

PROOF OF EVIDENCE

EVIDENCE OF CLARKE A OSBORNE

GAMING INTERNATIONAL LIMITED

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Executive Summary

I am instructed by Brandon Estates Ltd to investigate and provide evidence based on my knowledge and experience to the enquiry into their appeal against the refusal of outline planning application R18/0186 for residential development at Coventry Stadium.

I have been asked to consider and provide evidence to the question of feasibility of the development and operation of speedway racing at Coventry Stadium.

To properly report on feasibility, I have used my experience, designed, and appraised the additional activities that could be accommodated and operate in addition to speedway racing.

I have consulted with speedway and stock car racing promoters and with professional architects, noise consultants and cost consultants employed by me in relation to other stadium development projects.

I have utilised published material in respect of greyhound, speedway, and stock-car racing in the U.K. in addition to information provided by individuals within the three sports/promotions governing organisations.

I have consulted with go-kart circuit operators and particularly the operator at Herne, Dorset to obtain operation and financial data.

In respect of my assumption of the requirement and cost of planning application I have referred to the evidence of DPP together with my experience of similar circumstances and numerous occasions.

In respect of the likely application of environmental/noise restrictions that would be applied at a redeveloped Coventry Stadium, I have referred to my experience of similar circumstances at Swindon Stadium.

My conclusion is that there is no financial justification for the development of speedway racing facilities at Coventry Stadium and in the absence of a substantial grant of funds for the development of facilities and the subsidy of operation costs the operation of speedway racing at Coventry Stadium is not feasible at any level.

Experience

My credentials as an expert witness are summarised as follows:

I am the Chairman of Gaming International, a company previously listed on the London Stock Exchange in 1932 (de-listed October 2004) and was previously its CEO.

In my career, I have been directly involved in the organisation and management of Stadia operating Speedway Racing, Stock Car Racing and Greyhound Racing. In the U.K. the venues include racecourses/stadia in; -

- Poole, Swindon, Oxford, Hull, Reading, Leeds, Birmingham, Manchester, Wimbledon Wembley, Milton Keynes, Bristol.

I have been operationally involved in the promotion of Speedway Racing in Bristol, Poole, Oxford, Reading and Swindon.

I have been operationally involved in the promotion of Stock Car Racing in Oxford and Wimbledon.

Internationally, I have been involved in the design and consulted on the operation of facilities for Greyhound Racing in Hong Kong, France, Dubai, Japan, Ireland, Germany, Jersey, Barbados.

I have been directly involved in the design and development of multi-sport arenas in Swindon, Poole, Milton Keynes.

Currently, I am heading the team who are redeveloping Swindon Stadium and Swindon Motorsports Arena.

I have served on the governing body for Greyhound Racing in the UK and represented UK Greyhound Racing internationally. I have a thorough knowledge of media rights and experience in their planning and monetization.

I recognise my responsibility in giving evidence to this inquiry and the evidence which I have prepared and provide for this appeal reference APP/ R18/0186 (in this proof of evidence, written statement or report) is true and I confirm that the opinions expressed are my true and professional opinions.

1.0 Introduction

- 1.1 This Proof of Evidence is Prepared by Clarke A Osborne of Gaming International on behalf of the Appellant, Brandon Estates Ltd, in respect of their appeal against the refusal of outline planning application R18/0186 for residential development at Coventry Stadium, Rugby Road, Brandon, in Rugby Borough. I have no prior operational experience with Coventry Stadium.
- 1.2 By using my experience, knowledge and collecting evidence from others known to me, I have been requested to investigate and report on the design, specification and costs that would be incurred to rebuild and renovate the Stadium to a status able to operate professional, licenced Speedway Racing together with other activities that could use the Stadium facility (including the car park) and who's operation can provide a contribution to overheads and operating costs. Based on my experience I have investigated and report on Oval Car Racing (Stock Car Racing in various formulas), Greyhound Racing and Go-Kart racing.
- 1.3 I have been requested to investigate and report on the operating costs and likely revenues resulting from the operation of professional, licenced Speedway Racing, Stock Car racing (in various formulas) and Greyhound Racing within the arena space.
- 1.4 I have been requested to advise on any form of activity together with the development cost and expected operational profit and loss that can regularly take place in the car park area that can add to profitability of the Stadium enterprise.
- 1.5 To form this report I have consulted with; -
- Colleagues within Stadia UK operating Swindon and Poole racetracks
 - Speedway promoter Terry Russell.
 - Stock Car Promoter Craig Robinson.
 - Architects Fairhurst Design Group (Partner Eddie Fell).
 - Quantity Surveyors – Quantec (MD Lee Barker).

2.0 Evidence

Design and Costing for the works required to provide the Stadium with the facilities to host events.

I have visited and inspected the existing facilities at the stadium and have produced a design and specification matrix for the promotion of a combination of arena events. The majority of existing customer facilities are beyond viable use and as a result I have provided 2 designs and specification of customer facilities, one with a customer building modelled on a building I am using in Swindon and one with basic outdoor customer accommodation only. Essentially the Customer building would be required for Greyhound Racing and would provide a higher level of enclosed accommodation for events at the stadium, allowing a higher level of spend per head and the attraction of corporate and casual customers. Such a facility would also provide private hire facilities and for this report I have assumed a modest level of net revenues achieved.

- 2.1 I am advised that the primary use to be considered is speedway racing to which other events may be added where they can be shown to supplement the income to the Stadium and the speedway promotion.
- 2.2 I consider that the arena events and uses that can properly support speedway racing are limited to 4-wheel oval racing, (collectively referred to as Stock Car racing) and Greyhound Racing.
- 2.3 Stock Car racing events are best promoted on tarmac tracks, speedway always on compacted shale, and greyhound racing on high loam content silica sand.
- 2.4 I have set out the options for the development of facilities as follows;
 1. Speedway and Stock Car racing with a Stadium Customer Building
 2. Speedway and Greyhound racing with a Stadium Customer Building
 3. Speedway racing with a Stadium Customer Building.
 4. Speedway and Stock Car racing without a Stadium Customer Building.
 5. Speedway racing without a Stadium Customer Building.
- 2.5 Given the location of the Stadium and its proximity to residential housing, the desire to respect local residents' amenities and environment and based on my experience, the use of the stadium would require the provision of an acoustic barrier and likely a restriction of the number of events that can be operated in any set period (usually annually) I have direct and current experience of the specification and costs of such a barrier.

- 2.6 From my detailed observation and having read the structural survey by Farrel Walsh it seems clear that the existing buildings, are not fit for purpose, will not meet the required standards of building control and are beyond economic refurbishment. I have direct and current experience of the specification and costs in the provision of stadium facilities and buildings.
- 2.7 To explore the opportunity for cross subsidy I have considered the potential for the creation of a kart racing track in the centre of the arena but have dismissed this option as it is not possible to create a track of sufficient length and complexity to provide the driver experience necessary into a competitive marketplace and an arena based circuit is not able to offer the regular opening hours required to become a destination with sufficient operational times to attract and retain a regular customer base. I have therefore provided a design and base costing for the creation of a karting facility in the car park area.
- 2.8 I have direct and current experience of the specification and cost of facilities required for the promotion of Greyhound Racing, Premier League speedway and have examined the current specification and cost of facilities required for Stock Car Racing with an associate Stock Car promoter.

3.0 Redevelopment Design and Costing

Common Design Specification

3.1 I have set out the headline specification of facilities required for the operation of the Stadium together with the specialist facilities that are required for the 3 activities (Speedway, Stock Car, Greyhound racing). Greater detail of the specification and attendant costing can be seen in the appendices.

3.2 The following design specification is common to all options of use – the Base Specification; -

- Security Fence and Gates.
- Acoustic Barrier and Gates.
- Speedway Pits, changing rooms, showers, and toilets.
- Maintenance stores, equipment stores and workshops.
- Open terracing to meet safety design and specification.
- Public Address system.
- Floodlighting.
- Public and safety lighting.
- Toilets.
- DDA compliance facilities.
- Customer entrance and security area.
- Programable scoreboard/LED Screen.
- Food and Beverage facilities.
- Competitor Car Park
- Public Car Park
- Intercom system
- Media Coverage Facilities
- Race Control Centre
- Medical Room

3.3 The following additional specification is applied to facilitate Speedway racing; -

- Oval Shale Track
- Safety Fencing + Air Fence for race meetings.
- Race control equipment (Referee centre, starting gates, safety lights)

3.4 The following additional specification is applied to facilitate Stock Car racing; -

- Oval Tarmacadam Track
- Safety fencing
- Race control equipment (Starting lights, Safety lights)

3.5 The following additional specification is applied to facilitate Greyhound Racing.

- Sand Running Track
- Racing equipment (Starting Traps, Hare System, Photo Finish System)
- Greyhound Health, Safety and Welfare facilities
- Greyhound Racing Kennels complex
- Enclosed Customer facilities, Bars, Catering, Tote Betting, TV's

Redevelopment Costings

3.6 My rationale has been to look at the available options for integrating the 3 activities into the arena. I have considered the possible provision of a new multi-use stadium building which would be recommended for any long-term promotion of the various activities as it provides what are considered necessary facilities to attract long term customer support and particularly sponsors and leisure customers. The provision of such a facility, which is a base requirement for greyhound racing promotion (as was originally provided at Coventry Stadium) represents a much larger investment and as a consequence, I have provided for 2 options without the provision of a new main building.

3.7 I have not included costs of demolition and have assumed such demolition would be undertaken by others, where required.

3.8 These can be categorized as the following:

- Option 1 – Speedway only without a Main Stadium Building (CD15.5.51)
- Option 2 – Speedway & Stock Cars without a Main Stadium Building (CD15.5.52)
- Option 3 - Speedway & Greyhound Racing with a New Main Stadium Building (CD15.5.53)
- Option 4 – Speedway only with a New Main Stadium Building (CD15.5.54)
- Option 5 – Speedway & Stock Cars with a New Main Stadium Building (CD15.5.55)

3.9 Plans were Drafted by Fairhurst Design Group for each of the Options following a site visit and design workshops to create the best and most cost effective new multi sports facility.

3.10 The Options allowed for Multi-Sport use as well as Speedway in isolation.

3.11 I have added the additional opportunity for a Karting Track which I understand would need separate planning permission.

3.12 The layout plans have been scrutinised by the Team (noted at 1.5) to have the best potential revenue V cost basis.

3.13 Quantec (Quantity Surveyors experienced in Stadium construction) were asked to check measurement, review and sense check the costings provided in the schedules.

3.14 After inspection and review the following assumptions have been made in respect of the redevelopment design and costing.

- The structure of the existing building does not meet current building regulations, is not structurally sound and will require demolition.
- I am informed that when demolished the Stadium redevelopment would require planning permission for whichever option is most appropriate.
- The Main Stadium Building proposed is a direct lift of the design and costing for a building provided at Swindon Stadium. I consider this to be appropriate as the building was designed to be the most cost effective provision of customer multi use facilities suitable for the viewing and leisure time when attending speedway and greyhound racing with customer capacities that greyhound and speedway racing operators would require to be financially profitable.
- Re provision of all Utility Services is required (service connections have been removed and disconnected from the existing Stadium).
- The existing covered terrace can be refurbished, and the canopy replaced with a lightweight stretched fabric cover.
- The terraces around the two bends are best covered to become grassed banks. They are beyond economic repair to meet regulations.
- All racetracks have been designed and costed, based on the current regulations of the appropriate sports governing body together with the required Health and Safety standards required by local authorities.
- Options without the Main Stadium building would provide a further covered viewing terrace, toilet facilities and outdoor F&B provision.
- The Karting Track is considered as an option bolt on facility to generate revenue/income.

4.0 Operational Feasibility – Speedway

Introduction

- 4.1 The operation of Speedway Racing in the UK is organised in 3 leagues: The Premiership, The Championship, and the National Development League (NDL).
- 4.2 Primarily a team sport competing in one of the 3 leagues, each team has 7 contracted/nominated riders. Each team/promotion is required to assemble a team based upon the aggregated average points per match of each rider from the previous season in order that as far as possible each team starts the season as evenly matched as possible.
- 4.3 The riding season is constrained by the predominance of dry weather and is usually between April and September each year. Speedway racing is not possible or safe in wet weather.

Leagues

- 4.4 The Premiership currently consist of 7 teams and features some of the top riders recognised on the world stage. The championship is the second tier of Speedway and consists of 9 teams. Riders in both are full professionals. Professional riders compete in both the Premiership and Championship.
- 4.5 The NDL is a semi-professional league. There are 8 teams in the league of which 5 of the teams are development teams, associated with Clubs/Promotions operating in the Premiership and Championship.
- 4.6 There are currently 18 operational speedway tracks in the whole of the UK.

Management

- 4.7 Speedway in the UK is controlled by the British Speedway Promoters Ltd (BSPL) which sets the rules of racing in the UK.
- 4.8 Each league has a management committee which oversees specific league rules.
- 4.9 Promotions/Operators are usually Limited Liability companies and in some cases own the race venue and in others race under licence from the venue owner.
- 4.10 Contracted riders are considered an asset and can be loaned out to other promotions for a fee. Riders can be transferred to other promotions for a fee.
- 4.11 Promoters are required to submit a cash bond to the BSPL and to provide a representative to sit on the appropriate league committee.

Riders

- 4.12 Riders are primarily paid on the points they score in meetings together with contracted retainers and travel expenses. Contracts will likely include allowances for mechanics fees, van rental and in the case of riders based overseas, airfares. There are 7 riders for each team.
- 4.13 Riders can ride in more than one league and many also ride for clubs abroad, the most common countries are Poland, Sweden, and Denmark.
- 4.14 The Polish leagues' pay significantly higher than any other league.
- 4.15 Riders in the U.K. and European teams and competitions include those travelling to the UK and Europe for the season. The average mix is circa 65% U.K. with the 35% from other countries, predominantly Australia. The 2022 season reported nationalities racing in the U.K. (all 3 leagues) are; -

Nationality	No. of Riders	%
UK	112	63%
Australia	29	16%
Denmark	14	8%
New Zealand	4	2%
Poland	4	2%
Russia	3	2%
USA	3	2%
Germany	2	1%
England	1	1%
Finland	1	1%
France	1	1%
Italy	1	1%
Netherlands	1	1%
Slovenia	1	1%

Costs

- 4.16 Rider costs represent 60-70% of premiership club's expenditure. This ratio reduces in the lower leagues, Other than the riders, clubs retain relatively few people on the payroll. Typically, other than the owners/directors, paid staff will be typically limited to a team manager, track curator (responsible for preparing the track), and a commercial manager.
- 4.17 Various meeting costs/wages are paid for such people as announcers, gate staff, timekeepers, etc.
- 4.18 Professional support is also required for each meeting, e.g., doctor/paramedic, first aid team and a minimum of one independent (non-NHS) ambulance. An independent referee is provided for each meeting.

- 4.19 Other direct significant costs come with the maintenance of the track and supporting structures such as lighting and the pit areas, plant, and machinery. Insurance fees are on a per meeting basis based on an agreed national contract.
- 4.20 There are a sizeable number of volunteers in the clubs which help to reduce costs. Typically volunteer roles include track maintenance, sales and marketing, customer support and gate and takings management.
- 4.21 Costs of a licence fee are payable where the facility is rented.
- 4.22 Total average operating costs per meeting, excluding stadium costs are (detail in CD15.5.57).
- Premiership: £14,331
 - Championship: £11,823
 - NDL: £6,395

Income

- 4.23 All Promotions generate income from the following;
- Admission Fees
 - Local Sponsorship
 - Programme sales
 - Merchandise sales.
 - Local raffles and other initiatives.
- 4.24 If the racetrack is owned or leased as a whole by the Promoter/Operators, further revenues are generated from car parking, food and beverage sales and video streaming of non-premiership meetings.
- 4.25 The premiership attracts national sponsorship (currently from Eurosport) where the majority of net revenue is paid to the home Promotor of the match televised. A smaller proportion of revenue is settled to the non-premiership promotions in compensation for admission fees.
- 4.26 The schedule of each promoter, number of events, admission charges and programme charges can be found in CD15.5.56.
- 4.27 A notional Profit and Loss account for a promotion in each of the 3 leagues can be found in CD15.5.57.

5.0 Operational Feasibility – Stockcar Racing

Introduction

- 5.1 Stock car racing in the U.K. is organised in formulas and classes denoting the specification parameters of the cars (as in Motor Racing). Drivers earn points dependent on position in racing finishes, which accumulate to the position in the appropriate national championship.
- 5.2 Promotions are generally members or affiliates of the National Stock Car Association (NSCA). In addition, some venues in the U.K. host events promoted under the Oval Racing Council International regulations (ORCi).

Prizemoney

- 5.3 Drivers are amateur and paid on performance, i.e., position achieved in race result. Prize money is not significant and can vary from £10 to £50 per race. There are exceptions, e.g., championships and open events where the prize money meeting budget can be up to £5,000.
- 5.4 Race meetings can consist of between 3 and 7 formula races events with heats and finals.

Meeting Costs

- 5.5 Costs for prize money, staff, trophies, general day expenses, first aid/ambulance attendance can vary between £4,000 and £8,000 dependent on the number of races run and the significance of the races promoted.

5.6 Income

Income to the racing promoter is derived from; -

- Gate Receipts
- Local Sponsorship
- Program sales
- Merchandise sales.
- Local raffle initiatives
- Video Streaming (restricted number of events permitted)

- 5.7 Income to the facility is derived from an average usage charge of c£1500 per meeting.
- 5.8 In addition, the facility can either operate food and beverage sales or collect franchise fees.
- 5.9 The average entry price to a meeting is £20.00 with concessions for families.
- 5.10 Racing is not affected by rain and a typical racing season would consist of between 20 and 30 event days or meetings per year.

Support and Customer Base

- 5.11 The promotion is anchored with the hobbyist drivers who attend with their helpers and family members. The competition for driver entries to meetings is high with most racing taking place at weekends. This competition will dictate the frequency of meetings and the number of competitive races that are promoted.
- 5.12 The public support for Stock Car racing is generally declining with average attendances for local events totalling c600 with occasional national events attracting c3,000 people.

Venues in the UK

- 5.13 The following oval racing venues operate in England.

Location	Surface	Operator	Regulation
Alershot	Tarmac	Spedeworth	
Barford	Tarmac	Cyril	
Bradford	Shale	Yorstox	Brisca F1
Cowdenbeath tarmac Brisca f1's	Tarmac	Cowenbeath	Brisca F1
Hendesford	Tarmac & Shale	Incarace	Brisca F1
Ipswich	Tarmac	Spedeworth	
Mildenhall	Tarmac & Shale	Incarace	
Northampton	Tarmac & Shale	Incarace	
Ringwood	Tarmac	Craig Robinson	
Sheffield	Shale	Yorstox	Brisca F1
Skegness tarmac Brisca f1's	Tarmac	Skegness	Brisca F1
St day	Tarmac	Autospeed	
Swaffham	Tarmac	Craig Robinson	
Taunton	Tarmac	Autospeed	
Yarmouth	Tarmac	Spedeworth	

6.0 Operational Feasibility – Greyhound Racing

6.1 Introduction

6.2 All professional Greyhound Racing in the U.K. is under rules of the Greyhound Board of Great Britain (GBGB).

6.3 The GBGB is responsible for all non-commercial activities in the sport, which includes;

- Greyhound Welfare
- Licencing of greyhounds and all persons connected with the training, promotion, and operation of greyhound racing.
- Registration of all greyhounds and the owners of greyhounds.
- Keeping of details performance, injury, and welfare data for every registered greyhound.
- Writing, updating, and keeping of all rules and regulations relating to the process of racing, the integrity of racing and the welfare of registered greyhounds.

6.4 There are currently 20 professional/commercial greyhound racecourses licenced in the U.K.

6.5 Greyhound racing is organised into meetings of between 10 and 12 races.

6.6 Each race consists of a maximum of 6 greyhounds.

6.7 Racecourses generally operate between 4 and 5 meetings per week, 52 weeks per year.

6.8 Virtually all races operated receive income from media rights (live streaming).

Income

6.9 Racecourse Operators receive income from various sources, by varying degree as follows; -

- Media Rights
- Public racecourse entry fees
- Food and Beverage Sales
- Tote betting pool deductions from on-course betting and limited off-course tote betting.
- Race sponsorship
- Cost subsidy by distribution from the British Greyhound Racing Fund (BGRF) a body that collects the voluntary levy payment made by bookmakers/gambling organisations and distributes, primarily in support of costs related to the provision of welfare for greyhounds.

6.10 Revenues vary between circa £11,000 and £16,000 per meeting, subject to the day/evening promoted and the racecourse.

Costs

- 6.11 Racecourse Operators are responsible for all costs associated with the promotion of racing and the management/maintenance of the racecourse/stadium facility in the following categories;
- Prize money, contract fees, travel expenses.
 - Staff and Management Costs
 - GBGB Fees
 - Vet's fees
 - Utility Costs
 - Insurance
 - Maintenance
 - Marketing
 - Business Rates
- 6.12 Costs vary between circa £9,500 and £14,000 per meeting subject to racecourse, attendance of the public and levels of consumption of food, beverage, and tote betting.

Trends

- 6.13 All licenced racecourses are contracted to one of the two media distribution companies operating the U.K.
- 6.14 One of the media distribution companies, Premier Greyhound Racing owns and operates 6 racecourses.
- 6.15 All racecourses are dependent of media rights fees to operate each meeting, as a meeting promotion is not viable without fee income. Currently no media rights contracts are available and none are expected to become available in the foreseeable future.
- 6.16 It is anticipated that post January 2024, a consolidation will take place and the number of racecourses supported by media rights fees will fall in the following 12-18 months, from 20 to circa 10.
- 6.17 The public support for greyhound racing is falling, due to market trends in competition for the leisure £, the change of demographics and age profile and the growing perception of the public that greyhound racing is seedy and cruel.
- 6.18 The lobby to close all greyhound racing is growing with a total ban being debated in Scotland and Wales.
- 6.19 Off-course betting turnover is falling, primarily due to the continual rise in football betting occasioned by the technology to enable in-running betting activity.

Feasibility at Brandon

- 6.20 It is not possible to secure a media rights contract without having a licensed and operating promotion for at least 6 months. Currently there are no vacancies to fill and the collective 20 racecourses currently operating have over capacity.
- 6.21 On current forecasts, the number of media contracts available will fall.
- 6.22 On current forecasts, the future of licensed greyhound racing in the U.K. is negative and will continue to shrink.
- 6.23 The conclusion is that the operation of greyhound racing at Brandon is not feasible at any level of facility or investment.

7.0 Operational Feasibility – Karting

Introduction

- 7.1 Karting in the UK consists mainly for amateur leisure participation use with karts provided by the operator.
- 7.2 Tracks are either indoor or outdoor and operated either individually, in a regional group or on a national basis.
- 7.3 There are a limited number of racetracks which stage national championship events where drivers compete using their own or sponsored racing karts in various formulas, segregated by specification of kart and age of driver.

Brandon Feasibility

- 7.4 The consideration of the feasibility for Karting at Brandon is based on leisure karting.
- 7.5 There is competition for business from the following operating karting facilities.

Karting at Adventure Sports	Both	15miles	Mr Karting at Adventure Sports, Wedgnoek Ln, Warwick CV35 7PX 202 Fazeley Street, Birmingham,
Teamworks Birmingham City	Indoor	21.3miles	B5 5SE
Daytona Tamworth	Outdoor	22.6miles	Robey's Ln, Tamworth B78 1AR
Whilton Mill	Outdoor	27.6miles	Whilton Locks, Whilton, Daventry, NN11 2NH
TeamSport go-karting	Indoor	9.7miles	6 Curriers Cl, Charter Avenue Industrial Estate, Coventry CV4 8AW
Sutton Circuit	Outdoor	18.4miles	Near Broughton Astley, Leicester, LE9 6QF
Ace Karting	Indoor	9.5miles	Woodford Lodge, Leathermill Lane,

- 7.6 The facility provision is subject to the receipt of planning permission. Noise barrier installation has not been included in the development costing as the provision may not be a planning condition (lower noise levels)

Development Costs

- 7.7 The cost for the provision of an outdoor facility ready for business is £788,000 (see CD15.5.50) for development appraisal).

Income

7.8 Income is derived from;

- Individual driver fees in session racing.
- Group Bookings.
- Local Sponsorship & Advertising.
- Merchandise sales.
- Food and Beverage sales.

Feasibility

7.9 The accounts of an operating facility in Dorset free of competition within a 20-mile radius is reproduced in summary format below provide an adjusted EBITDA c£78,000 per annum.

7.10 ROI on the estimated capital investment is c10%.

Karting Accounts for 2022		
Dorset based		
Total Sales		£221,927.09
Total Cost of sales		1,202.66
Total Purchases		£23,676.88
GROSS PROFIT		£197,047.55
Total Advertising		2,575.81
Total Insurance		£9,689.36
Total Legal and professional fees		£2,508.33
Total Motor Expenses		£4,394.05
Total Telephone		£886.91
Total WAGES		£62,742.78
Total Rent		£32,000.00
Rates & Property		£18,000.00
Total Expenses		£150,230.37
NET OPERATING INCOME		£46,817.18

8.0 Conclusions

- 8.1 I have analysed and tested what I consider to be the combination of uses available to fit with a Speedway racing facility, targeting the financial feasibility of each operation.
- 8.2 The customer support and revenue receipts trends in all the uses are downwards.
- 8.3 I have undertaken a general survey of the site and buildings and based on my experience elsewhere and on review of technical information provided I have assumed the following: -
- A planning application is required for the alteration and provision of new facilities.
 - Any grant of planning permission will be subject to conditions relating to the number of events that can be operated, the provision of noise attenuation measures, the limitation of times of operation, the provision of public facilities to current safety and DDA regulations.
- 8.4 I have not included in the feasibility review, but based on my experience it is prudent to allow for a cost of c£400,000 in making a full planning application.
- 8.5 Promoters and Operators of Speedway and Stock Car racing have limited covenant strength and the debt market is restricted to a point where I consider that very limited debt could be raised, and therefore requiring significant equity investment.
- 8.6 The experience in Manchester and the development of the then named National Speedway Arena, to quickly enter administration and a substantial write off of Local Authority Loan/Grant in my opinion will preclude the ability to attract local authority funding support.
- 8.7 The report sets out the costs of provision of facilities and taking a view of the current financial operation in each of the sports.
- 8.8 My view is that Greyhound Racing cannot be considered as having any financial viability.
- 8.9 My view is that Speedway Racing has a declining market and rising costs, squeezing any opportunity for profit and contribution to investment costs. The outlook is for further decline and closure of existing facilities due to the accumulation of operating losses. My view is that seeking speedway racing promotion at Brandon at any level is not viable.
- 8.10 My view is that Stock Car Racing has a declining market and rising costs and will over time shrink in the number of facilities available to out of town, non-commercial, monthly, or less frequent events. As can be seen from the report, there is no opportunity to collect significant or indeed modest revenues from this activity and therefore it is considered not viable.