

# South Lake Leisure Centre, Craigavon NI Presentation to APSE

23<sup>rd</sup> June 2021

[armaghbanbridgecraigavon.gov.uk](http://armaghbanbridgecraigavon.gov.uk)



**Armagh City  
Banbridge  
& Craigavon**  
Borough Council

# Agenda

1- In A Nutshell

2- Replacing Existing Facilities

3- Community Buy-In/ The Build

4- Catalyst for Transformation

# In a Nutshell





New build indoor leisure centre

Includes a watersports centre

Replaces 4 existing facilities

C15,000 m<sup>2</sup> gross floor area





BREEAM Very Good

DSNI ISF Excellence

Already won several  
awards including for  
social value







# In a Nutshell Time



# In a Nutshell

## Cost



Overall budget c£40m

Build c£35m

- Final account within 1% of contract sum

# Replacing Existing Facilities

# Options Considered

### OPTION A - Do Nothing

- Continuing to provide services through the existing facilities but without making any significant changes or reinvestment
- **Option was discounted at the shortlisting stage** as it would inevitably result in a spiral of decline & ultimately closure of the existing facilities without any substitute provision
- It would undermine Council sports development & physical activity programmes & fundamentally failed to meet the Project Objectives

# Options Considered 2

### OPTION B - Do Minimum

- Invest in the 3 centres to address the maintenance backlog to extend the life of the leisure centres, for perhaps 5-7 years
- Refurbishment could be staggered to ensure that 2 of the 3 centres remained open at all times
- **Option was discounted at the shortlisting stage** as it would fail to address the underlying design & quantum limitations of the existing facilities
- Would fail to meet most of the Project Objectives & in that context, the considerable expenditure required would be difficult to justify

# Options Considered 3

Left 2 options to be evaluated (NPV cost & ability to meet the Project Objectives)

### OPTION C - Full Refurbishment of the existing Centres

- Major refurbishment to bring them up to modern standards & all backlog maintenance
- Sufficient revenue to fund a programme of on-going life-cycle renewal, & upgrading + planned preventative maintenance programme

### OPTION D - Develop a single new facility adjacent to South Lake

- Capital investment of c£37m
- Offered the potential for a significantly reduced overall revenue subsidy when compared to that required by the existing three centres.

# Community Buy-In/ Build Challenges

# Community Buy-In/ The Build

## Process of Engagement





# Community Buy-In/ The Build

## Community Engagement

### Community Engagement

Providing a positive legacy in the community through; skills development, education, employment and local capital investment.



# FARRANS



# Community Buy-In/ The Build

## Always Expect Challenges

Effective decision making from Council

Early Contractor Involvement was key

- A success due to collaborative working & strong relationships
- ICT & Client's Governance Team

Guaranteed Maximum Price contract

- Bought-out risk

Significant upfront surveys & investigations

Several planning conditions satisfied

... & yes, Covid

# Catalyst for Transformation

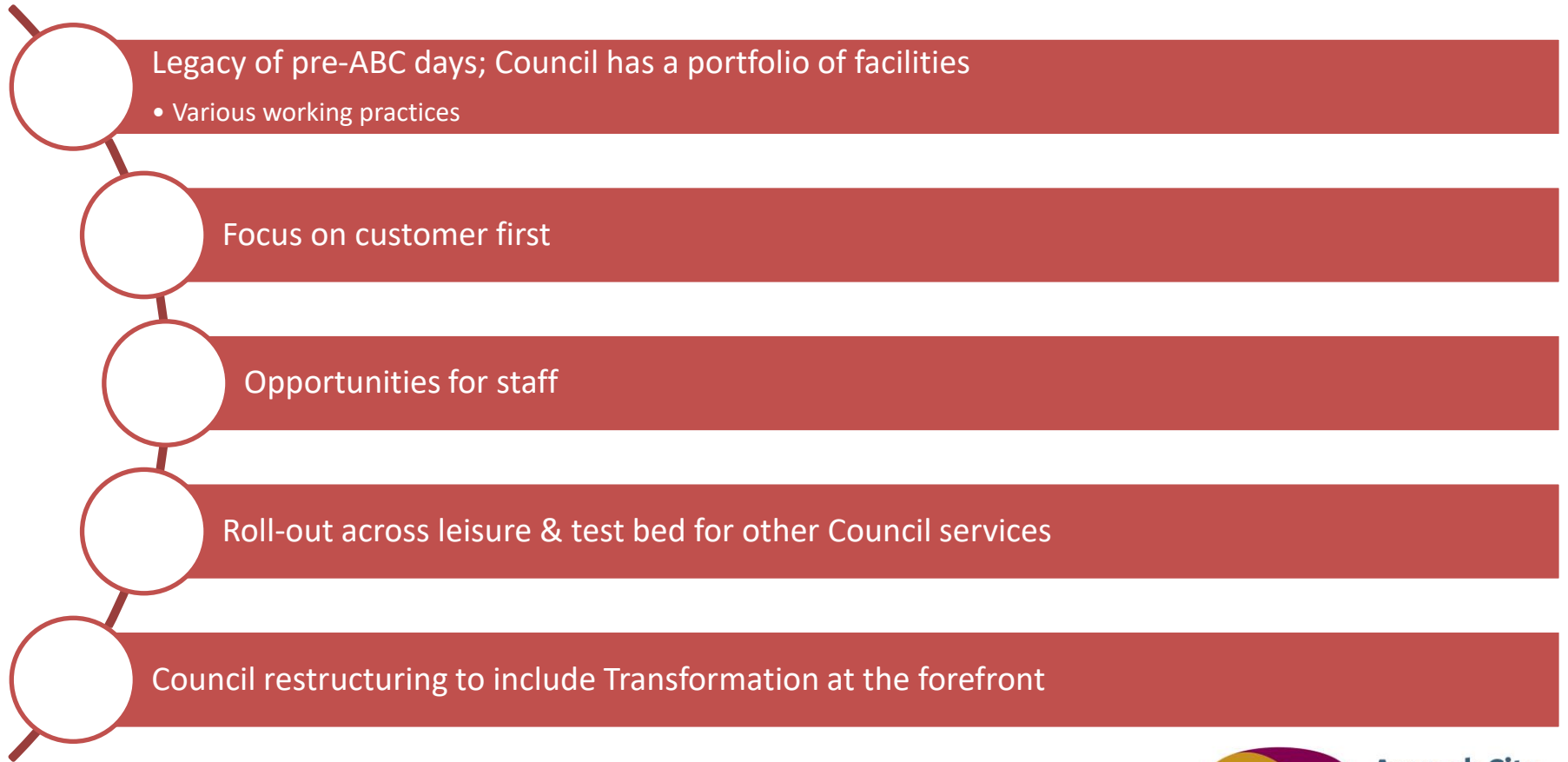
## Options Considered

### 3 Operating Models were considered & modelled

- In house managed - after a transformation process
- Creation of a Council owned company (CoCo)
- Outsourcing of the operations of the centre

# Catalyst for Transformation

## A Bold Move



# Catalyst for Transformation

## Transformation Plan

---

Service Specification

---

Migration/Mobilisation

---

Transformation team formed & plan agreed

---

Critical Success Factors agreed for the 12-month post-opening evaluation of it's performance

---

Activity programme

---

Management of the Café & Health & Wellbeing Suite

---

Facility charges for the Borough agreed

---

Legacy site options agreed

---

Pricing/Membership options