ 764</u> Net cost <u>£ 414</u> Cost/visit £2.66
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CAPITAL PROGRAMME

Phase 1 – Upgrade gym and studio	Totals spent £995k
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CONDITION SURVEY DATA - 2023

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.

0-2 years	Original pool plant equipment included heating, ventilation, sand filters and main circulation pumps require replacement. Wiring to power and lighting. Drainage repairs. Fire escape repair	£201,000
3-10 years		£700,000
11-25 years		£2.40m

SWOT ANALYSIS

Strengths - Good local catchment. - In an area of deprivation and high levels off in Activity - Ladies only Gym offering
Weaknesses - Listed building. - Lack of Parking - Split buildings

Opportunities
- Further growth in fitness and learn to swim - Active Wellbeing model and place expansion
Threats
- Age of building

CSSC- Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Belgrave	20,569	700	3.40%
Rushey Mead	17,380	470	2.70%
Troon	14,794	200	1.40%

CSSC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Belgrave Northwest	10,316	380	3.68%	39.80%
Belgrave South	11,224	366	3.19%	37.80%
Belgrave Northeast	9,000	265	2.89%	38.80%
Rushey Mead South	8,222	145	1.76%	35.70%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	493	333	506	637	764
Running Costs	187	150	131	281	413
Total Cost	680	483	637	918	1177
Total Income	-409	-16	-356	-620	-764
Net cost	271	467	281	298	414

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	517	326	1126	1277	1146
Swim Lesson Heads	716	217	776	1149	1089
Total	1233	543	1902	2426	2235

Catchment analysis

Average travelling distances for casual users and members (all membership types)

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
Cossington Street Sports Centre	1.82	1.37	40	30

Average travelling distances by membership types

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Cossington Street Sports Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage,

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

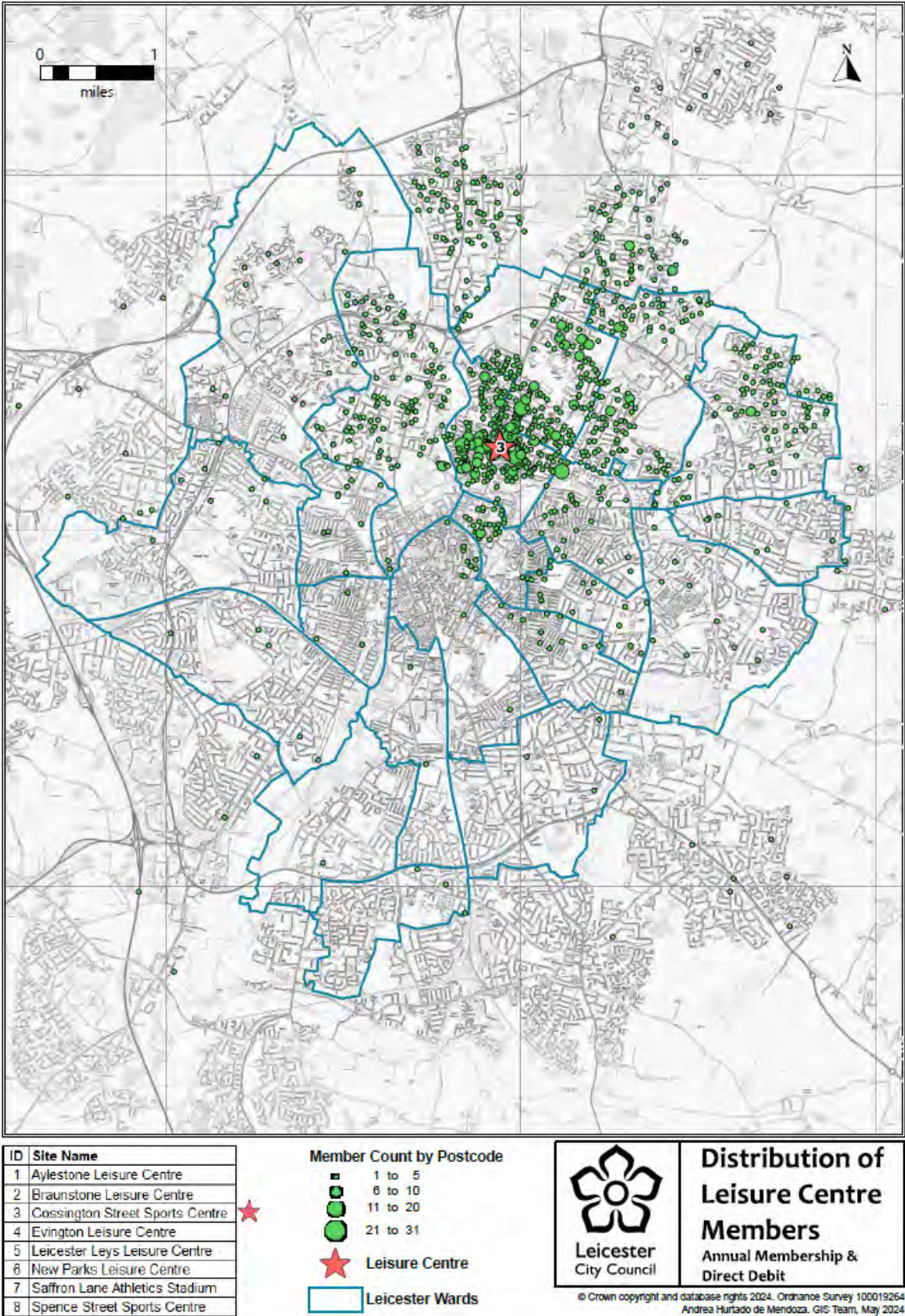
Site Name	Members by Gender			
	Female	Male	Unknown	Total
Cossington Street Sports Centre	942	1,292	1	2,235

Site Name	Casual Users by Gender			
	Female	Male	Unknown	Total
Cossington Street Sports Centre	1,571	1,969	14	3,554

Site Name	Health and Fitness	Swim Leicester
Cossington Street Sports Centre	1,146	1,089

Site Name	Members by Local Authority		
	Leicester City	County/ Rutland	Total LLR
Cossington Street Sports Centre	1,921 (85%)	314	2,235

Cossington Street Sports Centre Members Map



Evington Leisure Centre Swimming Pool built 1973. Sports Hall & Gym built 2007. Gym & Spin room extended 2021.	
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ASSETS

2 No Swim pools 25m x 9m and 18m x 5m 315 sqm pool space	Learn 2 Swim Open swim sessions Individual lessons Parties	Sports Hall	4No Badminton courts Basketball. Netball Indoor football. Cricket nets. City of Leicester School exclusive use during term time.
Gym	75 stations – refurbished 2021	Studio	Refurbished 2021 Space for 25 users Fitness classes. Yoga
Spin room	15No Static cycles		

SERVICE INFORMATION – USAGE

Members Mar 2019 = 1,631 Feb 2024 = 3,770 Customer visits March 23 to Feb 24 = 287,301 78% city customers	Direct debit income 2018/19 = £33,000/month 2023/24 = £81,000/month	23/24 £'000s Running costs £1,545 Income <u>£1,286</u> Net cost £ 94 Cost/visit £0.32
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CAPITAL PROGRAMME

Phase 1 – Extend/refurbish gym/studio/spin room		Total spent £1.5m.
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CONDITION SURVEY DATA - 2023

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.

0-2 years	AHU's, roof extract terminals, poolside ventilation, sand filters, pipework need replacing. Mains power, sub mains alarms and wiring upgrade. Swimming pool roof needs replacing. Lighting and power wiring Toilets and drainage Pool ceiling Other items	£435,000 £208,000 £427,000 £179,000 £72,000 £75,000 £825,000
3-10 years		£560,000
11-25 years		£3.5m

SWOT ANALYSIS

Strengths
- Large Health and Fitness membership base, over-achieving on its expectations.
Weaknesses
- Limited in its ability to expand
Opportunities
- Further growth in Swimming lessons.
Threats
- Pool plant

ELC - Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Evington	17,256	1,097	6.40%
Thurncourt	12,062	581	4.80%
Humberstone & Hamilton	21,142	582	2.80%

ELC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Evington	8,718	842	9.66%	32.80%
Thurnby Lodge	11,797	510	4.32%	36.70%
Colchester Road	8,512	352	4.14%	34.00%
North Evington & Rowlatts Hill	11,178	287	2.57%	37.10%
Humberstone & Hamilton South	8,474	190	2.24%	29.20%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	725	521	708	871	969
Running Costs	216	140	181	319	411

Total Costs	941	661	889	1180	1380
Total Income	-759	-28	-649	-1062	-1286
Net cost	182	633	240	128	94
Service Performance KPI's					
KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	1385	726	2431	2453	2339
Swim Lesson Heads	969	502	1005	1428	1436
Total	2354	1228	3436	3881	3775

Catchment analysis

Average travelling distances for casual users and members (all membership types)

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
Evington Leisure Centre	1.82	1.37	40	30

Average travelling distances by membership types

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Evington Leisure Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage,

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

Members by Gender				
Site Name	Female	Male	Unknown	Total
Evington Leisure Centre	1,736	2,032	2	3,770

Casual Users by Gender	
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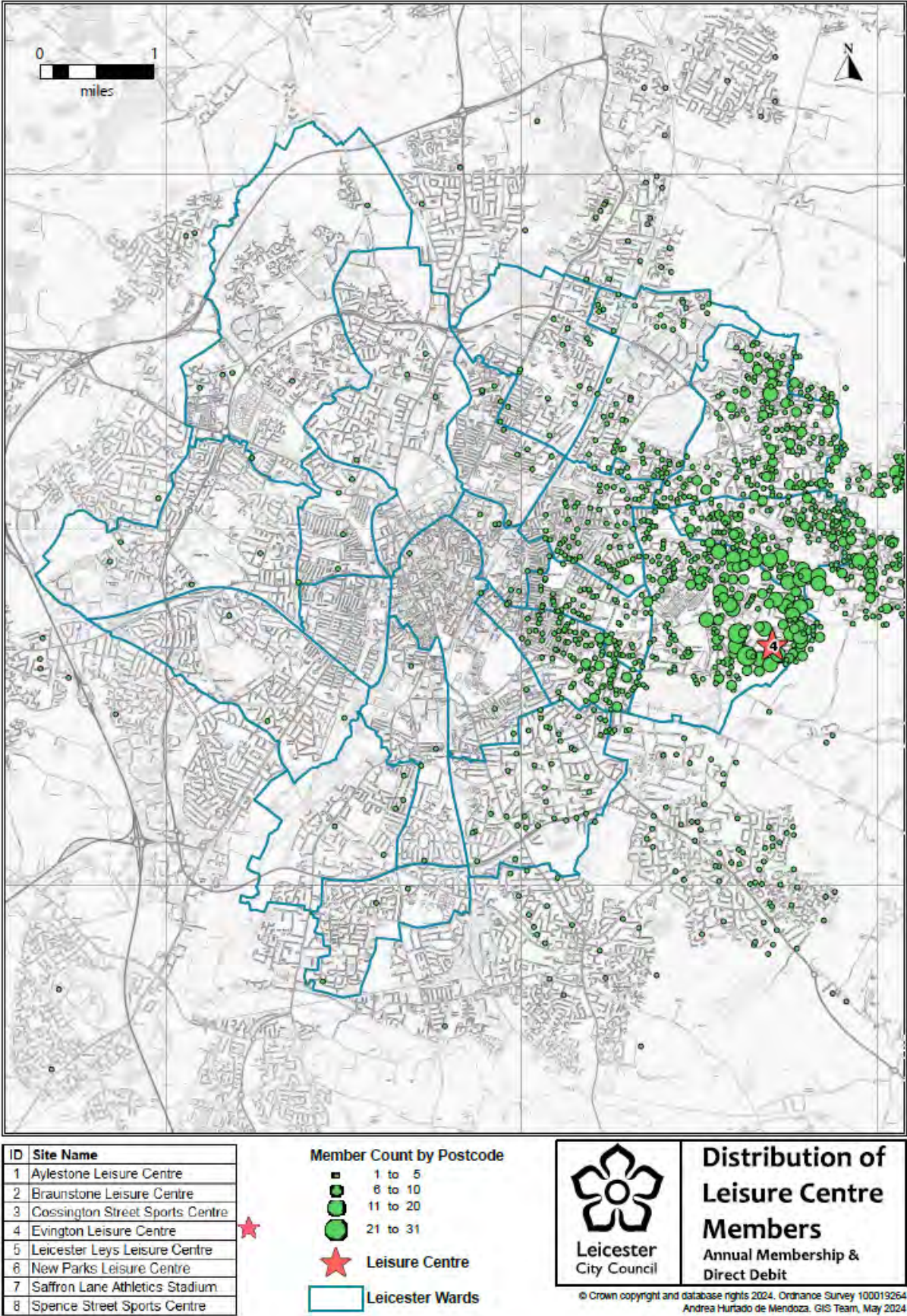
Site Name	Female	Male	Unknown	Total
Evington Leisure Centre	2,847	2,632	41	5,520

Site Name	Health and Fitness	Swim Leicester
Evington Leisure Centre	2,339	1,436

	Members by Local Authority		
Site Name	Leicester City	County/ Rutland	Total LLR
Evington Leisure Centre	2,941 (78%)	829	3,770



Evington Leisure Centre Members Map



Leicester Leys Leisure Centre Built 1985	
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ASSETS

Leisure pool, 30mx13m. Beach access, wave machine. Activity, toddler, and dimple pools. 546 sqm pool space	Leisure water area. Parties. Fun slides	Sports Hall	3No Badminton courts Part gym use Gymnastics. Circuit training Parties
Gym	100 stations – using part sports hall and separate small rooms.	Studio	Space for 16 users Fitness classes. Yoga. Table tennis
Climbing wall	15m high tower. Sport climbing Bouldering Block - training	Squash	2No courts

SERVICE INFORMATION – USAGE

Members Mar 2019 = 1,296 Feb 2024 = 2,623 Customer visits March 23 to Feb 24 = 291,681 70% city customers	Direct debit Income 2018/19 = £29,000/month 2023/24 = £54,000/month	23/24 £'000s Running costs £1,461 Income <u>£1,347</u> Net cost £ 114 Cost/visit £0.39
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CAPITAL PROGRAMME

Wet side changing rooms	Partial upgrade 2022	Totals spent £120k
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CONDITION SURVEY DATA

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.

0-2 years	Original pool plant equipment (1975) included heating, sand filters and main circulation pumps.	£350,000 £630,000
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3-10 years 11-25 years	Original LV switchboard, local distribution boards, wiring, emergency and general lighting system, fire alarms are all due for upgrade. Roof and rooflights in need of replacing. Large areas of ceilings need replacing. Areas of drainage are ineffective. Large areas of flooring need replacing Other areas	£310,000 £100,000 £65,000 £270,000 £775,000 £970,000 £2.10m
Recent problems.	2019. 2 No External flumes closed due to Health& Safety reasons. 2023. Major failure of wave machinery, out of action for 4 months – loss of income.	

SWOT ANALYSIS

Strengths	- Only 'Leisure Water' facility in the area. - Easily accessible location with good parking. - Extensive catchment - Large facility with a good range of activities, including Climbing wall.
Weaknesses	- Some flumes and features have been decommissioned, affecting income and appeal of the centre. - Limited and restricted reception - Limited fitness offer
Opportunities	- Develop the current dated health and fitness offering. - Population growth in the area due to housing developments at Ashton Green and Anstey sites will increase demand on the centre. - Increasingly essential need for Leisure Fun water as part of strategic offer
Threats	- Pool plant is old and currently prone to breakdown, impacting income, customer satisfaction and reputation.

LLLC - Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Beaumont Leys	18,807	888	4.70%
Abbey	22,107	462	2.10%
Fosse	14,373	85	0.60%

LLLC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+)

inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Beaumont Park	6,892	397	5.76%	28.10%
Bradgate Heights & Beaumont Leys	11,026	501	4.54%	29.50%
Stocking Farm & Mowmacre	11,779	282	2.39%	35.60%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	812	595	710	820	915
Running Costs	375	204	300	397	546
Total Costs	1187	799	1010	1217	1461
Total Income	-1108	-39	-613	-1087	-1347
Net cost	79	760	397	130	114

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	1265	705	1106	1426	1748
Swim Lesson Heads	575	369	625	873	898
Total	1840	1074	1731	2299	2646

Catchment analysis

Average travelling distances for casual users and members (all membership types)

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
Leicester Leys Leisure Centre	1.82	1.37	40	30

Average travelling distances by membership types

	Average Distances (Miles)	Average Walking Distances (Minutes)
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Site Name	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Leicester Leys Leisure Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage,

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

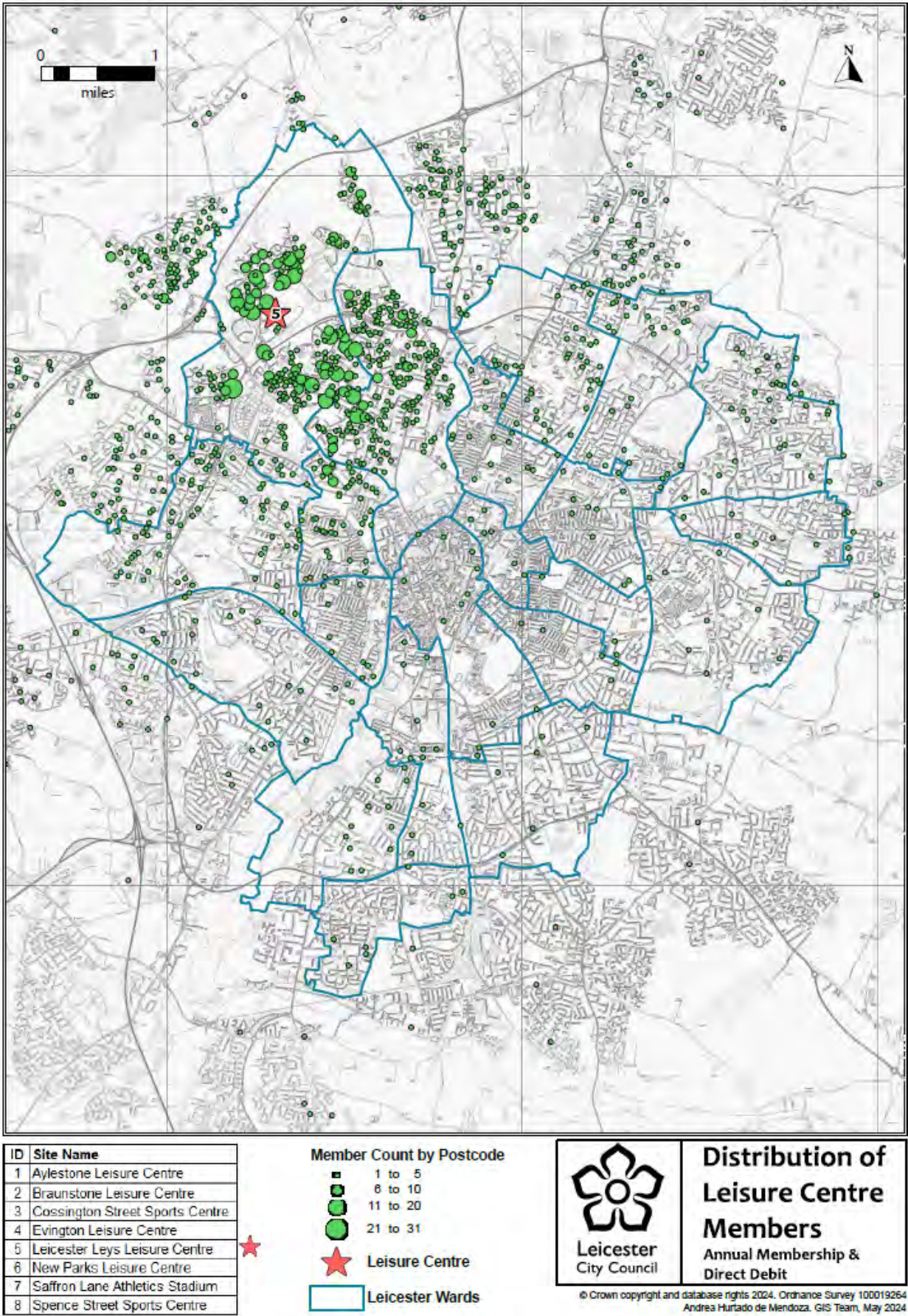
	Members by Gender			
Site Name	Female	Male	Unknown	Total
Leicester Leys Leisure Centre	1,247	1,383	16	2,646

	Casual Users by Gender			
Site Name	Female	Male	Unknown	Total
Leicester Leys Leisure Centre	2,391	2,923	148	5,462

Site Name	Health and Fitness	Swim Leicester
Leicester Leys Leisure Centre	1,725	898

	Members by Local Authority		
Site Name	Leicester City	County/ Rutland	Total LLR
Leicester Leys Leisure Centre	1,841 (70%)	782	2,623

Leicester Leys Leisure Centre Members Map



New Parks Leisure Centre Built 1975	
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ASSETS

Swim pools. 25m x 10m. 18m x 5m. 340 sqm pool space	Learn 2 Swim Open swim sessions Individual lessons Parties	Gym	20 stations
Squash	5No courts	Function/ activity room	

SERVICE INFORMATION – USAGE

Members Mar 2019 = 762 Feb 2024 = 929 Customer visits March 23 to Feb 24 = 60,168 68% city customers	Direct debit Income 2018/19 = £19,000/month 2023/24 = £20,000/month	23/24 £'000s Running costs £849k Income <u>£319k</u> Net cost £530k Cost/visit £8.81
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CONDITION SURVEY DATA

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.		
0-2 years	Roof replacement.	£310,000
	Replace ceilings.	£100,000
	The majority of mechanical and electrical systems are aged and are beyond the intended design life. Original pool plant equipment included heating, ventilation, sand filters and main circulation pumps require replacement.	£350,000
	Replace switchboard, distribution bards, emergency lighting.	£630,000
	Floor repairs.	£270,000
	Window and door replacements.	£52,000
3-10 years	Drainage repairs.	£65,000
11-25 years	Other items	£646,000
		£700,000
		£2.40m

SWOT ANALYSIS

Strengths
- Car Parking provision
- Dance studio/squash

Weaknesses
- Limited dry offer - Usage and growth inconsistent with other centres. - Highest subsidy/ high subsidy per visitor
Opportunities
- Evaluate complimentary business case given overlap and duplication issues
Threats
- Pool Plant condition - Duplication with west side council facilities limits scope/potential and possible need. - Continued impact of Pools for Schools

NPLC - Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Western	21,086	374	1.80%
Beaumont Leys	18,807	84	0.40%

NPLC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
New Parks & Stokeswood	8,615	185	2.15%	34.30%
Kirby Frith	8,818	153	1.74%	32.80%
Dane Hills & Western Park	7,562	63	0.83%	22.00%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	519	338	217	372	486
Running Costs	207	132	129	203	364
Total Costs	726	470	346	575	849
Total Income	-479	-12	-79	-199	-319
Net cost	247	458	267	376	530

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	682	269	330	455	439
Swim Lesson Heads	693	447	0	122	491
Total	1375	716	330	577	929

Catchment analysis

Average travelling distances for casual users and members (all membership types)

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
New Parks Leisure Centre	1.82	1.37	40	30

Average travelling distances by membership types

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
New Parks Leisure Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage,

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

Site Name	Members by Gender			
	Female	Male	Unknown	Total
New Parks Leisure Centre	463	462	4	929

Site Name	Casual Users by Gender			
	Female	Male	Unknown	Total
New Parks Leisure Centre	658	617	51	1,326

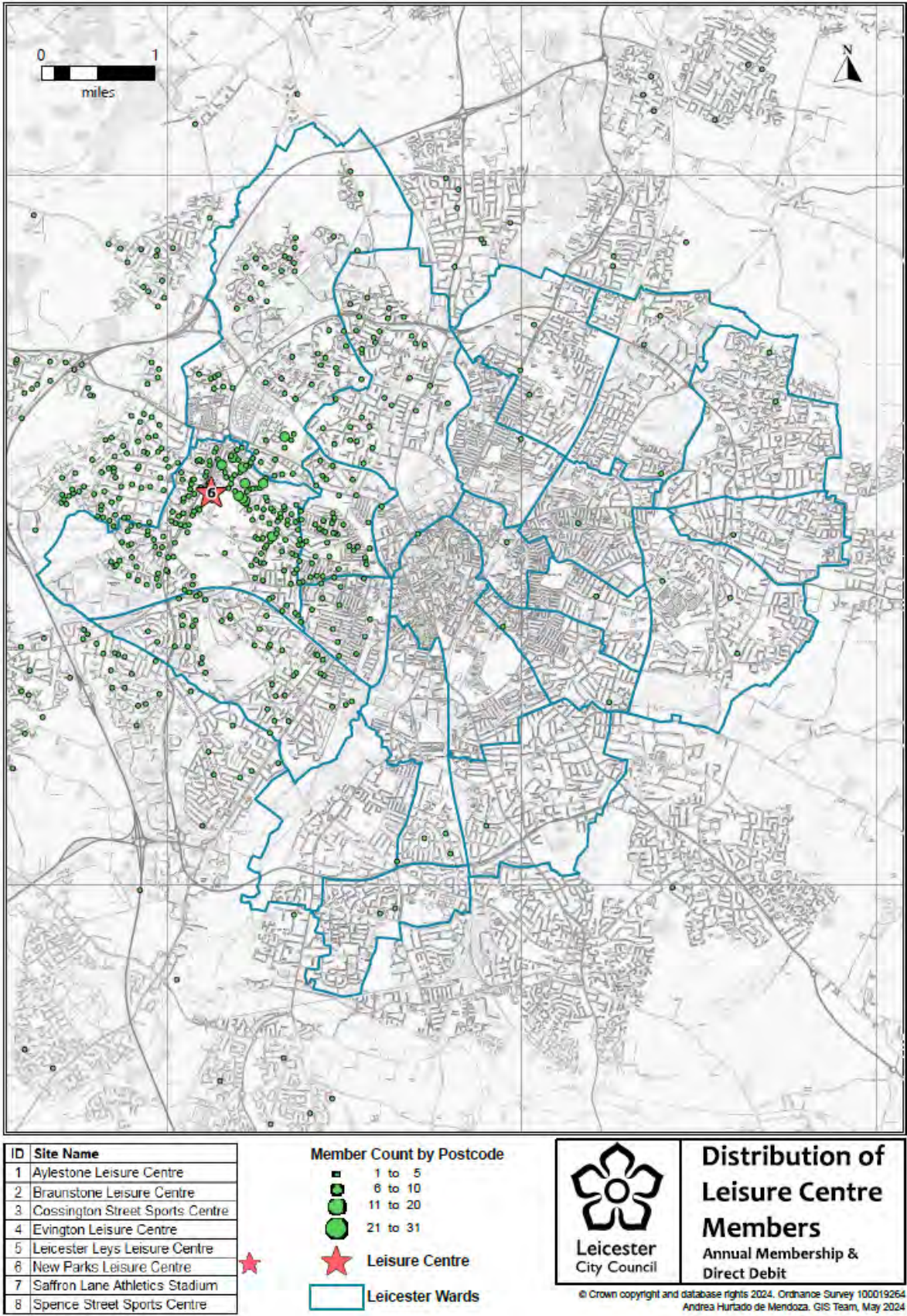
Site Name	Health and Fitness	Swim Leicester
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New Parks Leisure Centre	439	491
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	Members by Local Authority		
Site Name	Leicester City	County/ Rutland	Total LLR
New Parks Leisure Centre	640 (68%)	289	929



New Parks Leisure Centre Members Map



Spence Street Sports Centre Swimming Pool built 1980. Sports Hall built 1986. Sports Hall upgraded to Gym and studio 2022.		
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ASSETS

2 No Swim pools 25m x 10m and 18m x 5m 340 sqm water space	Learn 2 Swim Open swim sessions Individual lessons Parties	Detached gym Studio	70 stations - refurbished 2022 Space for 25 users Fitness classes. Yoga
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SERVICE INFORMATION – USAGE

Members Mar 2019 = 818 Feb 2024 = 2,226 Customer visits March 23 to Feb 24 = 182,306 95% city customers	Direct debit income 2018/19 = £22,000/month 2023/24 = £49,000/month	23/24 £'000s Running costs £1,092 Income £ 805 Net cost £ 287 Cost/visit £1.57
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CAPITAL PROGRAMME

Phase 2 - Upgrade/refurbish gym.	Totals spent £817K
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CONDITION SURVEY DATA - 2023

It is apparent that the majority of boilers, filters, ventilation systems, electrical distribution, fire alarms, wiring and fittings have exceeded its design life. The following elements are those at most risk in the next 0-2 years.		
0-2 years	The majority of mechanical and electrical systems are aged and are beyond the intended design life. Heating, AHU, sand filters and main circulation pumps are all aged and due for replacement. LV switchboard, local distribution boards, wiring and emergency lighting system. Pool roof and ceiling replacement Flooring, doors, and drainage Other items	£330,000 £349,000 £247,000 £348,000 £426,000 £1.3m £800,000
3 - 10 years		
11-25 years		

SWOT ANALYSIS

Strengths	Strong local catchment Modern fitness and studio offer
Weaknesses	Limited parking Separate pool and gym buildings
Opportunities	Installation of Air Source heat pumps to reduce carbon emission Further fitness growth linked to place expansion and active wellbeing

Threats	- Pool plant condition
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SSSC - Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
North Evington	23,928	776	3.40%
Humberstone & Hamilton	21,142	314	1.50%
Spinney Hills	13,034	188	1.40%
Evington	17,256	184	1.10%

SSSC - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Spinney Hill Road	15,837	438	2.77%	39.70%
North Evington & Rowlands Hill	11,178	272	2.48%	37.10%
Crown Hills	10,610	220	2.07%	40.00%
Northfields & Merrydale	9,981	203	2.03%	38.70%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	534	411	461	585	779
Running Costs	199	141	126	166	312
Total Costs	733	552	587	751	1092
Total Income	-506	-17	-329	-554	-805
Net cost	227	535	658	197	287

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	2023/24
H&F Live Members	695	411	523	990	970
Swim Lesson Heads	935	518	913	1247	1258
Total	1630	929	1436	2237	2228

Catchment analysis

Average travelling distances for casual users and members (all membership types)

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Casual Users	Members	Casual Users	Members
Spence Street Sports Centre	1.82	1.37	40	30

Average travelling distances by membership types

Site Name	Average Distances (Miles)		Average Walking Distances (Minutes)	
	Health and Fitness Members	Swim Leicester Members	Health and Fitness Members	Swim Leicester Members
Spence Street Sports Centre	1.36	1.38	30	30

Customer Profile (% breakdown of customers, age, gender, ethnicity, etc. Market penetration, city, and county usage,

The following tables summarise live contact postcode data within Leicester, Leicestershire, and Rutland (LLR) over the last year. Data refreshed: 11/05/2023.

"Members" current direct debit/annual members, and "Casual Users" without membership.

Site Name	Members by Gender			
	Female	Male	Unknown	Total
Spence Street Sports Centre	980	1,258	88	2,326

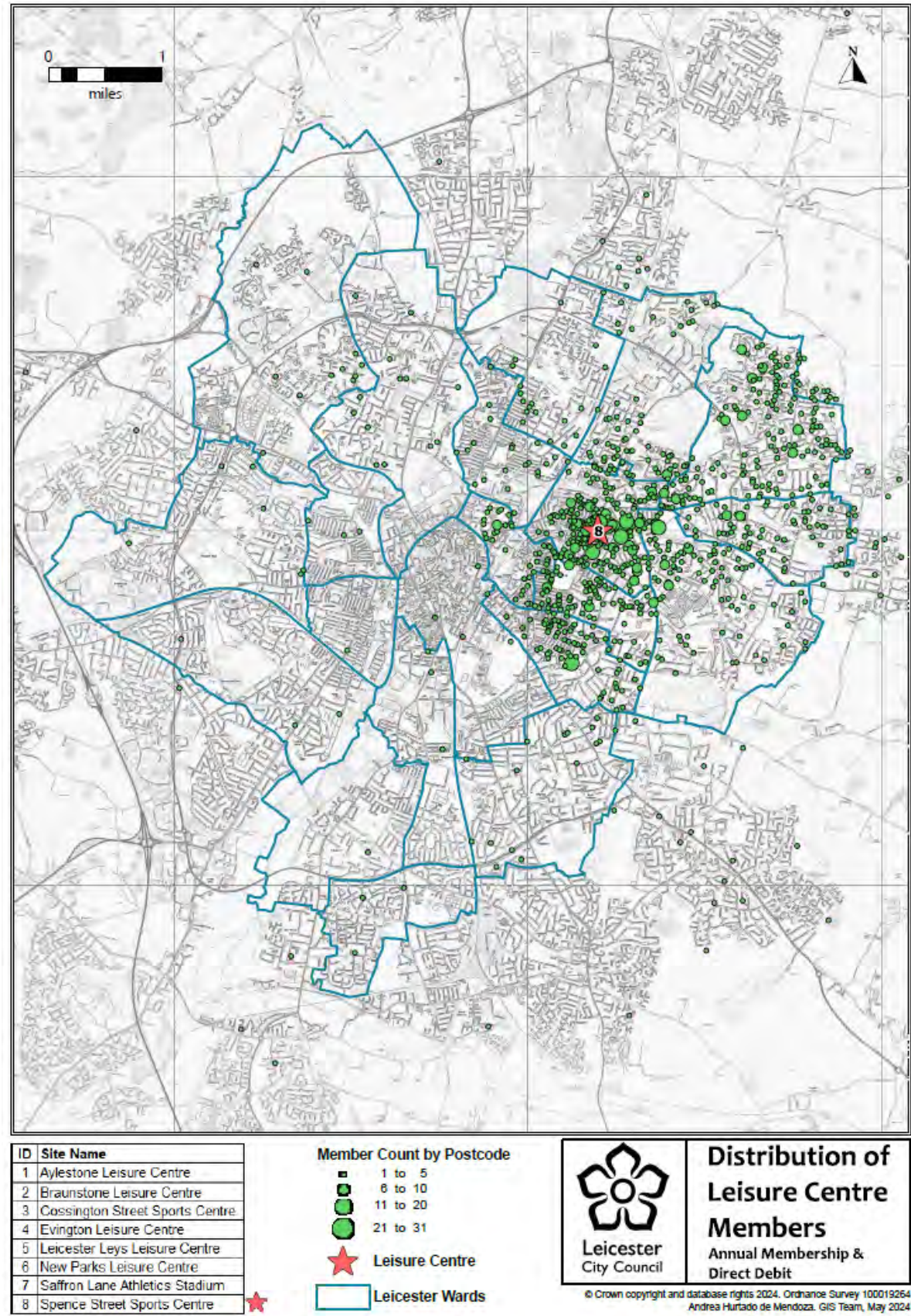
Site Name	Casual Users by Gender			
	Female	Male	Unknown	Total
Spence Street Sports Centre	1,864	1,477	63	3,404

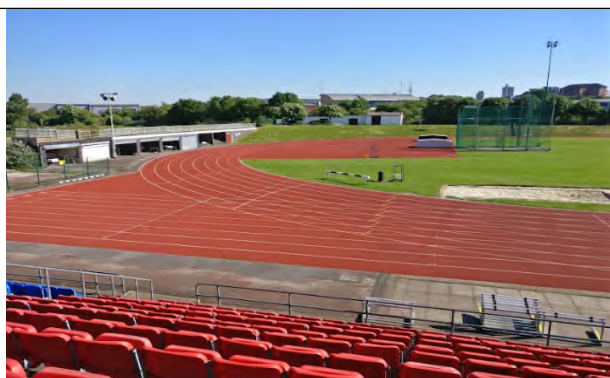
Site Name	Health and Fitness	Swim Leicester
Spence Street Sports Centre	970	1,258

Site Name	Members by Local Authority		
	Leicester City	County/ Rutland	Total LLR

Spence Street Sports Centre	2,121 (95%)	105	2,226
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Spence Street Sports Centre Members Map



Saffron Lane Athletics Stadium Built 1967. Pavilion 2006	
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ASSETS

8 lane running track. In-field sports	Athletics club usage. Athletics events, field sports and training use.	Pavilion	Competitor changing. Meeting room. Toilets.
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SERVICE INFORMATION – USAGE

Members Mar 2019 = 2 Feb 2024 = 16 Customer visits March 23 to Feb 24 = 39,209	Direct debit income 2018/19 = £5,000/month 2023/24 = £7,000/month	23/24 £'000s Running costs £173 Income <u>£ 60</u> Net cost £114 Cost/visit £2.90
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CONDITION SURVEY DATA – 2023

The following elements are those at most risk in the next 0-2 years.		
0-2 years	Repaint grandstand structural steelwork. Other items	£20,000 £506,000
3-10 years		£711,000
11-25 years		£1.03m
Recent problems		

SWOT ANALYSIS

Strengths	1 of only 2 tracks in Leicestershire. Regional annual school events Recent investment and improvement Recent Track Mark status
Weaknesses	Stand-alone facility Poor design layout - Pavilion location creates unauthorised access, missed income opportunities and vandalism.
Opportunities	Promote venue as a venue for outdoor exercise Connect track to active Leicester fitness offer Could attract more events and hire income
Threats	High disproportionate NNDR costs – being reviewed National participation levels in athletics.

SLAS - Ward Penetration (%) For DD or Annual Members - Leicester City Wards

Ward Name	Population Of Ward	Total Members	Ward Penetration (%)
Humberstone & Hamilton	21,142	3	0.00%
Knighton	16,819	2	0.00%
Aylestone	11,940	1	0.00%

SLAS - MSOA Inactivity (%) and Penetration (%) For DD or Annual Members - Leicester City MSOAs

Inactivity Levels using Sport England Data (Contains public sector information licensed under the Open Government Licence v3.0.). This is % of adults (16+) inactive (less than 30 minutes physical activity per week in the past month, excluding gardening) by Middle Layer Super Output Area (MSOA).

MSOA Name	MSOA Population	Total Members	MSOA Penetration (%)	MSOA Inactivity (%)
Colchester Road	8,512	2	0.02%	34.00%
Knighton	7,322	1	0.01%	16.70%
Aylestone South	8,345	1	0.01%	25.90%

Financial Performance (£'000's)

Overall Financial Performance	2019/20	2020/21	2021/22	2022/23	2023/24
Payroll	89	41	63	50	50
Running Costs	88	80	76	95	124
Total Costs	177	121	139	145	174
Total Income	-62	-6	-37	-49	-60
Net cost	115	115	112	96	114

Service Performance KPI's

KPI	2019/20	2020/21	2021/22	2022/23	23/24
H&F Live Members				27	16
Swim Lesson Heads				0	0
Total				27	16

Catchment analysis

Average travelling distances for casual users and members (all membership types)

	Average Distances (Miles)		Average Walking Distances (Minutes)	
Site Name	Casual Users	Members	Casual Users	Members
Saffron Lane Athletics Stadium	3.38	2.80	74	62

