

## **Engagement of a business consultant to undertake options/ market feasibility study for the Towers Outdoor Education Centre.**

### **Background**

The Towers Outdoor Residential Pursuits Centre (<http://www.thetowers.org.uk>) is currently operating at a projected loss in 2016/17 (currently estimated £65,000 to date in 2016/17). A decision upon its future is therefore urgently required.

The City of Wolverhampton wish to engage a business consultant/ business recovery analyst to complete a quick but thorough options/ market appraisal of the Towers Outdoor Education Centre in order that elected members may take an informed decision about the future of the Centre.

The successful contractor will provide the Council with summary business case report setting out a clear set of recommendations on the future of the Centre. In reaching these conclusions the Contractor will have regard to the considerations detailed below.

### **Factors for consideration**

- Current projected loss
  
- Cost of operation
- Revenue
- Direct costs
- Indirect costs
- Capital
- Capital maintenance works
- Asset condition - planned maintenance programme
  
- Current usage against current potential usage
- Current operating periods against market operating period
- Occupancy rates
- Competitor operating periods
- Product portfolio - actual mix
- Competitor product portfolios
  
- Unit charges
- Competitor unit charges
  
- Business recovery options
- Alternative curriculum models/ charging model
- Alternative operating / business models
- Trust/ Company/ community asset disposal models
  
- Staffing complement
- Cost of closure – staffing costs/ moth balling

- Asset value
- Local market valuation
- Asset & planning limitations
- Calculation of Net worth (Realisable value once liabilities are accounted for)

The summary report and recommendations will explicitly state whether or not in the judgement of the contractor:

- The Centre is capable of recovery within 12 months
- The Centre is capable of being sold as a going concern
- The Centre is likely to prove attractive disposal for other use

In reaching the above consideration must also be given to asset & planning limitations.

### **Disclosure and Barring Service**

The Contractor will ensure, at his own cost, that all operative and all sub-Contractors undergo enhance DBS checks.

Where operatives may have unsupervised access to children, in particular Education and Social Services, in addition to the Enhanced DBS checks, the Contractor must have rigorous checking procedures in place and substantial documentary evidence to prove that the operatives have been correctly identified by the Contractor as being the persons who have undergone Enhance DBS checks or are in the process of undergoing DBS checks and are in possession of an identification card which confirms who they are and shows a current photograph of them.

The Contractor is responsible for ensuring that the named person is the person who is sent to the site to commence and undertake work.

### **Timelines**

The Consultant will provide fortnightly activity summaries and submit their report by 30 November 2016.