

# Joint Meeting of the Finance and Economic and Culture and Leisure Overview and Scrutiny Committees

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SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



Tuesday, 9 January 2024 at 2.00 pm  
Council Chamber - South Kesteven House, St. Peter's Hill,  
Grantham. NG31 6PZ

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## Supplement

6. **Deepings Leisure Centre - Request for a Financial Contribution** (Pages 3 - 22)  
A copy of the Deepings Community Leisure Centre Business Plan.

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# The Deepings Community Leisure Centre Business Plan

Version 2.2





# Contents

- **Executive Summary**
- **Bringing Health and Wellbeing Back to the Community**

## 1. Capital Information

- Key Milestone and Timeline
- Feasibility Study
- Capital Project Costs (include reference to supporting evidence such as quotes or cost benchmarking)
- Sources of funding including Community Ownership Fund and match funding
- Managing the repair and refurbishment

## 2. Financial Breakdown

- Cash flow projection with income streams and costs
- Use and need of Revenue Funding

## 3. Asset Management, Organisation and Governance

- Structure of DLCCG and Deeping Community Leisure Centre (CIC)
- Involving the Community
- Working together with stakeholders
- CIC Members
- Risks to Delivery and Mitigation



**Our number one priority is to provide cost-effective inclusive opportunities to improve mental and physical health and well-being, regardless of age or ability, to all our residents and the wider community.**

**Through community involvement and with community support we will truly provide 'Something for Everyone'**



# Contents

## Executive Summary

Following the decision by the South Kesteven District Council to cease offering public leisure facilities in the Deepings, a group of driven individuals have been exploring ways of reinstating the Deepings Leisure Centre (DLC). This business plan shows the practical steps the Deepings Leisure Centre Community Group (DLCCG) in association with CIO (The Deepings Community Fund) are undertaking to reinstate and manage the DLC, to reinstate leisure facilities to The Deepings and surrounding areas in a defined timeline.

The plan shows that Deepings Community Leisure Centre Limited (CIC) can deliver thriving leisure facilities for The Deepings initially using grants and local fundraising to create working capital and a healthy bank balance from opening.

## Background

The Deeping Leisure Centre opened in 1974, with the building being owned by Lincolnshire County Council (LCC) and managed and maintained by South Kesteven District Council (SKDC) for 48 years. On 24 November 2022, SKDC took the decision to cease management of the DLC and subsequently handed the building back to LCC.

- 51 This CIC is a not-for-profit, non-politically aligned group striving to re-open the DLC for the benefit of the wider community. This group will lay the foundations and in due course hand over the day to day management of the DLC to an experienced leisure centre operator.

# Bringing Health and Wellbeing Services Back to the Community

The loss of the Deeping Leisure Centre (DLC) was widely felt across the Deepings community and surrounding villages. After tireless campaigning from several Ward Councillors and local volunteers, much data was gathered by direct discussion, Facebook groups, surveys and other sources on what impact the loss of the DLC had on local people. Many of the comments were collated into a 16 page booklet which is evidenced in the appendix of this business plan. This information along with results of several surveys and polls discovered that while being an important hub for swimming, the Deeping Leisure Centre (DLC) creates the space and opportunity to offer many more services and facilities to attract a wide range of people, of all ages and abilities. To fulfil the wants and needs of the local community in creating a community hub, we aim to offer the following services to the community:

- Facilities and swimming pool for the Deepings School and all nine local primary schools to teach swimming as part of the National Curriculum, the swimming pool will also be available for the use of Deepings Swimming Club and the general public early mornings, lunch times, evenings and weekends.
- Sports Hall to be rented for multiple uses for example school sports and examinations, community events, badminton, spinning and other health and well-being classes.
- Dedicated provision of SEN services such as assisted pool time and therapy and physical therapy.
- Soft Play Centre will be available for young children and parents/guardians
- Cafe and licensed bar for socialising and events at weekends and evenings such as birthday parties, business meetings, concerts, music etc.
- Treatment rooms for hire to provide health and well-being services such as sports massage, physiotherapy and holistic therapies.
- A 60+ station gym for public use (with membership).
- Learner pool for babies to pre-schoolers



Key Milestones and Timeline

| Milestone                                                                                                              | Time frame for completion |
|------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Secure agreement in principle on freehold transfer with LCC.<br>Agree funding with SKDC                                | January 2024              |
| Apply for Community Ownership Fund grant and formalise previous applications for funding with Town and Parish Councils | Jan - Apr 2024            |
| Progress contractual arrangements with Third Party Leisure Provider                                                    | Dec 2023 - February 2024  |
| Appoint Project Management Company                                                                                     | March 2024                |
| Refurbishment work commences                                                                                           | Apr 2024                  |
| Phase 1 Opening - sports hall, pool and gym                                                                            | Aug 2024                  |





## Feasibility Studies

A comprehensive feasibility study was conducted by South Kesteven District Council (SKDC) in partnership with Mace, Faulkner Browns and The Sports Consultancy with the full report and findings published in January 2020. This report is in the appendices of this document.

At the time of this feasibility report, the direction of SKDC was to demolish the existing Deepings Leisure Centre and rebuild elsewhere as it was thought the existing building had reached the end of its life. This decision was ultimately overturned by SKDC and the centre shut down due to lack of maintenance and damage to the roof. In view of the overall direction at the time, the main purpose of including this feasibility report is to highlight the following areas which are still pertinent to this business plan:

- Analysis of the local market highlighting the latent demand for health and fitness and swimming at DLC
- Ideal facility mixes that fully meet the identified latent demands

### Notes to the Feasibility Report

Any concerns on the existing building's life expectancy are alleviated by a recent buildings survey completed by Lincolnshire County Council in March 2023 which states the steel sub-frame of the existing building is sound.

The local population has increased considerably since 2020 due to the construction of several new housing estates within one mile of the DLC, together with other planned sites, thus increasing the demand for leisure services. Additionally, the closure of Peterborough Regional pool widens the catchment area of school swimming, swim school and gym membership.





## Capital Project Costs

The capital project costs are broken down on the next page (page 7). These figures have been calculated from several sources including cost benchmarking from quotes received via Castons Chartered Quantity Surveyors which was the company originally employed by SKDC to provide figures for the refurbishment of the Centre. We have also approached numerous local suppliers.

Additionally we have approached local and national companies to provide indicator costs of the works required to bring then building to an operational standard.

**It is important to note** that some of these costings take account of large discounts offered by local companies who are committed to assisting the group in the re-opening of the DLC for the benefit of the local community.



**"My name is [REDACTED],  
I have lived in or near the Deepings  
for all of my 38 years; the leisure centre  
has been a fixture of health and well-being  
all that time.**

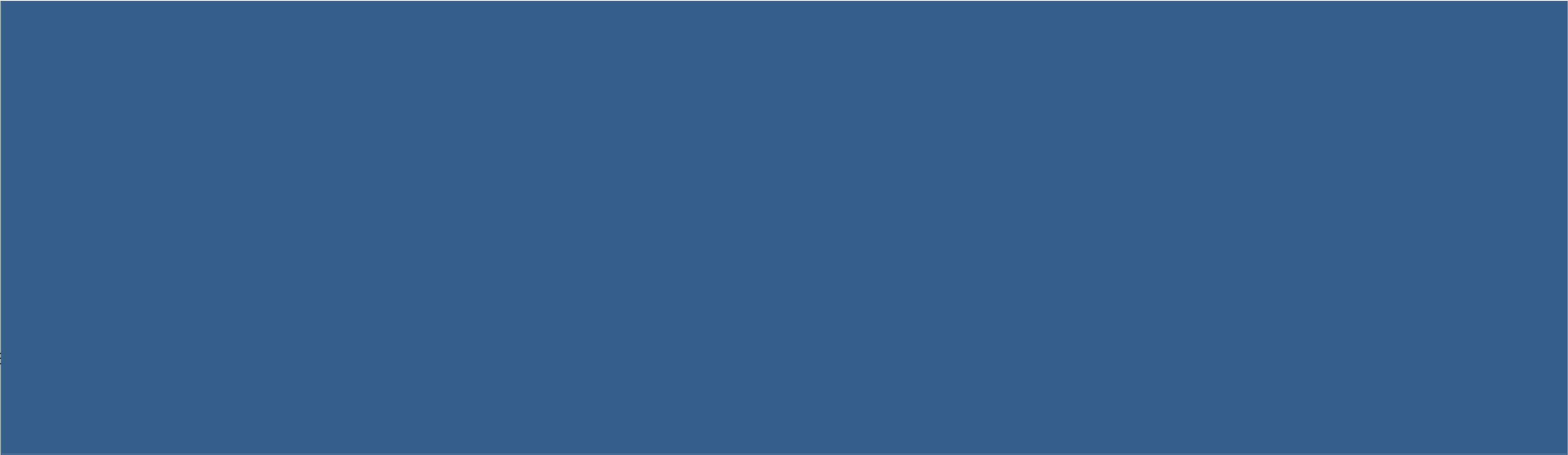
**Recently I have frequented the swimming  
pool as a way of exercising and relaxing to  
aid my post-natal health, and depression,  
with low-impact exercise necessary after a  
c-section. Leaving the town without a  
leisure centre will negatively impact  
me, my children, and the  
whole community."**







Managing the Repair and Refurbishment of the Deepings Leisure Centre



*This Company is a local business who is willing to tender*

## Income Sources

- 1 Deepings School utilising the sports hall during the school day for sports and examinations; and the swimming pool for seven hours per week during term time.
- 2 ■ children per week involved with Swim school, learning how to swim within one of the 151 swimming sessions. For many years, prior to closure, Deepings Swim School has had a waiting list of children looking to learn to swim. It is believed that once the swim school is reopened the situation will return.
- 3 Deepings Swimming Club utilising the facility for 20 hours per week at an initial rental of ■ per lane per hour to enable club members to train for county, national and international competitions as well as being the local Special Olympic and Para Swimming Centre, re-establishing a permanent base for the school. Swimmers currently within the club range ages 7 to 70+.
- 4 Two classes each of ten local schools – The Deepings School, Linchfield, William Hildyard, Deeping St James Community Primary, Market Deeping Community Primary, Langtoft, Baston, Helpston, Northborough and Glinton learning to swim for two terms per academic year as part of the national curriculum. Having a pool nearby will enable those children still recovering from the lack of swimming lessons during Covid, will spend far less time travelling to the centre than other available pools. The charge per child is set at ■ per pupil per week, per session, based on an average of 24 children per lesson inclusive of two swim teachers).
- 5 Upon opening 250 gym and swim members utilising the 60 station gym and swimming facilities, increasing year on year. This will mirror what was available before the centre closed, although new equipment will assist swift take-up and also potential growth in future years.
- 6 Recreational swimming receipts with increased availability to previously during the school day and remaining open for a larger number of hours. This will enable the general public to have access to the swimming pool for a minimum of 55% of opening hours.
- 7 Sports Hall and studios users participating in roller skating, badminton, martial arts with other activities together with usage from specialist SEND providers.
- 8 Soft play centre with the aim to encourage young children to be active and have fun. The soft play area will require initial investment although is anticipated to bring ■ visitors per week, notably with the opportunity for a swim. This will enable secondary sales through the cafe
- 9 Catering facilities providing refreshments and food for spectators and subsequently parties.

**It is important to note** that the following income projections were prepared by the DLCCG with a view to running the DLC themselves and, in order to be confident in the centre's viability, attendance was kept to the absolute minimum we would expect to attract. All our potential partners are of the view that we have been pessimistic in our projections.



FINANCIAL BREAKDOWN - REVENUE

Swimming Revenue Projections



Centre Membership Subscriptions

(Swim, Swim + Gym, Other) – Based on current membership



Sports Hall and Other Income Projections\*



- this does not include income from The Anthem Trust

All projected costs and revenue have been estimated at an RPI of 3% per annum after year 1

FINANCIAL BREAKDOWN - EXPENDITURE

Maintenance Provision



Salaries and Staff Costs



Utilities and Insurance



Pool Costs



Professional Services and Software



Other Expenditure - Includes £60k year 1 for unknown items



These figures are for illustrative purposes only.

They are based on our knowledge of prior use of the centre, usage at similar centres and takes account of the express needs of the local schools, clubs and population.

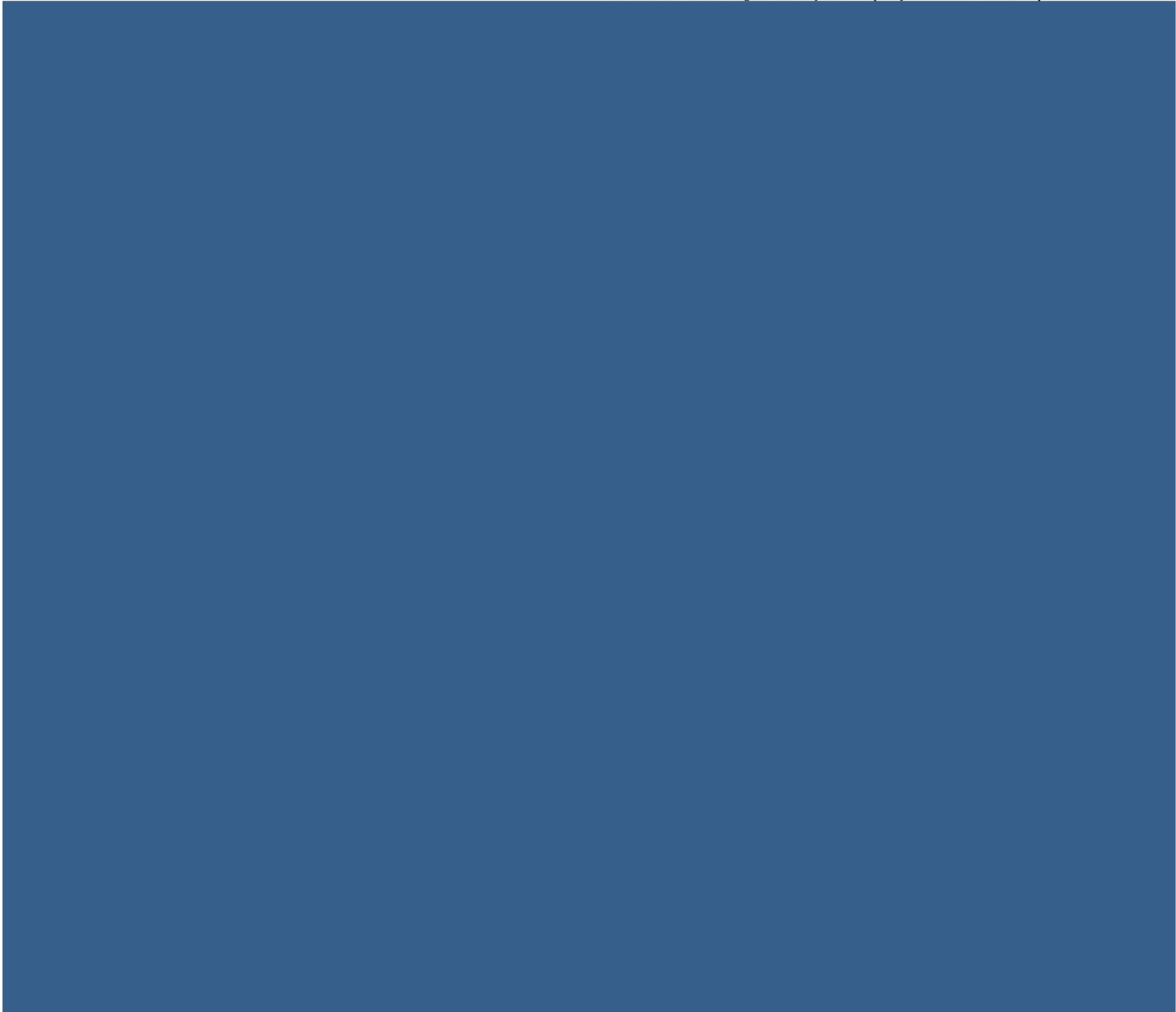
It was prepared on the basis of the **lowest** expected take up of services. This was done intentionally to provide proof that the centre was a viable financial project.

Professional leisure providers have informed us that our projections are extremely low and that they would expect gym and swim memberships to be more than double our projections.

The closure of Peterborough Regional Pool has meant that take up for Swim School and School Swimming Lessons will increase by at least 30%. Additionally, we would be the only deep 25m 6-lane pool available in a large area for the use of swimming and diving clubs and lifeguard training.

Deepings Leisure Centre - 15 year cashflow forecast

|                                                         |       |                    |       |
|---------------------------------------------------------|-------|--------------------|-------|
| Revenue Increase PA                                     | 3.00% | Cost Increase PA   | 3.00% |
| If inflation reduces then these figures can be adjusted |       | Salary Increase PA | 3.50% |





Revenue Funding

**Non-Capital equipment items**  
Purchase of items that don't qualify as Capital as they have a life span of less than five years to include:

| Item | Numbers | Cost (£) | Total (£) |
|------|---------|----------|-----------|
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| Item | Numbers | Cost (£) | Total (£) |
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Revenue Funding - continued

Pre-opening Staffing Levels

We will require set up and running costs to initially hire and train the staff to open the Deepings Community Leisure Centre before we are generating revenue. The period to hire and train staff before we receive income has been estimated at one month. For a complete breakdown of the staff we need to hire and the associated salaries and costings, please see 'Asset management, Organisation and Governance' on page 19

| Role | Cost for 1 month pre-opening for training and orientation |
|------|-----------------------------------------------------------|
|      |                                                           |

Marketing and Promotional Costs

We will require funds to set up / create the following communications assets to inform and interact with the community and customer base.

| Asset                  | Cost for 1 month pre-opening for training and orientation |
|------------------------|-----------------------------------------------------------|
|                        |                                                           |
| Revenue Funding totals | Cost                                                      |
|                        |                                                           |

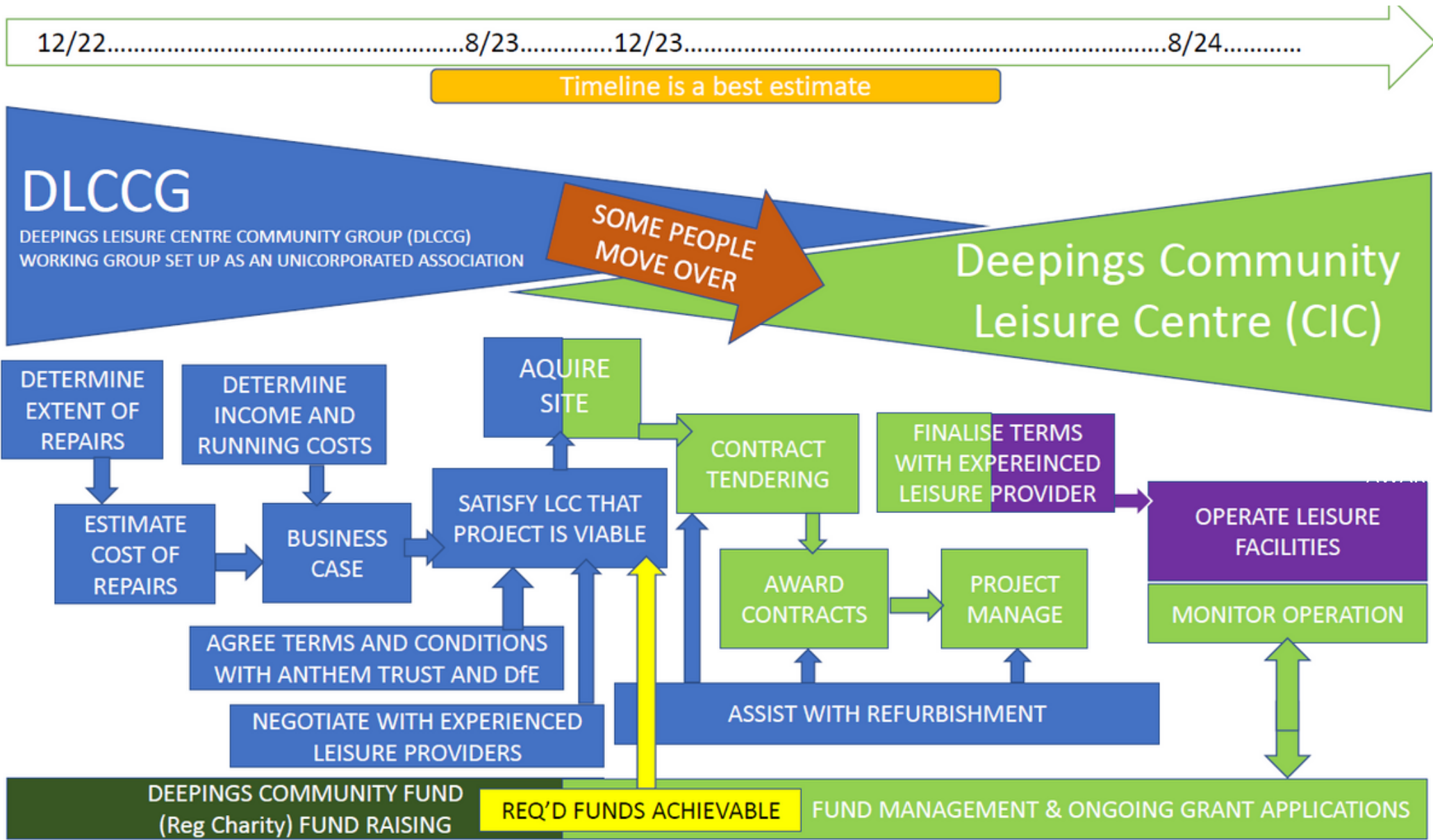


Two Groups Working in Partnership

Initially there were two entities working hand-in-hand to re-open the Deepings Leisure Centre. The majority of the research, partnership building and groundwork was done by the Deepings Leisure Centre Community Group (DLCCG) which was established as an Unincorporated Association for speed and ease of set up. The DLCCG has been engaging with the public, experienced leisure providers to shape the way the project can be delivered.

We believed that a registered charitable trust would be a suitable type of organisation to undertake and manage assets. We were able to re-purpose a dormant CIO (The

Deepings Community Fund – DCF) for this purposed and the expectation was that DCF would take a lease for the site. However, once it became clear that LCC’s preferred option was to sell the freehold and would require the community group to work with an organisation experienced in operating Leisure Centres, the trustees of the DCF felt that was beyond their scope. Thus, a CIC has been formed (Deepings Community Leisure Centre). The intention is for this nonprofit organisation to take on the site, raise the necessary funds, oversee the renovation and work in close partnership with an experienced operator to run leisure services. This arrangement protects the assets for the long-term benefit of the community.



## Involving the Community

Futureproofing the project so the local community will always be stakeholders is at the forefront of our planning. Throughout the campaign to keep the center operating, before it was eventually closed, the local community was heavily involved and engaged. Many people let their feelings be known via our social media and by face-to-face information gathering and testimonials, a selection of which were collated into a 16-page booklet available in the appendices of this document.

We believe the community should be at the heart of this effort to re-open and run the centre and will have the following mechanisms in place to engage and influence the project:

- **Ability to help shape the direction and type of services on offer so they continue to meet the needs of a growing and diverse community**
- **An ability to enact change on the board of Trustees**
- **Periodic surveys of the general public regarding current facilities and future requirements, the results of which will be fed to the third party operator**

To fulfil these mechanisms the CIC will prepare an annual report to include key financials and statistics for the year. This will be made available to the public on our website.



Working Together - a selection of organisations we are currently consulting with





Deepings Community Leisure Centre CIC

Below are the members of the Community Interest Company who will be responsible for the renovation and subsequent partnership to run the centre. These members were formlly part of the initial unincorporated group responsible for the preparation of this Business Plan.



Should our bid be successful other Directors will be added according to their skill set, suitability and availabiity to ensure a broad range of abilites.



The Anthem Trust

One of our prorities in re-opening the Centre is to provide school hall provision for The Deepings School.

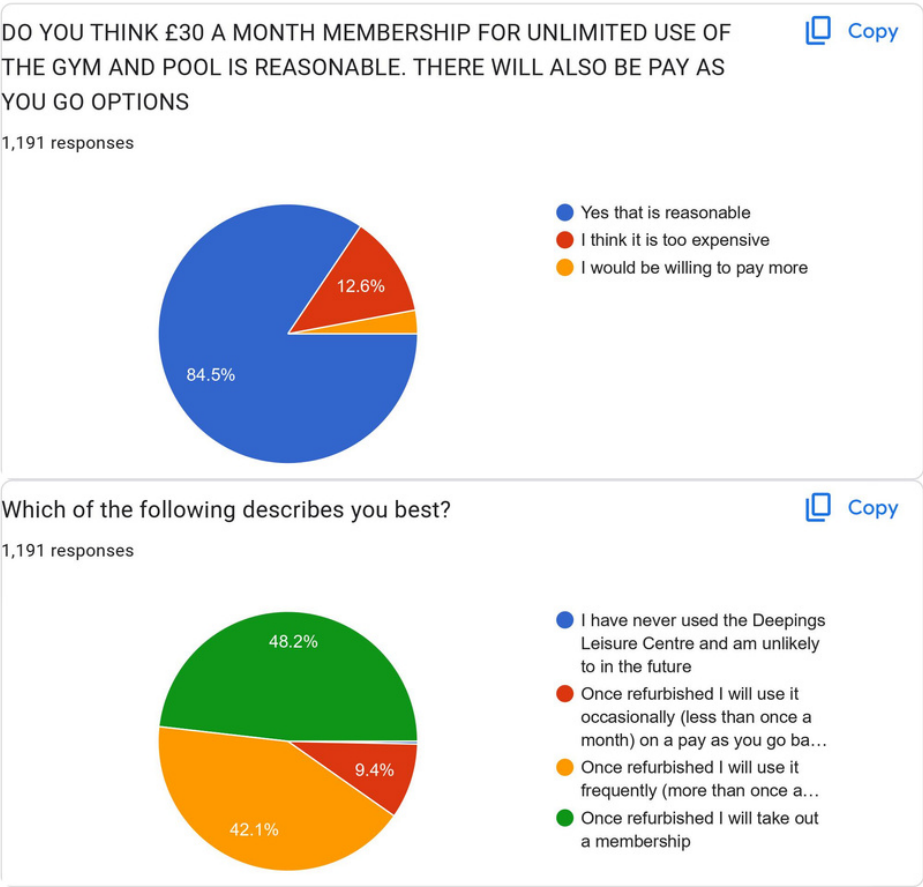
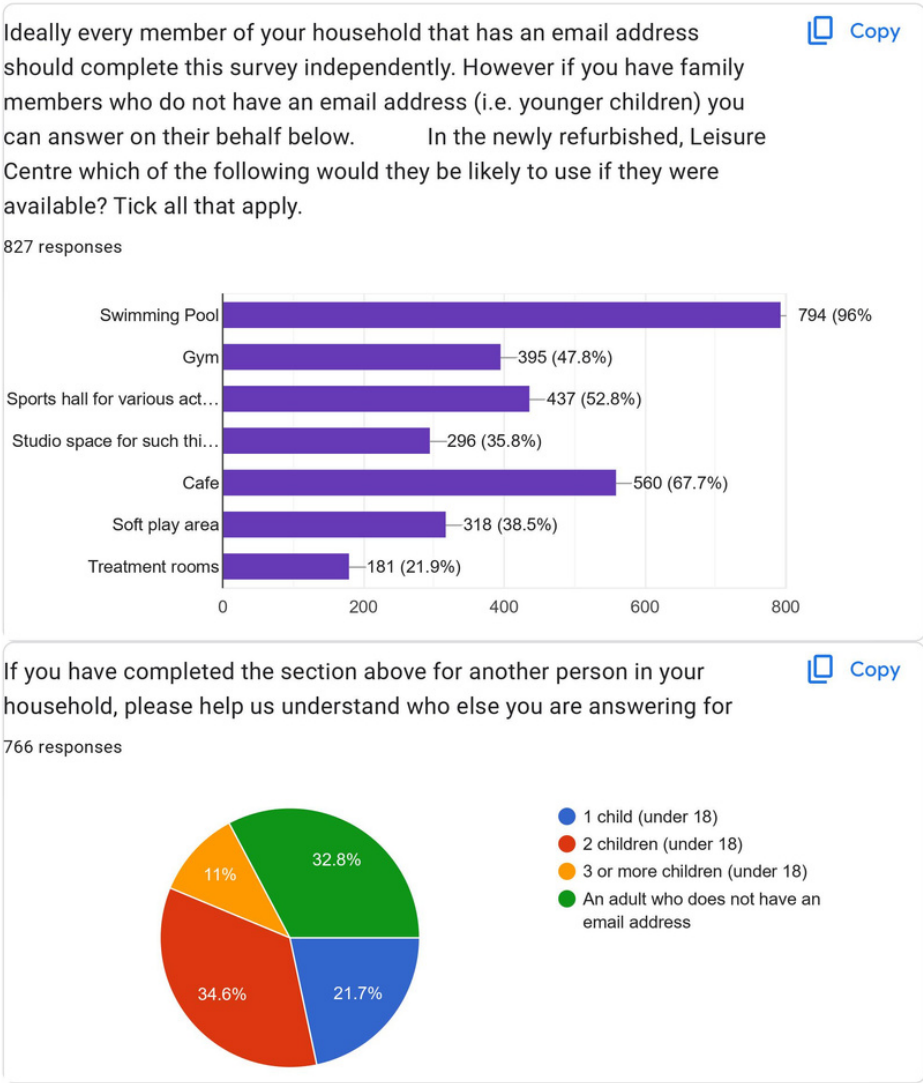
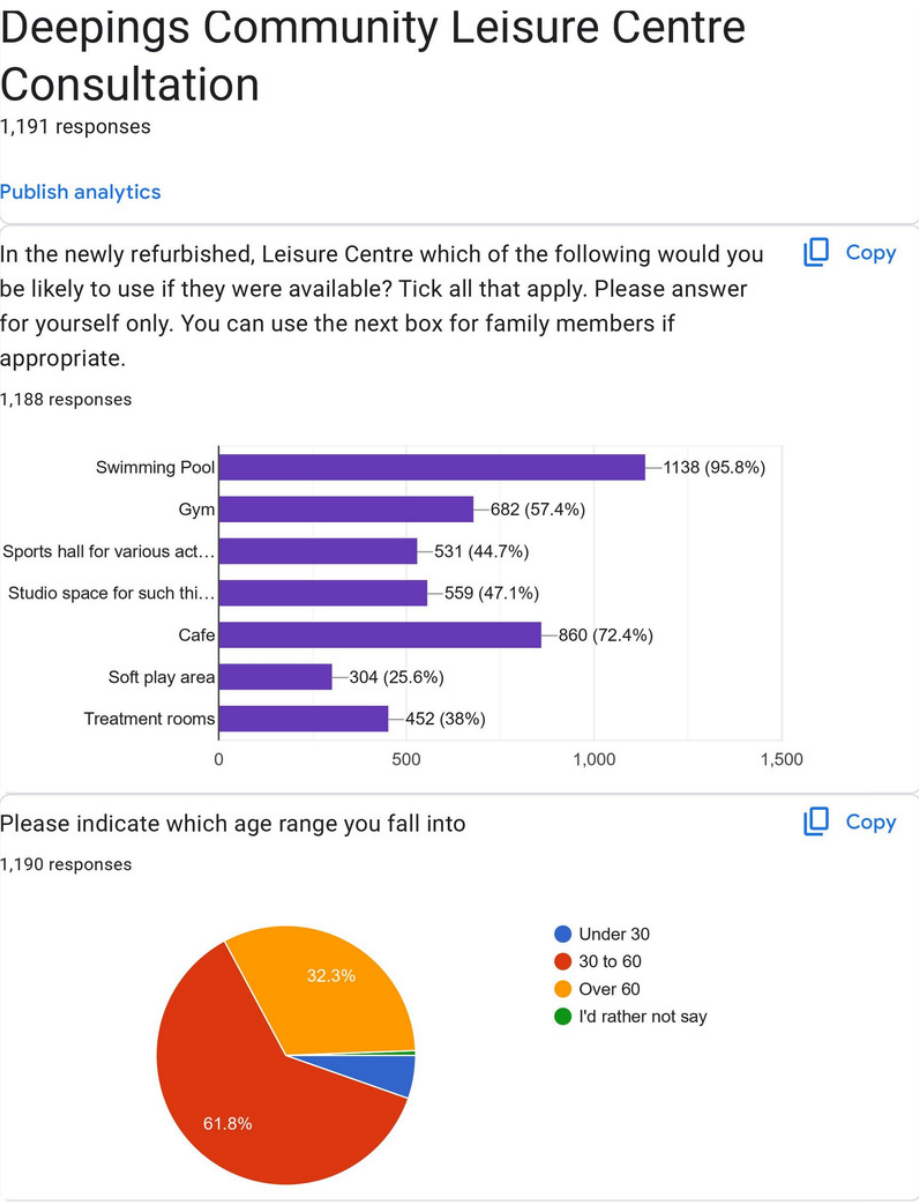
Since the closure of the Centre the school has had to provide sports and examination space in a temporary building.

We have been in constant contact with the Trust on this matter since January 2023 and have committed to providing the school with all amenities they require. Discussions are ongoing.

Public Consultation

We have maintained a loyal and enthusiastic following on social media with news of the campaign regularly reaching over 2000 residents.

We have completed several surveys with them, the latest of which was to ascertain usage on opening. The consultation lasted a mere 20 days, on Facebook only, and we received almost 1200 responses. The results speak for themselves.



## Risks to Delivery and Mitigation

The following risks to delivery and the methods of mitigation are listed below.



