

Settle Area Swimming Pool and future Community Health Hub



Business Plan

1 April 2020 to 31 March 2025

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- Settle Area Swimming Pool - SASP
- FMG Consulting Ltd – FMG

Version and Date	From	Distribution
Working Draft Business Plan - 13/2/20	FMG Consulting Ltd	SASP Sub-Group
Final – 18/2/20	FMG Consulting Ltd	SASP Board

Foreword

As Chair of Settle Area Swimming Pool, I am pleased to provide this foreword to our 2020-2025 business plan which seeks to provide residents and visitors with good quality, affordable swimming, health and wellbeing services of which they can be proud.

Settle Pool has been in operation since 1974 when it was built by local subscription responding to local concerns about the need for children to learn to swim. It has operated since then managed by trustees and sustained by strong local fundraising and support.

We fully understand the importance in providing a swimming pool in Settle and will continue to use our local understanding and networks to bring additional value into the area under our charitable delivery model.

In order to achieve this, our latest business plan sets out to provide a long-term sustainable future for the pool answering four key questions:

1. What we intend to do and why?
2. How and when we will do it?
3. How much it will cost?
4. How we will fund it and keep it going?

The 5 Year Business Plan has been developed by the Trustees with support from professional advisors provided by Sport England and assumes commencement on 1st April 2020 running to 31st March 2025.

It provides the framework for the development of the services and resources required over the next five years, with focussed business development improvements over the first three years including the delivery of a health and wellbeing extension to the pool to help provide a long term sustainable solution for this much loved and well used local amenity.

It demonstrates that our proposed investment in the pool would have a significant positive impact that:

- a. has a high strategic fit with national and local economic, health, and planning strategies,
- b. is strongly supported by local consultation,
- c. is justified in respect of demand and market best practise and insight,
- d. will significantly drive up participation rates, addressing levels of inactivity, with positive health and economic benefits; and
- e. will provide positive running cost balances following the capital improvements.

We would like to thank all our customers who have contributed to the success of the swimming pool and we look forward to working with you on this exciting new phase of development which will help improve the health and happiness of our community.

Pat Taylor: Chair of Trustees

1. Introduction

Introduction

This business plan has been developed by the trustees of Settle Area Swimming Pool ['SASP'] and Health Hub for the period 1 April 2020 to 31 March 2025.

The purpose of this document is to ensure a long-term sustainable plan can be delivered for the swimming pool and in doing so providing assurance to our customers, partners and prospective funders.

Background

In 2017 Settle Area Swimming Pool was established as a Charitable Incorporated Organisation and is governed by a board of trustees who have a legal responsibility for the management of the charity and its resources and are held account by the membership.

The legal structure was chosen on the basis that it:

1. maximised the **financial efficiency** of its activities,
2. allowed the organisation to have the **flexibility, commercial agility and speed of decision** making to allow it to develop new activities and partnerships, and
3. enabled the organisation to maintain a close working relationship with customers under a '**local people managing local services**' ethos and free membership to residents.

Under this structure, members, of which there are currently 211, the opportunity under the constitution at regular intervals to make key decisions and vote for trustees. Further details of the constitution can be obtained from the secretary and the details of the current trustees are provided at the end of the plan.

In 2015, Settle Area Swimming Pool commissioned external advisers to review the structure and financial sustainability of the organisation and, in 2016, a business plan was approved which set out the possible options for the future management and operation of the pool.

The review concluded there was a need to retain the swimming pool and provide a new changing village facility and to build an extension with multi-purpose community spaces suitable to develop the secondary spend at the centre from a community café, exercise studio and meeting rooms.

In 2018, an application was submitted to Sport England's Community Asset Fund ['CAF'] to provide additional capital to build an extension and new changing rooms for the swimming pool.

In 2019, Sport England reviewed SASP's business plan, and provided funding (c£10,000) to further develop the scheme to provide a potentially affordable project through appointment of an architect, quantity surveyor and specialist business planning support.

This plan is the culmination of this phase of work and was completed and then submitted to Sport England in February 2020 as part of the evidence base for the CAF fund bid.

Our Charitable Objective

'To promote for the benefit of the inhabitants of Settle and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants'.

Our Mission

Helping our community lead **active**, **fun** and **sociable** lives by working with partners to provide a local health and wellbeing hub that people **love**

In keeping with the charitable objective, the trustees have established the following aims for the running of the facilities:

4. to provide a safe, clean and friendly environment,
5. to provide customer focussed services,
6. to establish and maintain good relationships with our members, clubs, schools and other users,
7. to ensure that the pool is financially sustainable and is run efficiently within defined financial targets,
8. to support continual reduction in our CO2 emissions.
9. to maximise usage of the pool's facilities and to balance the recreational programme with the needs of the local community considering varying degrees of ability and aptitude including teaching both children and adult non-swimmers how to swim and
10. to maintain optimum levels of trained, motivated and flexible staff.

The trustees wish to ensure the facility meets the needs of residents and wants to encourage the development of a balanced leisure programme which can:

11. tackle inactivity by working locally with local partners,
12. generate interest and awareness in health and wellbeing activities,
13. develop and promote all activities that improve physical and mental health,
14. encourage participation, competition and achievement in sport,
15. develop training and coaching courses for all age groups,
16. foster educational usage of the facility, and

17.increase the number of disabled people participating.

Our aims and objectives can be summarised as:

‘more people, more active, more often’

Customer Focussed Delivery

In order to deliver our aims and objectives we recognise the importance of local focussed customer delivery in everything we do, summarised in the diagram below.

Current Facilities

Settle Area Swimming Pool (SASP) comprises of a 20m x 7m indoor swimming pool, with a varying water depth of 0.9m graduating to a maximum depth of 2m, located in the picturesque town of Settle, situated in the Yorkshire Dales National Park and in close vicinity to Pen-y-Ghent, one of the "Yorkshire Dales Three Peaks".

Since its opening in 1974 the pool has been managed by a volunteer committee of local people. SASP's aim has always been to provide a high-quality facility which can be enjoyed both by the residents of Settle and surrounding areas can enjoy, as well as by visitors to the area, with water quality and cleanliness of the building being important along with a wide range of activities for a range of ages and abilities.

Proposed Future Facilities

SASP are planning to provide the following facilities from October 2022, the new facilities are shown in BOLD:

- 18.20m x 7m Swimming Pool,
- 19.**Multi-purpose Studio,**
- 20.**Reception with Community Café,**
- 21.**Meeting Room,**
- 22.**Village Changing Rooms, and**
- 23.**Entrance with a new Active Frontage easily visible from the main road.**

Local Context

SASP is in the district of Craven and is one of 5 swimming pools on 4 sites across the Craven District local authority area. The 5 pool sites are in the main centres of population of the very rural Craven District area, most of which lies within the Yorkshire Dales National Park.

The main town of Skipton in the south east corner of the area has a Craven District Council owned and managed facility at Craven Swimming Pool & Fitness Centre, which has a 25m 6-lane main pool and a small

learner/teaching pool. SASP makes up one of the remaining 3 sites and plays a key role in providing community accessible swimming provision in the west of Craven District. The two other sites are at Giggleswick School (18m 4-lane pool) which has no general public access to its pool and Upper Wharfedale School (20m 3-lane pool) which has limited community access

Craven District Councils' ('CDC') adopted indoor facilities strategy for the district identifies the importance of SASP in meeting recommended requirements for the provision of water space for the residents of Craven district, particularly in relation to its significant geographical location in the west of the district.

CDC has historically provided an annual grant to assist SASP to run the pool but removed the grant in April 2016 due to austerity measures.

The consequent financial uncertainty that this has brought together with, the current financial operating position and a willingness to address the current situation by SASP committee members has been the catalyst to consider the future of the pool and to produce this Business Plan.

SASP recognised that on its own, its committee does not have all the requisite skills to develop this Business Plan and consequently FMG Consulting Limited (FMG) was appointed by SASP in November 2019 to assist the development of the Business Plan.

SASP has worked with FMG to identify the structure of the business plan, building upon the previous work undertaken by the group.

Strategic Context - Local Alignment to the National Framework

Physical Activity and Sport has been recognised by successive governments as an important tool to support several the key agendas such as physical and mental health, education, employment, regeneration, and community cohesion.

The Government's current strategy provides an impetus to get people of all ages moving. It also encourages and emphasises collaborative working across national Government departments as well as there being a strong focus on the role that collaborative and multi-agency working with local partners must play in supporting the step change that is required to tackle inactivity.

These national priorities from Government strategy align with priorities for Sport England, and importantly in Craven District, both from the Council's strategic objectives and the SASP aims and objectives.

The importance of multi-agency working is also recognised in the areas of public health, sports development, adult social care, education and community provision. Close collaboration between local partners covering these areas will be integral to getting Craven district more active as a whole and thus realisation of the ambition to make Settle and the surrounding area a thriving place to learn, work, live and care, as well as achieving other key related outcomes.

We have sought to summarise this shared strategic vision in figure 1.1 below along with some key cross cutting enablers to provide better outcomes which we have identified as being critical to the success of our business in the future.

24. **Strong Governance, Leadership and Advocacy:** will be fundamental to driving change, focussing on key priorities and ensuring the Council, Operator and strategic partners collaborate effectively.
25. **Sustainability and Funding:** maximising the use of available resources and opportunities through investment, partnership, innovation and collaboration to become more sustainable.
26. **Active Environments:** recognising that the natural and built environment are fundamental enablers or barriers to people leading a more mentally and physically active lifestyle.
27. **Effective Marketing and Communications :** understanding that what and how we communicate will be key to influencing attitudes and behaviours towards being more mentally and physically active.
28. **People development:** recognising people are key, whether as leaders, front-line operational staff or volunteers. The service will need staff with a greater skill range to deliver new and innovative programmes to help increase customer satisfaction.
29. **Local insight, understanding and learning:** Making informed decisions underpinned by an understanding of people, and effective evaluation of what works and why.

Figure 1.1 below demonstrates how Settle Area Swimming Pool's outcomes clearly align with both national and local partner organisations.

Figure 1.1 – Vision and Shared Outcomes

Physical Wellbeing
Mental
Wellbeing
Individual Development
Social & Community Development
Economic Development

Inactive people becoming more active
More positive attitudes towards young people
Improved progression and inclusion to develop talent
Improved Governance
Increased diversity and leadership
More resilient habits
More diverse volunteers
Demand led sector that welcomes all
Improved financial efficiency
A diverse and productive workforce

'For Craven to be an increasingly prosperous place with strong, vibrant communities that celebrate their unique rural and urban settings, and where all residents enjoy a good quality of life.'

Create greener communities
Improve the economic vitality of Craven's market towns and villages
Create a council that is financially viable without government grant and able to deliver the services its residents require
Enable active communities and improve quality of life
Stimulate business growth

Governance, Leadership and Advocacy

Local insight, understanding and learning

Effective Marketing and Communications

People Development

Active Environments

Sustainability and Funding

ACTIVE

Accessible wider range of facilities and programmes to maximise active lifestyles

CREATIVE

Innovative local partnership and community collaboration promoting the benefits of physical and mental wellbeing to everyone

HEALTHY COMMUNITIES

Tackling inactivity by working with local partners to generate interest and awareness in health and wellbeing activities

RESILIENT BUSINESS

Provide a facility that is financially sustainable and is run efficiently within defined financial targets, with robust governance.

SASP has always been largely self-funded, with some support from local district and parish councils. It was registered as a Charitable Incorporated Organisation (number 1171790) in February 2017, formerly being a registered charity (number 523831). More information can be found on the pool website : <http://www.settleswimmingpool.co.uk/> _

There are currently 11 trustees, who have extensive experience of leisure management and of managing charities and other organisations. The pool is run by an employed pool manager, assistant manager and c20 part time lifeguards and coaches.

Financial Performance Overview

The pool budgets for a 20% income shortfall each year of c£44,000 in 2019/20, equivalent to c£850 per week which is subsidised by income from the Charity Shop to enable the charity to achieve a small annual surplus across all its trading activities.

The aim for the future is to provide a health and wellbeing building extension to the pool which will increase the opportunities available for local people to become mentally and physically fitter and provide a long term sustainable solution for the building rather than reliance on the charity shop.

The financial implications for SASP are provided in Section 9 of the Business Plan however SASP are clear that status quo is not a long-term option for the pool.

Delivery Model – including both direct and indirect service solutions

The proposed delivery method assumed in our business plan is that front line services will be delivered as now through our dedicated staff and volunteers however we also will explore a number of innovative ‘turnkey’ partnerships and collaborations, some of these will be managed under formal service level agreements however we will also adopt a more flexible approach to partnerships in the delivery of programmes and services in the future.

A critical success factor in this business plan is how SASP can work even more effectively with local partners linked to the proposed investments which will provide a much wider reach than the current standalone pool.

2. Key Challenges and Opportunities

Introduction

- 2.1 SASP has identified the key challenges and opportunities. This review provides part of the evidence base for business improvements which are developed further in Section 6 of the business plan. In addition, SASP has considered the findings from the Sport England ‘Health Check’ review provided by their appointed consultants.

SLOT Analysis

- 2.2 A review of the current pool and future development has been undertaken to establish its internal strengths and limitations, provided in table 2.1, and opportunities and threats, provided in table 2.2.

Table 2.1 – Internal Strengths and Limitations

Strengths	Limitations
<ul style="list-style-type: none"> • Strong community Support • Active volunteers • Improving management effectiveness • Strong links with local primary schools • High level usage of facility • Informal and friendly atmosphere • The only indoor activity sports activity available for local people especially children that is open 7 days a week . • A sound financial base including the charity shop which is generating a consistent and considerable income to offset the inevitable deficit in pool income from swimmers • A plan to develop and extend the building • Excellent site for car parking and Settle College 	<ul style="list-style-type: none"> • Aging facilities • Limited opportunities for additional offers • Dependence on fund raising • Limited support from local authority • Size of the pool itself and the changing and viewing areas. • Age and construction of the building - old and out of date materials – poor insulation etc • Limited and declining footfall • Most of the management processes at the pool are manual. This means strategic management overview is limited due to lack of time, and lack of automated reporting • No coordinated branding, publicity or marketing strategy due lack of specialist skills • No structured market research due to lack of professional skills

<ul style="list-style-type: none"> • Strong group of trustees with drive to improve, good communication and respect • Good training support for volunteer organisation such as Trade Up and Community First Yorkshire 	<ul style="list-style-type: none"> • Website outdated • Disappointing lack of funding from Craven District Council • No central document store which leads to inconsistency and confusion • Old building has very poor insulation. Means heating bills are high winter • No links to Settle College • No link to Settle Business and Community
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Table 2.2 – Opportunities and Threats

Opportunities	Threats
<ul style="list-style-type: none"> • Survey indicates demand for additional facilities • Opportunity for increased collaborative relations in the area • Absence of local competition • To use the support from current users and local enthusiasm to build a much more comprehensive sport and health and wellbeing facility. • Create a hub for different populations to develop new activities stemming from their pool use – families, young people, senior citizen and disabled people. • Possibility of developing more individualised sport and fitness provision especially for people with health limiting conditions • To use the support from current users and local enthusiasm to 	<ul style="list-style-type: none"> • Charity shop revenue is critical to financial viability • New facility space may have some competition from Settle Gym, Coniston Spa, Whoop Hall at Cowan Bridge, Craven Leisure at Skipton • Increasing wage costs due to obligatory government employment law • Ageing fabric of building becomes more costly to repair and reduces resilience to weather

Opportunities	Threats
<p>build a much more comprehensive sport and health and wellbeing facility.</p> <ul style="list-style-type: none"> • Create a hub for different populations to develop new activities stemming from their pool use – families, young people, senior citizen and disabled people. • Possibility of developing more individualised sport and fitness provision especially for people with health limiting conditions • New building development is an opportunity to promote the pool locally • Need to refresh connections with local accommodation providers. • Progress new website with shared document store for trustees • Better communication with Craven District Council • Introduce a new IT System to improve management efficiency and refresh public image. • New housing in the local area means a growing customer base • Think more strategically about marketing and branding to improve customer impact • Local businesses could offer pool membership as an employment benefit (social prescribing) 	

Health Check Review

- 2.3 A ‘health check’ review of the previous business plan for SASP was undertaken by FMG Consulting on behalf of Sport England in 2019 as part of the initial stage of the Community Asset Fund application (‘CAF’).

Key Challenges and Opportunities - What does this mean for Settle Area Swimming Pool?

- 2.4 The SLOT analysis and health check review has highlighted how important the pool is within the community, the introduction of the charity shop is providing significant income which in turn has the potential to support sustainability and development of the pool. There is local support for development of more facilities to increase the range of activities available and a wide range of potential benefits by working more in partnership with local stakeholders under a new health hub theme.
- 2.5 The development of partnerships and a more collaborative approach is required going forward and better use of IT to help streamline administrative purposes and provide better communication and marketing.

From this initial review we plan to develop several service improvements which are covered later in the business plan, these include several which we plan to implement during 2020/22 including:

- Investment in a new 'EPOS' till system with online booking and lesson management capability.
- A new web site making it clearer what activities are available and when, and further engagement asking local people what activities and services they would like to see provided at the centre in the future through the net promoter system (NPS).
- Further development of partnerships and local volunteers by providing additional resources through a new part-time community engagement and business development post; and
- A review of branding for the site following investment.

The next section provides our plans for communications and marketing.

3. Communication and Marketing

Introduction

SASP have identified the need to improve their communication and marketing as a key component of our future sustainable business plan.

The objectives of our future marketing and communications work is to:

1. Improve our understanding of who our customers are, what they want, and where they come from through better research and planning.
2. Increase the use of SASP and in doing so improve the health and happiness of the local community,
3. Maintain and grow the income of SASP including identification and application to external grants,
4. Developing further collaboration and teamwork with our partners and volunteers; and
5. Measure performance and provide local insight to inform better decision making by embracing modern technology such as investment in a new software to operate the facility, and by using the well-known Net Promoter System ('NPS') for developing ongoing feedback and insight from our customers, staff and volunteers,
6. Implement an annual marketing work plan (see Appendix G).

Our marketing and communication can be summarised as:

'Engaging the right people in the right place at the right time'

Community Life Focus

To support delivery of these objectives our focus will be 'more people more active, more often'. The following three key areas of the community life will enable us to focus our services on improving health and wellbeing, establishing SASP as a community hub and providing opportunities to provide in a range of activities.

Health and Wellbeing

We help local neighbourhoods and communities to improve their wellbeing through access to programmes of support that help them become more active, more often and to adopt a healthier lifestyle.

Community

We want SASP to be a community hub, where you can participate in a range of physical and social activities. In addition to getting people more active to benefit their health, and teaching important life skills

such as swimming, we also provide many other activities, such as helping older people to remain active and to socialise, activities for young people that they are interested in and providing opportunities for families to have fun together.

Lifelong Habit

We want to increase the opportunities for people to participate in a range of different sports and activities, both inside and outside and we will work with partners including National Governing Bodies to deliver programmes that make it easier to access and make it fun for beginners or returners, helping to create habits for life.

Practical Application

In order to maximise the marketing resources available SASP will market and promote its activities through a clear allocation of responsibilities, a clarity of approach and marketing principles and will focus on the following:

1. Consistent use of our brand.
2. Use of clear messages and media for the customers SASP are trying to attract Make the most of free marketing (produce a social media action plan; target follower no's etc, email and NPS feedback;),
3. Regular reviews of local signage on roads and approaches,
4. Target marketing of fitness classes, available spaces, and efficient management of current activities.
5. Clear targeting of market segments
6. Development of a distribution list including.
7. Planned promotions/Campaigns – such as Swim England targeted swimming campaigns and Sport England's "this girl can".

Resources

We have built into this business plan marketing resources in line with industry benchmarks as c1.5% of income. This equates to c£1.7k per annum by year 3.

Local and national insight

It is important to understand the local and national market we are operating within and we have therefore undertaken a review of the local demographics as well as an overview of national trends in participation.

National Insight

Sport England – Active Lives

The latest Active Lives survey was published by Sport England in April 2019.

The survey results, based on data gathered from November 2017 to November 2018, concludes that a total of 498,100 more people (aged 16+) are meeting the Chief Medical Officer's guidelines of doing at least 150 minutes of moderate intensity physical activity a week compared to 12 months ago.

More women, older adults and disabled people and those with long-term health conditions are also getting active, along with the number of inactive adults – those doing fewer than 30 minutes of physical activity a week – has reduced by 185,000.

This is a 'step change' when compared to previous Active People survey results with the figures meaning that 62.6% of the adult population are now classed as active, with 25.1% now inactive

Perhaps unsurprisingly, the research continues to show that enjoyment is the biggest motivator for the active while, for those who are not active, perceived ability has the biggest impact on how much they do.

Despite these more positive results, stubborn inequalities remain, with key headlines:

30. Women from lower socio-economic groups and black and South Asian communities are less likely to be active
31. There was no change in the number of people from lower-socio economic groups who are getting active and they remain significantly less likely to be active than those from higher-socio economic groups
32. South Asian and black adults are the least likely to be active.

The survey also shows that the activity habits of the nation continue to change:

33. Walking for leisure and travel (numbers grew to 26.9 million),
34. Adventure sports (hill and mountain walking, climbing and orienteering) saw significant growth,
35. Fitness activities, driven by gym sessions, are the most popular activity after walking. Within this category, yoga and Pilates grew in popularity, while fitness classes like Zumba became less popular; and
36. Free weight (e.g. kettle bell) sessions have grown in popularity for women.

Importantly for SASP swimming levels have stabilised after a period of decline, with peaks seen in outdoor and open water swimming during the summer heatwave of 2018

But while ways of getting active are becoming more diverse, our research also shows that 5.5m people who are not currently active, don't feel they can be active.

Things are moving in the right direction; however, stubborn inequalities remain which show that sport and physical activity still isn't appealing to everyone.

From a sports perspective, even though large numbers of the population still do traditional sports, numbers are not growing.

Overall football participation has decreased, but women's football remains stable

Overall cycling levels have dropped, with outdoor, road cycling and racing participation down. However, indoor cycling sessions saw continued growth and a spike.

Conclusions - Practical Steps and Targeted Intervention

It will be more important than ever that sport and physical activity providers think about the practical steps they can take to make their sports more welcoming and inclusive to all. People on a low income, women and black and South Asian people are still less likely to be active. Examples of successful programmes to support positive change include a new stage of the This Girl Can campaign, Fit Got Real.

The research also suggests that people continue to gravitate towards activities that can fit into their busy lives, that are enjoyable and where ability doesn't have to matter.

In summary, the fact that traditional sports participation isn't growing is concerning considering their importance in the fabric of the nation and the positive social and community benefits they can bring. The sector must therefore strive for greater local insight and become more demand led as a result focussing on activities that are enjoyable, affordable and accessible."

Swim England

Swim England's four-year strategy was launched in 2017 'Towards a nation Swimming' dovetailing to the Governments strategy of 'Towards an Active Nation'.

The strategy attempts to reinforce Swim England's commitment to supporting everyone involved in swimming including:

- 37. Members,
- 38. Partners,
- 39. swimming workforce,
- 40. those learning to swim; and
- 41. those who already swim regularly.

Swim England have set the following strategic objectives:

1. Provide strong leadership and be the recognised authority for swimming,
2. Substantially increase the number of people able to swim,
3. Significantly grow the number and diversity of people enjoying and benefitting from regular swimming,
4. Create a world leading talent system for all our disciplines,
5. Deliver a high quality, diverse and motivated workforce within swimming,
6. Strengthening our organisational sustainability for future generations.

Although Swim England are unable to offer financial support, they are now offering SASP consultation on marketing and programming.

Activity Alliance

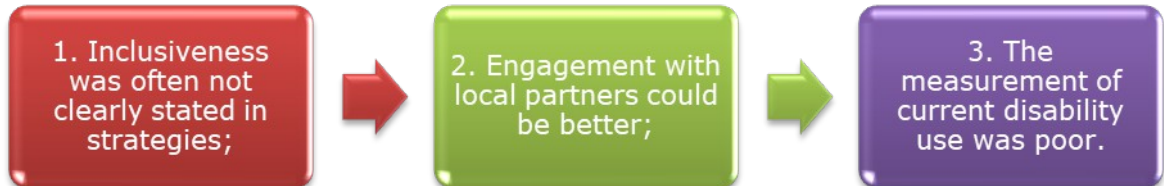
The Activity Alliance is a national charity that supports organisations to encourage inclusive practises, promoting better opportunities for people with disabilities who are some of the hardest to reach groups.

SASP's approach of delivery through a funded community engagement member of staff will help develop this important area of our work.

SASP will consider the 'Portway Lifestyle Centre' as an example of good practise of a 'buddy scheme' as research undertaken by Activity Alliance suggests that 70% of disabled people want to take part in activity with other able-bodied people with more severely disabled people more likely to exercise in groups with a similar disability.

Furthermore, people with a disability are likely to be twice as inactive as those without a disability.

Three common factors were revealed as part of Activity Alliance 62 centre market research which concluded that:



SASP will work with the Activity Alliance following appointment of the community engagement post.

Local Insight

Understanding our Local Market

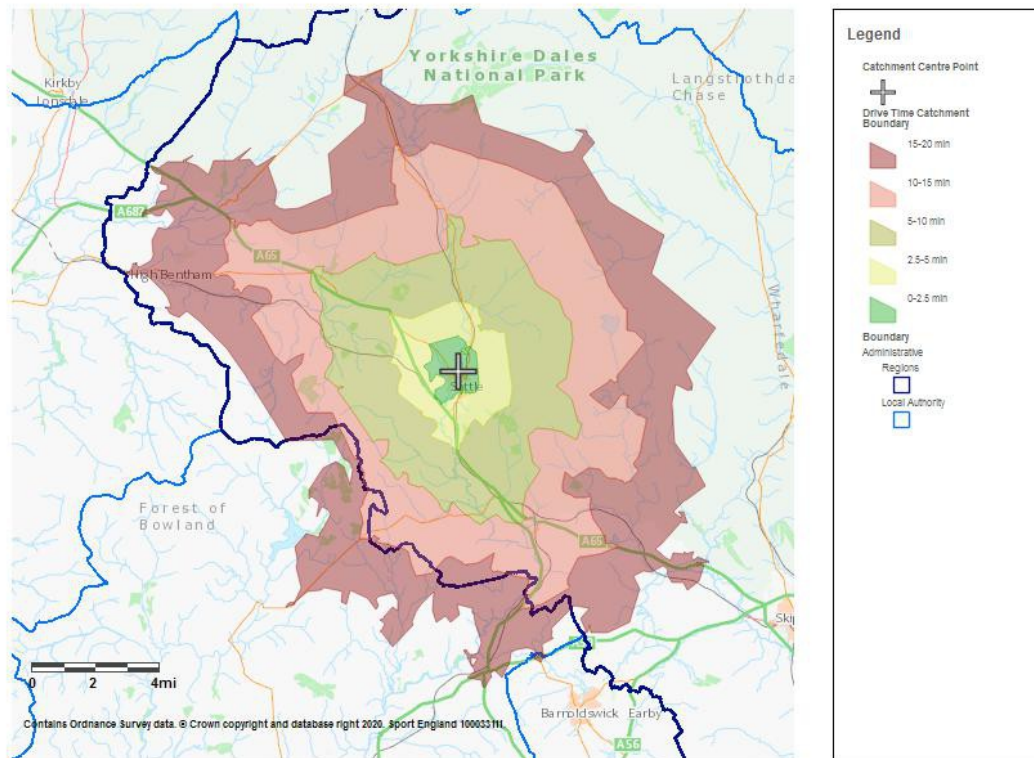
It is important to understand the local market we are operating within and we have therefore undertaken a review of the local demographics for the District which are provided in Appendix xx – Demographic Review with a summary of findings provided later in this section.

Catchment Analysis within 15 minutes' drive time of Settle Area Swimming Pool

We have analysed the 15-minute catchment around the current Settle Swimming Pool. This is slightly lower than the 20-minute primary distance that is used in determining the demand for most types of facilities found in a leisure centre and is used by Sport England in their modelling. However, the location of Settle and surrounding settlements has been considered in this catchment size.

Map 3.1 details the 15-minute catchment from Sport England’s Active Places Power website.

Map 3.1 – Drive Time Catchment around Settle Swimming Pool



Excluding the 15-20-minute band, the map identifies that the 15 minutes’ drive time catchment extends well outside of Settle into neighbouring villages.

Table 3.1 below identifies the age breakdown of the population in each of the time segments within the 15-minute catchment drive time. The Active Places Power tool utilises Census information to inform the catchment areas.

Table 3.1 – Up to 15-minute drive time catchment around Settle Swimming Pool

Age (Years)	0-2.5 Minutes	2.5-5 Minutes	5-10 Minutes	10-15 Minutes	Total	Total %	England %
0-14	551	71	266	518	1,406	14.5%	17.7%
15-24	485	30	163	330	1,008	10.4%	13.1%
25-39	420	43	214	394	1,071	11.1%	20.2%
40-59	1,122	132	629	1,069	2,952	30.5%	26.7%
60-79	1,081	109	600	825	2,615	27.0%	17.7%
80+	333	21	122	152	628	6.5%	4.6%

Total	3,992	406	1,994	3,288	9,680	100.0%	100.0%
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Using a 15 Minute Drive Time

The total population within a 15-minute drive time of Settle Swimming Pool is c9,680 people of which circa 8,274 are 15 years or older (86%). This is higher than the national average of 82% indicating an older than average population. This is also outlined by the table that shows the 40 years and above age groups are the only groups above the national average.

In terms of those with the highest propensity to exercise in the 15-39 years old age groups, there are circa 2,100 people (circa 22%). This is below the national average of circa 33% and may therefore less traditional (e.g. not gyms) types of activity in a group environment are likely to be needed to drive participation.

A summary of the main findings for Craven District is provided below:

42. Craven District has an ageing population that is expected to live longer and increase in number in the future. There is a below average number of people in the working population (58% compared to 63% nationally) as well as a higher number of people aged 65+ years (26% compared to 18%).
43. The working age, most notable 16-44 years old will have the highest propensity to participate and therefore the pricing, programming and facility mixes will be important to attract the older population.
44. Unemployment is below average with 1% claiming Jobseekers Allowance (JSA)/Universal Credit (UC) compared to 3% nationally.
45. Deprivation is low across the District with 4% of the population within the 20% most deprived neighbourhoods, compared to 20% nationally.
46. The District has a higher than average number of people who own their homes, 74% compared to 64% nationally, with many houses with no mortgages (42% compared to 31%), leaving a lower number of people renting. This may suggest disposable income for sport and leisure activities is available to residents.
47. The population of the District has social grades higher than the England averages for the AB group which have access to the highest amount of disposable income. There are also a higher number of people in the C2 group.
48. Life expectancy is above national averages for both males and females.
49. Above average number of people with a car or van, suggesting residents often need to travel in the District.
50. Health is generally better than the national average, although is often below regional figures. Some key issues include diabetes and alcohol related issues.
51. The ONS Subnational Population Projections has highlighted that between 2019 and 2029, whilst there is only a circa 1,300 increases in population in total (2% compared to 5% nationally), the 70+ years age group is expected to increase by 2,600 people with other younger age groups decreasing. This information outlines that the population is ageing in the District.

User and Non-user Consultation

A user and non-user survey consultation questionnaire was undertaken in 2016/17 with 428 responses received, the key results are summarised as follows:

Users

The survey findings from current users indicated that:

52. The range of activities within the pool programme currently meets the needs of those that swim. Swimmers fall mainly into two groups, swimming for health and fitness and swimming for fun, enjoyment and family time.
53. There is a relatively sound customer base of regular swimmers with opportunity to convert those that swim once a week to more than once a week and monthly swimmers to weekly and so forth. This is coupled with an opportunity to attract new customers from those who currently choose not to swim at Settle Pool.
54. Opening times and the pool programme sessions times are the biggest issue for current customers. This is reinforced by the 'other' column where on reviewing comments 31% referred to more early morning or evening swimming needing to be available

Non – Users

Survey finding for non-users of the pool who responded indicated that:

55. The two main reasons were their own available time and/or the pool programme; the latter, if adjusted might mean some for whom time is a constraint may become converted to swim at the pool.
56. Several respondents wanted to be able to access other facilities other than the pool. In the additional comments people noted they would like access to a sauna, and studio for other forms of use including exercise. This has been considered along with general improvements to maintenance and cleanliness which respondents highlighted as barriers to using the pool.
57. Other comments further reinforced the poor condition of the changing rooms. All these comments could be linked to a view that people consider the pool, poor value for money.
58. Currently, there are several potential customers who cannot swim and would like to learn. How adult lessons are programmed and promoted will be considered.
59. All respondents provided information on their preferred times to swim. Mornings and evenings midweek were most popular. At weekends people had no strong preference and the responses were evenly spread throughout the day.

What customers want in the future.....

Importantly, in the context of our future to develop the pool, is that over 50% of our current users have told us that they would like to see improvements to the changing facilities with 44% asking specifically for improvements to shower facilities.

In addition, non-users highlighted that they wanted to be able to access other facilities than the pool including health and fitness activities.

Sport England Market Segmentation

Analysis of Sport England's market segmentation model comprising of 19 'sporting' segments has been undertaken as part of SASPs previous business plan.

This found that catchment for the pool is dominated by males and females from their mid-20's through to 55 years of age who are looking to balance work, careers and families. There is also an older population from 56 years and upwards who are nearing retirement or are retired.

The current pool programme will therefore be developed to ensure that activities are offered which meet the needs of the dominant segments in terms of type and timing of aquatic activity.

When comparing the market segmentation data to the survey results this further supports why respondents felt that the pool opening, and session times were an issue.

There is currently limited opportunity to swim in the evenings and during the day the pool programme is weighted heavily towards those aged 60+. There are opportunities to widen the programme to make swimming more accessible for a larger percentage of the population and link new 'dry' based activities at peak times as part of the proposed extension in areas such as indoor cycling, parent and toddler sessions, and group exercise.

Demand

The 2015 -2032 facilities strategy by Craven District Council was adopted in 2016 and confirmed the importance of protecting the swimming pool in Settle, with a specific recommendation that the pool be replaced and enhanced during the period of the strategy at c£5m. However, no hotspots of demand were identified with a total estimated shortfall of 1.17 lanes across the district.

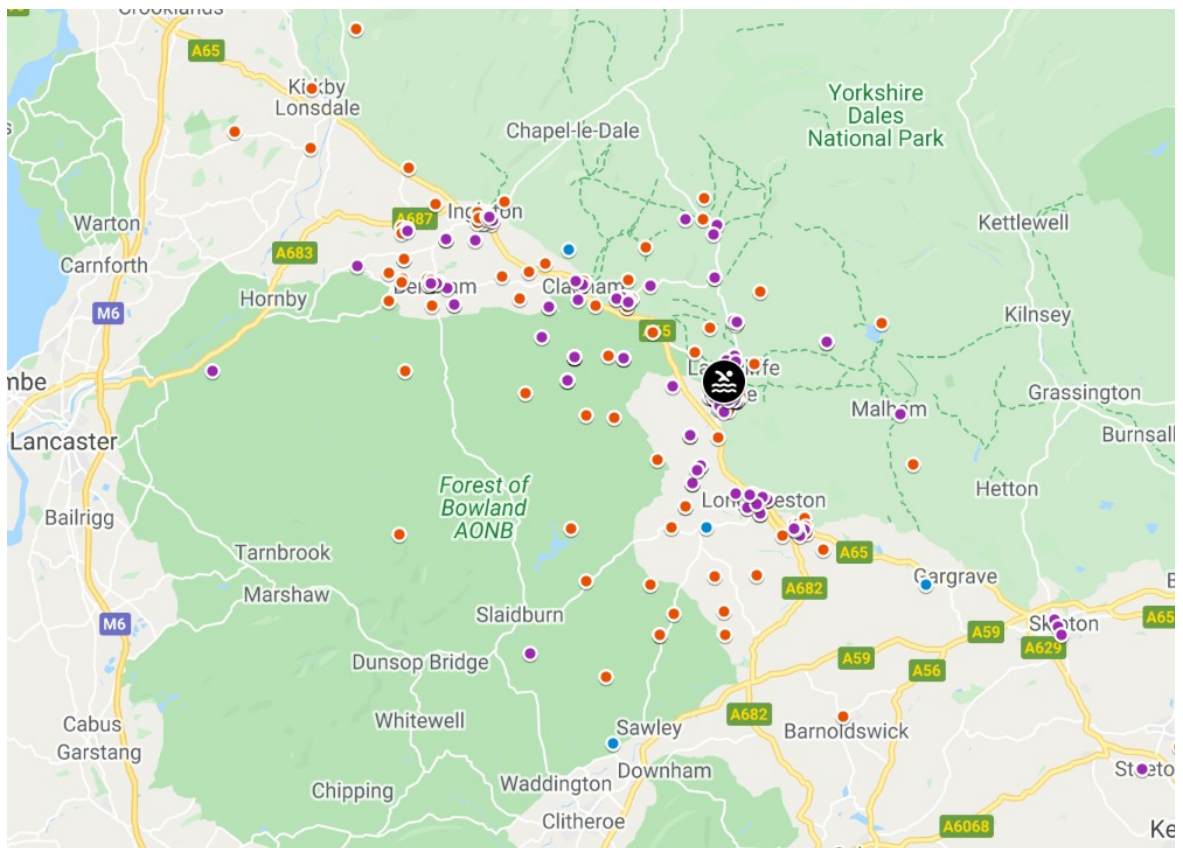
In terms of fitness stations the strategy concluded that overall there were sufficient provision in the District to meet current and future demand and therefore developing a facility that provides a more flexible space for meetings, group exercise and social events at Settle would be more in line with the strategies findings. The local gym in Settle is ran by a private company, it is not staffed. It does not provide indoor group cycling classes. This is considered a

mainstream of popular forms of exercise in the UK and links well to the high level of cycling in the Settle area.

Current Reach of the Services

A postcode mapping of our current users has been undertaken to help inform our marketing planning going forward.

Current User Postcode Map



Pricing

Our current policy is to review prices on an annual basis making changes based mainly on levels of CPI inflation, but taking into account changes in demand for particular sessions etc. Prices for the new extension are included in the financial model covered later in this plan and are based on our understanding of local market rates and customer feedback.

Programme

A review of the current swimming programme has been undertaken along with development of a new programme of activities for the planned extension.

A copy of the draft programme can be found in Appendix F with a summary of the key service developments provided later in Section 8 of the business plan.

Fundraising and Sponsorship

The main sources of our fundraising activity will be from our Charity Shop, from donations and from external grant support from better engagement and partnership linked to specific targets set by trustees to the proposed new post of community engagement and business development.

Marketing & Promotions Summary

In order to maximise the opportunities identified in the business plan we will utilise the resources available to market and promote the existing and proposed new facilities with a clearer allocation of responsibilities and approach.

During 2020/21 we will focus on:

- Introducing a new web site,
- Introducing a new front of house 'electronic point of sale system' ('EPOS') with associated management software providing online bookings and course administration capability,
- Development of a consistent brand, and marketing collateral with clear messages and media for the customers SASP wants to attract,
- Producing an annual marketing schedule with four planned promotions using existing resources from Sport England and Swim England,
- Better engagement with our local partners by increasing our resources,
- Maximising use of 'free' marketing through development of our social media presence targeting followers and building up a database of local users.)
- Reviewing our signage on roads and approaches, and
- Development of a wider local network of media outlets, e.g. pubs, restaurants, DIY shops, schools.

In the next section we consider the development of our local community engagement.

4. Community Engagement, Partnership and Collaboration

The importance of collaboration, developing partnerships and engagement at a local level

- 4.1 SASP is an established independent organisation in the Craven District which aims to deliver health and wellbeing opportunities for all.
- 4.2 SASP recognises the synergies that are developed from partnering arrangements which include fundraising, volunteering, provision of space and/or promotion of activities.

Partner Consultation

- 4.3 A previous partner survey consultation questionnaire from 2016 received 25 responses, of the responses only four organisations identified themselves as being a partner and other than Settle Swimming Club all others indicated that this was as a result of their financial contribution to the pool.
- 4.4 What was clear from the survey is that we need to do more work in the future to engage with current and potential partners, and to sell the mutual benefits of working more closely with SASP.
- 4.5 Therefore, we have sought to further develop this key area of work through the appointment of a new part-time position from October 2020 of **'Community Engagement and Business Development'**, the role will report to the SASP Manager, and directed by the board.
- 4.6 Their role will be to:
 - ✓ Development of pathways into sport and relationships with local sports clubs, schools and community groups in line with both National Governing Bodies of Sport contributing to the swimming pools vision and objectives,
 - ✓ Collaborate with partners (including the Local Authority) to cross-pollinate audiences and messages, develop physical activity both inside and outside the pool with specific focus on those organisations identified in this section.
 - ✓ Work in partnership with residents, community groups and education and schools to deliver new sessions, develop volunteers and enhance a broader local use of the facilities.
 - ✓ Market and promote the services in appropriate, imaginative ways including but not limited to the production of only electronic news bulletins and social networks,

- ✓ Develop new areas of business for the pool including meetings and social activities beyond traditional sport.

4.7 Our aim is to re-position Settle Area Swimming Pool as a community health and wellbeing hub following the building of the extension, one that can play an increasingly role in improving the physical and mental health and wellbeing of our local community as a place to meet, keep fit, and have fun.

4.8 There are circa 70 local organisations and groups that provide opportunities for people to engage in the Settle hinterland alone.

4.9 Below is an infographic which demonstrates this, and we have used this as part of the review on how and who we would engage with in the future to in order to improve the health and wellbeing of our community.

Figure 4.1: Partnership Infographic – What’s happening in Settle?



4.10 We have demonstrated in table 4.2 below how we plan to improve our community engagement and partnership through an understanding of who we work with now and why, and who we plan to work with in the future and why.

Partnership Development and Collaboration

Table 4.2 – Who we work with now.

Who we work with regularly on a day to day basis delivering the services	What we do together (including funding if appropriate)	Outcomes: How this partnership contributes to our Vision and Objectives
Friends of Settle Pool	To date the Friends have taken a major role in local fundraising and in maintaining relationships with local organisations	The Friends intend to close once the Pool's building programme is underway, so the Pool needs to carefully consider how to absorb their functions
Paper – recycling volunteers	21 volunteers represented by a subcommittee pack paper and cardboard 6 days a week for re cycling which raises circa 5K pa	Current paper prices may work against this activity in the long term – we need to find new ways to involve these committed volunteers
Giggleswick School	Shared use of both pools	The cost impact of closure of Settle Area Pool during the building works of the proposed extension could be reduced with agreement with the school to transfer part / all the community programme including swimming lessons.
Phoenix Gym	Contact with the two personal trainers and the Launch of a Joint Subscription	Better publicity may help the joint subscription. We will need the new facility to further this partnership
Aireville Pool	Regular contact to share good practice etc	This is ongoing and is limited to exchange of ideas by distance
Parish Councils	Annual funding from most local Parish Councils plus a precept from Settle TC	Keep the Councils well informed of our plans and develop tangible outcomes for their population that they will fund and support SLA support
Giggleswick Gardening Group	Contributes to the upkeep of the outside areas of the pool	The new outside space will present more opportunities for a bigger contact. This will also grow with new build and new activities and space,
Giggleswick WI	As above	As above
Aireville NHS Hospital	Runs a weekly Physio	Very limited partnership

Who we work with regularly on a day to day basis delivering the services	What we do together (including funding if appropriate)	Outcomes: How this partnership contributes to our Vision and Objectives
Trust	referral session at the pool	which would need a lot of work to develop. Distance and NHS priorities currently are barriers
Primary Schools	Use the pool and will advertise events. Supports paper recycling	Introduce new users (children) to the pool and teach children to swim
Local Businesses	Fund raising through Advertising Boards and Paper recycling and raising funds through specific events.	Develop corporate membership and develop sponsorship opportunities and possible dedicated sessions for staff.
Settle College	DOE and work experience and life guarding training Pool Usage, advertising, DOE and work experience	This relationship needs development and ownership at the top of the school for development

Table 4.2 - Who we want to work with in the future.....

Who we want to work with regularly to achieve better health and wellbeing outcomes?	What can we do together?	Outcomes: How could this partnership contribute to our vision and objectives?
Parents of Under school age children	Plan dry side use of new facilities alongside current baby and toddler swims plus exercise for their parents	Improvement in facilities for under 5s and their parents
Local businesses and orgs	Provide meeting space. Potential for businesses to encourage their staff to use our resources. Promote Health at Work. Fundraising	Use of our resources, support for our activities
Settle Health Centre	Encourage patients to take up swimming to improve health	Reaching potential users that are otherwise difficult to reach.
Local sports clubs	Develop dialogue with them to develop joint activities and promote our new space for them	Contribute to the vision of developing a multi activity health and wellbeing resource
Age UK	Develop joint activities for older people	As above
Stingrays - Swimming Club	Improve communication with this group – to find ways to work more closely on competitive swimming	This relationship should be core to our vision and objectives

Table 4.3 – Organisations we will engage with

Organisation	What can we do together?	Outcome
Sport England	Provide support and expertise in facility planning and development, active communities and funding opportunities.	Better and more accessible, popular activities and services for local people.
Craven District Council and	Share resources and activities where our activities fit into the Council's strategy. Approach for funding and support.	Better use of resources to support our community delivery.
Swim England	Use Swim England's resources and initiatives. Advice and support on programming and marketing.	Better use of our resources, support for our activities.
Activity Alliance	Provide support for more accessible facilities for people with disabilities.	Development of a new buddy scheme.

4.11 In addition to our multi-agency approach above, SASP are committed to tackling inactivity focussing on hard to reach groups of our community including:

- ✓ **Young People** - to ensure that young people can develop their skills in their chosen activity, whilst contributing to their social skill base, which will form the basic backbone for all future sports participation in the area.
- ✓ **Women 16+** - to ensure that more women participate and recognise that sport and active leisure is a part of a healthy and constructive lifestyle.
- ✓ **People with low incomes** - so they can afford to take part in sport and physical activities.
- ✓ **Older People and People with lifelong limiting illness** - to ensure that they have the opportunity to remain healthy by being active.
- ✓ **People with Disabilities** – to ensure that people with disabilities can take part in activities which will contribute to social inclusion and benefit their health.

In the next section we consider 'People'.

5. People

Proposed Solutions

SASP is committed to ensuring that the system and arrangements for staffing the pool are designed to continually improve and enhance the current levels of satisfaction for customers, and most importantly to provide a long term, low risk sustainable operating system that works in the interests of r trustees and wider stakeholders.

SASP is proposing to continue to directly employ key operational personnel offering training opportunities for existing staff to develop in advance of opening the new extension providing targeted new sessions rather than general supervision of the area.

In addition, SASP will also consider alternative 'sub-contracting' opportunities with local people or organisations that can provide 'turnkey solutions' in areas such as personal training, running groups, pre-school gymnastics. These will be formalised by means of detailed Service Level Agreements.

We have assumed that existing staffing levels will be retained when the new extension is built with no additional staff required for general supervision.

A new member of staff will be appointed in 2020/21 to enhance our community engagement work and business development activity. This new post will report to the current manager and be directed by the board and it has been assumed that 50% of the funding will come from external support.

Following our investment in new IT systems we envisage that the Pool Manager will have more time to focus on developing new activities and manage the pool delivering against targets within the Business Plan.

Support from Trained Volunteers

We intend to further enhance our workforce through trained volunteers to provide additional support in our activities. This will be a key role of the new business development post.

In addition to the proposed directly employed staff, turnkey solutions and volunteers, we will, on a need by need basis, buy in external support where and when necessary, this will include but not be limited to:

- Local Property Maintenance Companies for site Repairs and Maintenance,
- Health and Safety for audit purposes and advice,
- Financial Services: some accountancy and booking keeping supporting reporting our statutory and board requirements
- ICT: Some ICT support,

- Business Development,
- Learning and Development,
- Legal Services & Data; and
- Governance

Learning and Development

SASP will continue to develop our strong ethos to help deliver our objectives through learning and skills development for staff and others involved in the operation of the pool. This will involve supporting and directing learning interventions at group or individual level and, in the context of the turnkey partnerships, in a way that is designed to support our aims and objectives.

This ongoing learning and development will ensure that our staff, and partners have the right skills and competencies required to ensure a sustainable and successful service delivery.

This will include but not be limited to:

- An annual partner and volunteer workshop and training session,
- Support on learning and training where there is measurable benefit to the organisation, such as the continuous learning journey will develop and motivate partners to excel,
- Learning that is targeted on key performance needs,
- Support on gaining additional qualifications to enhance the customers experience,
- Volunteer development and recruitment.

SASPs approach to learning and development is to set up partnerships with the right people based on personal skills first, then, if necessary, provide training and support as appropriate to requirements.

Our Priorities in 2020/21

We will recruit a new part-time post of community engagement and business development.

We will formally review our trustees skills (using our skills matrix) to ensure that we continue to attract and retain the highest quality of trustees to support the charity focussing on the skills that will bring further breadth to the board in the future, such as:

- Community Engagement,
- Financial Management,
- Human Resources,

- Business and Organisational Development,
- Digital Transformation,
- Marketing; Facilities & Safety Management; and
- Service/Process Improvement expertise.

Partnership and Community Engagement

We will set up a Board Director led working subgroup to support the new role of community engagement focussing on the development of effective collaboration.

Key work areas include:

- Recruitment and training of volunteers,
- Forging better partnerships that contribute to delivery of our objectives and outcomes,
- Networking with partners to link leisure to the most vulnerable in the community,
- Better use of customer data,
- Managing the annual volunteer and partnership workshop and training session conference,
- Changes to product/facility offer to promote investment in the centre for community benefit; and
- Promoting SASP to potential new users.

In the next section we consider asset management.

6. Asset Management

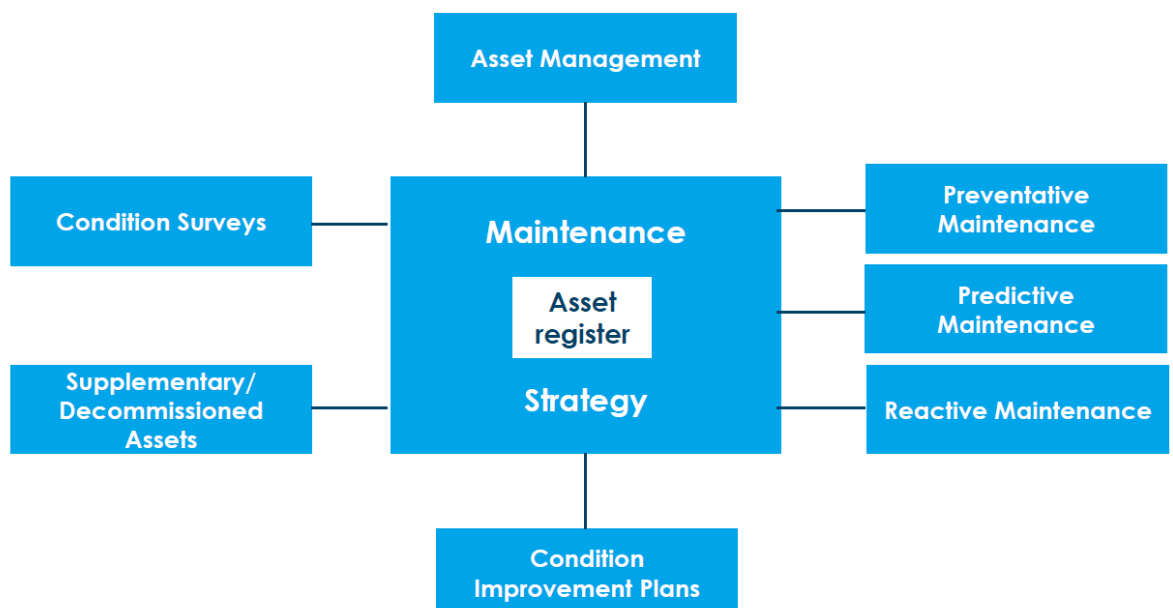
Overview

Efficient and effective housekeeping, repairs and maintenance is fundamental to the SASP's future viability. It is critical in attracting users, driving user satisfaction and repeat visits, and in driving efficiencies and savings and continual **reduction of our carbon footprint**. It also ensures that the value and sustainability of the assets of our partners are continually developed, grown, and protected.

SASP through its work with its local sub-contractors will manage the maintenance of the asset ensuring that all statutory requirements are undertaken in a timely manner.

The component parts that feed and influence the SASPs Management Strategy are set out in Figure 6.1 below.

Figure 6.1 – Component Parts of the Asset Maintenance Strategy



SASP will continue to work in partnership with its partners to identify and undertake the management of the statutory, reactive and lifecycle maintenance works.

Principles of the Asset Management Plan

The principles of our asset management plan are to ensure that facilities:

- Are available and operational during opening hours,
- Comply with all applicable statutory requirements and legislation,
- Are in a safe, secure, wind protected and watertight condition,
- Are maintained to such levels of condition and to such specifications as are consistent with principles of good estate management applied to the site as a whole in accordance with the standards contained within the Heating and Ventilating Contractors' Association (HVCA) SFG20 guidance,
- Are maintained in a manner, which prevents deterioration save fair wear and tear,
- All work is carried out in accordance with appropriate British Standards and Approved Codes of Practice.

Condition Surveys and Planned Asset Renewal (PAR)

SASP commissioned a professional survey of the pool, which was completed in 2016, including recommendations and potential costings for necessary repairs and maintenance.

This report revealed some backlog of regular maintenance and decoration. It listed a few issues either immediately requiring attention or likely to become important in the short to medium term, this includes:

- The Flat roofs need replacement,
- The Roof eaves may require bigger gutters to cope with heavy rainfall.

A previous concern has recently been rectified by the installation of a new boiler system which should provide up to 30% better efficiency for the pool and capacity to link the new extension heating system.

Resources

Following the above works being undertaken the SASP have made the following provision within the budget in the business plan as follows.

Repairs and maintenance – Based on the current GIFA of 452m², the current cost equates to £30 per m². This cost remains for Year 1 but reduces in Year 2 whilst the work is going on for 3 months i.e. no costs proposed. When the extension facility opens, we estimated the costs, with the increased GIFA of 617m² (excluding the new store), to total £25 per m². The dry side

facilities will need less maintenance than the current pool facility. Overall, this is an increase to £15,600.

Other premises costs - £8,300 in line with the current costs,

Utility costs – Costing circa £33,000 currently, this equates to a current cost of £73 per m2. The business plan considers in Year 1 the replacement of the boilers that will help to increase efficiency; however, the 30% is likely to be cancelled out by the future tariff increases. Therefore, we have included only a 5% reduction, saving circa £1,500 in Year 1.

Savings - these have been considered during the closure with a 15% reduction to circa £27,000 in Year 2 before increasing back to circa £31,650 in Year 3 onwards. This equates to £51 per m2 once the extension has been completed.

Cleaning – Currently at £6.50 per m2, this has remained for the new facility, increasing from circa £3,000 to £4,000 per annum from Year 3 onwards. Consideration for closure in Year 2 has also been included in the business plan.

Building Lifecycle Fund Contribution

The financial model accounts for depreciation of £55,000 per annum over ten years to support long term lifecycle replacement.

Equipment Replacement

Carbon Reduction - Rural Community Energy Fund

To support our ongoing commitment to reducing our carbon footprint we will consider the replacement of the single glaze glass surrounding the pool and other measures to reduce energy use. We will therefore apply to the Rural Community Energy Fund which was established in 2019 to support and develop renewable energy projects which provide social and economic benefits to the community.

The RCEF provides support of up to £40,000 for a feasibility study for a renewable energy project, and grants of up to £100,000 for business development and planning.

In section 7 we consider IT and Communications Technology.

7. Information and Communications Technology

Introduction

Our Information and Communication Technology (ICT) will play an increasingly important role in allowing the Pool to deliver better services, including reliable on-site high-speed broadband coverage which is now becoming a minimum customer expectation.

The Leisure Database Company's national annual 'State of the Industry' report from 2018 suggested that organisations that did not invest in smart IT solutions would continue to lose market share to competitors.

SASP recognises its responsibilities under GDPR (Data Protection 2018) legislation and has an experienced trustee who is responsible for Data Protection.

Our strategic objectives under GDPR are to:

- Maintain compliance under GDPR and the role of our partners.
- Maintain Data Protection Officer (Board member).
- Demonstrate accountability in processing activities (Policy); and
- Prepare for data subjects exercising their rights (Policy).

We recognise the need to work closely in partnership with our ICT turnkey solution partners to support delivery of our ICT services and requirements.

On top of this we will utilise the skills and experience of a new operational solution partner to provide a suitable EPOS and online booking system.

A breakdown of the elements we provide now and will provide within 2020/21 (BOLD) are listed below:

- GDPR Guidance,
- **New website with basic information about the service with links to our partner organisations,**
- **EPOS and Online Booking system including a 'mobile app',**
- **Telephone system (VOP).**
- **WIFI installation on site and Microsoft 365 applications to manage internal and external communications and general day to day business:** and
- Email addresses for the Management Board.

In addition, our ICT service provider includes:

- GDPR support,
- Service Desk,
- Incident / Problem resolution,
- Management of the organisations' security, data and service infrastructure; and companies' infrastructure along with management of all ICT assets through effective configuration, change and release processes.

Keys to Success

Going forward we consider the following to be the keys to our success:

- Strategic alliances with our business partners,
- Market and customer-focused leisure management software systems to enhance our sales and marketing,
- A new fluid website and mobile applications to ensure public adoption and ease of use,
- Adoption of collaborative and emerging technologies; and
- Investment in hardware.

Delivery

We are committed to delivering these changes to improve performance firstly and most importantly to improve community access to the centre and its activities and services.

The finances to support the changes have been included in our business plan financial model over the next five years.

In the next section we provide our planned facility and service developments.

8. Facility and Service Developments

Why are we investing in service changes at SASP?

In deciding to invest in service changes for SASP it is important to consider the strategic context as well as local need to bring physical health and wellbeing to the area.

We have sought to bring these together from earlier sections of the business plan in figure 8.1 below.

Figure 8.1 - Summary of Key Drivers

Our initial proposed changes to services have been developed from our local knowledge and from previous reviews and studies undertaken including:

- Customer surveys and local insight provided by the board of trustees and staff,
- Performance benchmarking of our service,
- SWOT analysis of key challenges and opportunities,
- Demographic analysis and review of local supply and demand,
- Market opportunities through best practise provided by our support consultants FMG, and
- Craven District Council's adopted built facilities strategy 2015-2032.

Proposed Changes to Services including Improvements and Investment Opportunities

A summary of the capital development we plan to deliver are provided below, the financial implications and detailed modelling of these proposals are provided in Section 9 - Financial Implications.

Extension to the swimming pool creating a Community Health and Wellbeing Hub

Summary of Rational for Change

- Provides a long-term sustainable solution for a strategically important facility in the District.
- Support SASP's purpose to increase the physical and mental wellbeing of our local community.
- Provides a clear strategic alignment with government / Sport England and our local authority partners.
- Facility mix and design driven by local insight.

Facility Mix

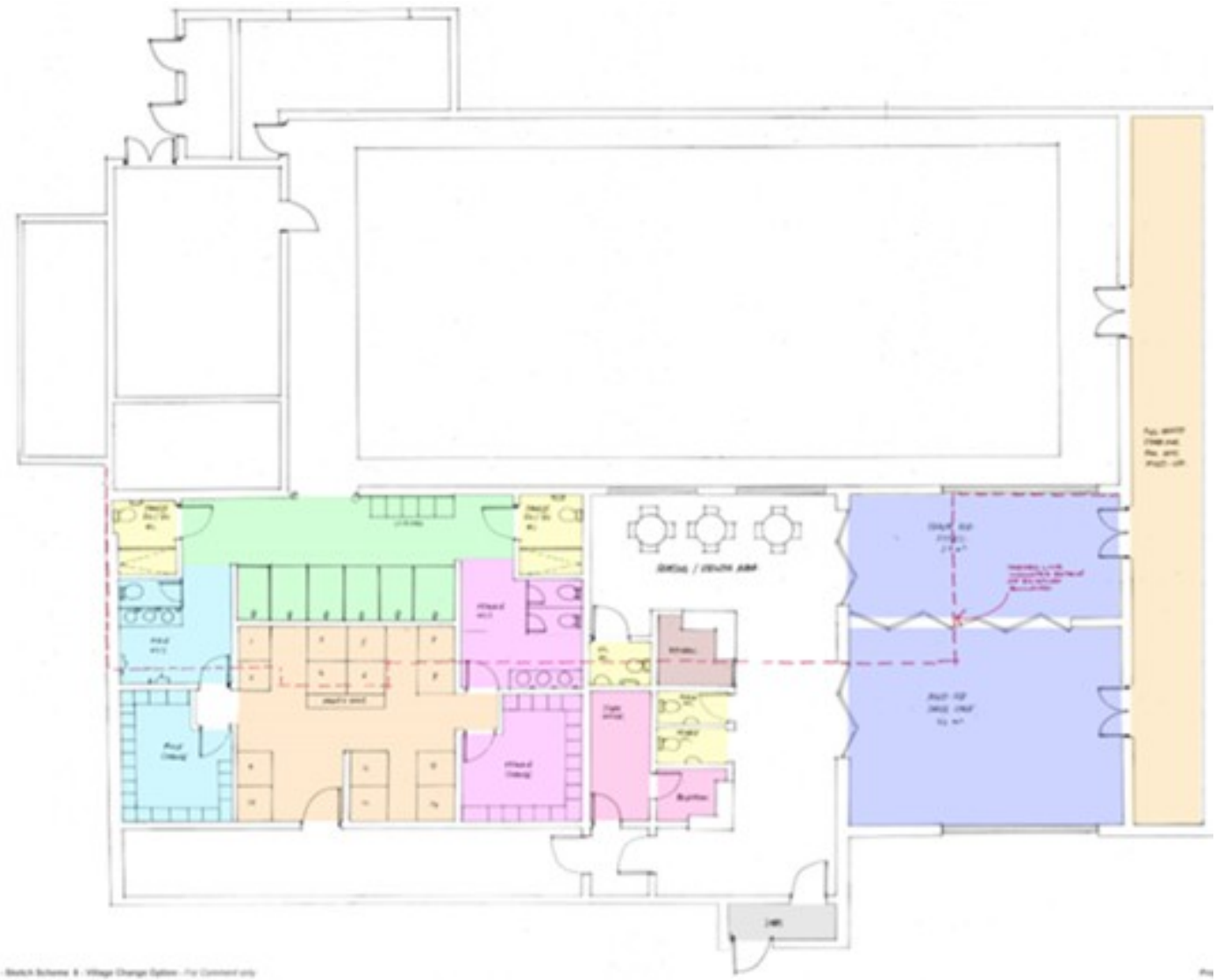
- Village changing accommodation to address the pools most common complaint,
- A studio / meeting / social event space (e.g. to provide a hub for Park Runs, a meeting place for the local cyclists, as well as providing regular group exercise classes including indoor cycling and exercise interventions and referrals specifically targeted at older people)
- A reception area with flexible café space which can be linked to the multi-purpose studio space providing maximum flexibility.

Facility Plan:

SASP developed eight options with their architect and have chosen Option 8 (shown below in figure 8.1) for further development as this provided the best overall solution that met the needs of current and future customers. Option 8 provides an increase of c205m2 in area as shown in the table below.

Area	Existing Pool	Extension Option 8
Back of House and Store	72	113
Changing Areas	71	103
Front of House	52	114
Poolside	257	257
Multi Use Space	0	71
Total GIFA (m2)	452	658

Figure 8.1 – Option 8 Health and Wellbeing Extension



Capital Costs

The capital costs for option 8 have been produced quantity surveyors ‘Cairn Wharf’ and these have been adapted in table 8.2 by the SASP trustee (former accountant) to reflect more accurately their irrecoverable VAT position.

Table 8.2 – Capital Costs for Option 8

Capital Build	Year 1	Year 2	Year 3
Replacement Boiler	£112,000		
Community Health Hub			
Building			£380,500
Fixtures & Fittings			£45,700
Preliminaries and conitngency			£42,600
Fees			£26,500
Contingency 10%			£42,600
			£537,900
VAT @ 20%			£107,580
Recoverable VAT			-£43,032
	£112,000		£602,448

The capital costs total is £602,448 of which there is a £45,700 fixtures and fittings allowance and a 10% contingency sum. The actual construction costs for the building are estimated at £380,500 which is c£1830 per m2.

SASP can reclaim c£43,032 of VAT from the capital cost.

Proposed Delivery Timetable

The target date for commencement of the proposed capital works is June 2021 with an anticipated completion in September 2021

Programme and Activity Development

Following completion of the extension an initial programme of activities is planned:

Group Exercise and Targeted Activity Sessions

- Indoor Cycling Classes (11 cycles),
- Personal Training (delivered through a solution partner),
- Yoga, Pilates and Tai Chi,
- Development of a Young at Heart Programme with a combination of dry and wet activities,
- Pre-School Gymnastics classes.

Special Events and Meetings

- Facility Hire for meetings/conferences/training sessions from local organisations – there are 70 in Settle alone.
- Programmed availability and advertised open free meeting times for local running and cycling clubs, with development support for a new Park Run from the pool.

The detailed financial implications for our proposed changes to services are provided in Section 9 with the further details provided in the Appendix A – Financial Model.

We are also proposing several other service improvements which are summarised in the table 8.4 below.

‘Other service Changes and Improvements’

In addition to our proposed capital development works, we are also planning to implement several service improvements to increase use and income from 2020/21 as shown in table 8.4.

Table 8.4 – Other Service Changes

	Service Change	Details
1.	Digital Transformation Start Date: April 2020 Completion: Sept 2020	To improve customer insight and our promotional activities to support the capital investment we will be introducing: A new website with basic information about the service with links to our partner organisations, A new EPOS and Online Booking system including a ‘mobile app’ and new reporting, and Telephone system (VOP). A WIFI installation on site and Microsoft 365 applications to manage internal and external communications and general day to day business.
2	Better Swimmers Sooner	We will restructure our swimming lessons to include an option for 45-minute sessions and a new package of lessons to deliver ‘Better Swimmers Sooner as shown in Appendix F.
3	Carbon Reduction	We will introduce a new energy reduction system including an electronic system for monitoring utility consumption to react more quickly to seasonal variances and plant control failures (minimum weekly), and by training staff to implement a new ten step to carbon reduction commitment as shown below. 10 Steps to Carbon Reduction In order to support our carbon reduction commitment SASP will adopt a ten-step approach to carbon reduction. 1. Commitment <i>We will communicate our commitment to reduce carbon, and report to the board on progress against targets. We will set up a ‘environmental service improvement team’ (task force) with staff trustees and seek external expertise to provide initial training and support. There are 86,400 seconds in a day, we will use 1800 each day to improve</i>

	Service Change	Details
		<p><i>the environment!</i></p> <ol style="list-style-type: none"> 2. Provide an incentive <i>We will introduce a competition for staff to become incentive by supporting them on saving energy at home and transferring this to their work environment promoting the morale and social responsibility which we all share, for future generations.</i> 3. Reach everyone <i>We will communicate to all our staff, customers and our stakeholders through social media and through our web site.</i> 4. Monitoring Progress <i>We will set up an electronic monitoring system with our current suppliers so that our staff can react quickly to any under performance against target in any area of consumption. We will share feedback with staff and trustees at as a standing agenda item.</i> 5. Positive Feedback <i>We will provide feedback on the positive outcomes to staff, small wins as well as big!</i> 6. Provide Resources <i>We will seek external funding, for example through the Rural Community Energy Fund to support investment and provide resources for experts to maintain our systems and controls to ensure they are robust.</i> 7. Be Imaginative <i>We will identify an ‘environmental champion’, to provide fresh ideas for SASP and understand the impact of new technology.</i> 8. Keep the Momentum <i>We will set clear targets, share ideas and benchmark our performance against our previous performance and industry best practise.</i> 9. Continuous Improvement <i>We will formerly review performance at the monthly board meetings .</i> 10. Empowerment to meet our objectives <i>We will promote a “caring about carbon’ message via the web site, sharing our energy saving initiatives with customers and ask for</i>

	Service Change	Details
		<p>their ideas on how we could save more.</p> <p>A draft carbon reduction training presentation for staff is included in Appendix N.</p>

In the next section we provide the detailed financial implications of all our proposed changes to services.

9. Financial Implications and Resources

Overview

- 9.1 The business plan has been fully costed and reflects the proposed management of the Swimming Pool and proposed Health Hub extension and village changing room improvements from April 2020 to March 2025.
- 9.2 In order to maintain its robustness, we have reconciled the proposed Year 1 of the Business Plan (2020/21) with the agreed Base Position which has been adjusted from the last full year operating position.
- 9.3 In this section, we have included:
- 2018/19 Performance information,
 - Confirmation of the agreed Base position including future commitments,
 - Key assumptions used in the financial modelling,
 - Service investment, growth and savings; and,
 - Our planned changes to services (summary from Section 8).

Income and Expenditure 2019/20

- 9.4 Using the projected forecasts for the pool and analysis of their current income, we have developed a baseline position for 2019/20 as shown in table 9.1 below.

Table 9.1– Baseline Position 2019/20

All £	Settle SP Base Position 19/20
Health and Fitness Studios	-
Swimming	160,000
Special Events and Meetings	-
Secondary Spend	-
Vending	-
Retail	-
Other	1,964
Paper Recycling	-
Donations	15,000
Total Income	176,964
All £	Year 0
Salaries and Wages	147,985
National Non Domestic Rates	759
Repairs and Maintenance	13,624
Other Premises Costs	8,300
Utility Costs	33,128
Service Contracts (Non Property)	-
Cleaning	2,957
Premises Costs	58,768
Advertising & Marketing	780
Consumables	2,586
Stationery & post	720
Licences	1,435
Professional services	7,946
General expenses	8,061
Mobilisation Costs	-
Other Operating Costs	20,748
Secondary Spend Cost of Goods Sold	-
Vending - Cost of Goods Sold	-
Retail - Cost of Goods Sold	257
Swimming - Cost of Goods Sold	11,138
Secondary Spend - Cost of Sales	11,396
Total Expenditure	239,676
Net Operating Surplus/(Cost)	(62,712)
Less:	
Building Lifecycle Fund Contribution	-
Equipment Lifecycle Fund Contribution	-
Leasing Costs	-
Total Other Costs	0
Net Operator Cost before Charity Shop Income	(62,712)
Charity Shop	
Retail	72,380
Rent	(9,333)
Net Operator Cost after Charity Shop Income	334

Business Plan (April 2020 to March 2025)

9.5 The Business Plan uses the base operating position from Table 9.1, and we have applied the proposed ‘changes to services’ both from an income and expenditure perspective. This represents the net cost of the business going forward.

Business Plan Assumptions

9.6 Table 9.2 below provides the five-year financial plan with the following assumptions having been used in its development:

- The financial plan covers five years which considers the initial year operation before the pool closure in June 2021 and opening of the new facilities in October 2021 (swimming pool changing and extension with multi-purpose studio and larger flexible café area).
- All prices are at 1st April 2020, and no inflation is used in the model.
- The capital service improvements are provided with no debt repayments and it is assumed would be funded from cash reserves and from external grant(s).
- Health and fitness spinning bikes will be included with a leasing cost of £300 per £1,000 of equipment leased. Other equipment will be provided by instructors and personal trainers.
- No other FF&E, other than those included in the Community Health Hub of £45,700, has been included in the plan as it is envisaged that this will come from grant, cash reserves or other means of fundraising activity.
- Building and equipment lifecycle will be ringfenced by the charity for future reinvestment. This will be ringfenced from October 2021 when the extension has been completed.

Table 9.2 - Five Year Business Plan - Financial Model

All £	Settle SP Base Position 19/20	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness Studios	-	0	27,186	54,373	54,373	54,373
Swimming	160,000	165,823	128,608	169,868	169,868	169,868
Special Events and Meetings	-	0	1,950	3,900	3,900	3,900
Secondary Spend	-	0	10,929	27,927	27,927	27,927
Vending	-	0	5,464	13,963	13,963	13,963
Retail	-	0	1,366	3,491	3,491	3,491
Other	1,964	1,964	1,964	1,964	1,964	1,964
Paper Recycling	-	0	0	0	0	0
Donations	15,000	15,000	15,000	15,000	15,000	15,000
Total Income	176,964	182,788	192,468	290,486	290,486	290,486
All £	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries and Wages	147,985	130,045	137,976	143,030	143,030	143,030
National Non Domestic Rates	759	759	759	759	759	759
Repairs and Maintenance	13,624	13,624	10,218	15,600	15,600	15,600
Other Premises Costs	8,300	8,300	8,300	8,300	8,300	8,300
Utility Costs	33,128	31,650	26,903	31,650	31,650	31,650
Service Contracts (Non Property)	-	-	-	-	-	-
Cleaning	2,957	4,020	3,015	3,558	3,558	3,558
Premises Costs	58,768	58,353	49,195	59,867	59,867	59,867
Advertising & Marketing	780	780	1,280	1,780	1,780	1,780
Consumables	2,586	3,000	3,000	3,000	3,000	3,000
Stationery & post	720	720	720	720	720	720
Licences	1,435	2,036	2,636	2,636	2,636	2,636
Professional services	7,946	7,946	7,946	7,946	7,946	7,946
General expenses	8,061	8,061	8,061	8,061	8,061	8,061
Mobilisation Costs	-	-	-	-	-	-
Other Operating Costs	20,748	21,763	22,363	22,363	22,363	22,363
Secondary Spend Cost of Goods Sold	-	8,027	4,372	11,171	11,171	11,171
Vending - Cost of Goods Sold	-	6,020	3,279	8,378	8,378	8,378
Retail - Cost of Goods Sold	257	1,254	683	1,745	1,745	1,745
Swimming - Cost of Goods Sold	11,138	11,138	8,354	11,138	11,138	11,138
Secondary Spend - Cost of Sales	11,396	26,439	16,687	32,433	32,433	32,433
Total Expenditure	239,676	237,381	227,500	259,472	259,472	259,472
Net Operating Surplus/(Cost)	(62,712)	(54,593)	(35,032)	31,014	31,014	31,014
Less:						
Building Lifecycle Fund Contribution	-	-	2,314	4,628	4,628	4,628
Equipment Lifecycle Fund Contribution	-	-	2,078	4,155	4,155	4,155
Leasing Costs	-	-	1,575	3,150	3,150	3,150
Total Other Costs	0	0	5,966	11,933	11,933	11,933
Total Expenditure	239,676	237,381	233,467	271,405	271,405	271,405
Net Operator Cost before Charity Shop Income	(62,712)	(54,593)	(40,999)	19,081	19,081	19,081

Income and Operating Costs

- 9.7 The remaining part of this section relates to the revenue income and expenditure. For clarity we have set out below some of the key changes and assumptions in specific operational areas.

Income

- 9.8 Total income has been estimated as circa £183,000 in Year 1, a circa £6,000 increase from the current base position. Despite the closures, the new facilities open from October 2020 result in an increase of income to circa

£192,000 in Year 2. The facility is projected to reach maturity from year 3 onwards with circa £290,000.

Swimming

- 9.9 The income from the swimming pool is currently estimated at circa £160,000 per annum, although the breakdown of sales was not possible with the current system e.g. casual, lessons, hire etc.
- 9.10 As a result of the changes, we expect a modest circa 2.5% growth in Year 1 following the implementation of the new marketing plan, investment in a new leisure management software system, and development of improved engagement with the community through the appointment of a new member of staff. This results in total income of circa £165,000. Following the extension and new changing facilities, we have projected a further increase to circa £170,000, this is based upon the impact of providing better overall access to the facilities.
- 9.11 In terms of Year 2, this reflects the closure of the pool for the improvements assumed to be between June and September. We have estimated a circa £50,000 loss of income as a result of the closure. It is also assumed that some of the school swimming and learn to swim programme will move to a local school pool, with a proposed arrangement in place to share the income, resulting in circa £8,700 of income (from circa £16,500). Therefore, loss of income totals circa £41,000 for Year 2. As a result, we have estimated income in Year 2 of circa £129,000.
- 9.12 This is our minimum expectations following our proposed investments to the pool.

Multi Activity Studio (Health and Fitness/Community)

- 9.13 The new extension from October 2021 will include a flexible exercise studio (c71m²) that will be able to cater for fitness classes, spinning, personal training, tots' gymnastics, meetings and many other multi-purpose uses.
- 9.14 In Year 2, we have estimated income of circa £27,000 based on the 6 months of opening, increasing to circa £54,000 in Year 3 onwards.
- 9.15 Across the class programme, we have included a price point of £5 per class, whilst the receiving a £5 per personal training session through a turnkey solution with a local partner.
- 9.16 In a mature year, spinning is estimated to generate circa £21,000 (capacity of 11 bikes), personal training circa £1,500, Tots gymnastics circa £7,500, with the remaining £24,000 through fitness and over 50's classes (capacity of 15 people). We have applied appropriate utilisation to the classes throughout the programme.

Special Events and Meetings

- 9.17 This has been based on hire of the multi-purpose rooms for meetings. Based on £15 per hour, we have assumed 4 meetings a week from local companies (this equates to 5% penetration of circa 70 companies in the area) as well as an additional hour per week from community clubs and organisations (for example cycling and running clubs). In total, income in mature Year 3 is circa £4,000.
- 9.18 In Year 2, we have assumed only 6 months of operation, totalling circa £2,000.

Secondary Spend and Cost of Sales

- 9.19 There will be a 'self-service' secondary spend area that users will be able to purchase their own drinks. We have included circa £30,000 in Year 3, based upon £0.40 spend per visit. This is in line with industry expectations. We have included cost of sales of circa 40%. For example, we would expect a cup of tea to be circa £0.50, with cost of sales of a tea bag and milk for £0.20.
- 9.20 Vending income is also linked to the number of visits and we have estimated £0.20 per visit with an allowance of 60% for cost of sales. It has been assumed that the vending machine would be leased, and the costs would be included in the cost of sales figure. This generates (by Year 3) operating income of circa £14,000.
- 9.21 Retail, for example swimming goggles, has also been included in the income. This is £0.10 per visit at cost of sales of 50%. Overall, income has been projected at circa £3,500 in Year 3 onwards.
- 9.22 As per the previous income streams, we have not assumed any secondary spend income until October 2021.

Other Income, Paper Recycling and Donations

- 9.23 This is based on the current levels of other income generated at the site. It is expected paper recycling will not generate significant income due to world paper prices.
- 9.24 Donations have been included at £15,000 per annum.

Operating Costs

- 9.25 Total expenditure has been projected at circa £237,000 in Year 1, and by year 3 increases to c£271,000 as the new extension is fully operational.

Staffing Costs

- 9.26 The model has assumed that the current levels of staffing is the base position except for the addition of the Community and Business Development Support member of staff. Thus, this includes the following:
- Pool Manager – 32 hours
 - Assistant Manager – 37 hours
 - Duty Managers – 85 hours
 - Administrator – 22 hours
 - Senior Lifeguard – 16 hours
 - Community and Business Development – 9 hours (Year 1 only, 50% paid by external sources).
 - Casual Lifeguards.
- 9.27 It is assumed that the managers will continue to undertake the swimming pool responsibilities such as teaching lessons.
- 9.28 The base staffing costs were calculated at circa £148,000 for 2019/20. We have projected that the Year 1 costs would reduce to circa £130,000. This is

as a result of the staffing structure above but including a 10% reduction due to the improvements in IT, planning and reinvestment.

- 9.29 From Year 2 onwards, staff costs increase to circa £138,000 and in Year 3, they increase to circa £143,000. This is as a result of the additional cost for a total of 18 hours of the Community and Business Development Support and the fitness class instructors for the new multi-purpose studio.

Premises Costs

- 9.30 The following premises costs have been included:

- **NNDR** – The rateable value of the centre has been matched with the current cost to the Charity of circa £760 per annum.
- **Repairs and maintenance** – Based on the current GIFA of 452m², the current cost equates to £30 per m². This cost remains for Year 1 but reduces in Year 2 whilst the work is going on for 3 months i.e. no costs proposed. When the extension facility opens, we estimated the costs, with the increased GIFA of 617m² (excluding the new store), to total £25 per m². The dry side facilities will need less maintenance than the current pool facility. Overall, this is an increase to £15,600.
- **Other premises costs** - £8,300 in line with the current costs.
- **Utility costs** – Costing circa £33,000 currently, this equates to a current cost of £73 per m² which is very high for a facility of this nature. The business plan considers in Year 1 the replacement of the boilers that will help to increase efficiency; however, the 30% is likely to be cancelled out by the future tariff increases. Therefore, we have included only a 5% reduction, saving circa £1,500 in Year 1.
- Savings have been considered during the closure with a 15% reduction to circa £27,000 in Year 2 before increasing back to circa £31,650 in Year 3 onwards. This equates to £51 per m² once the extension has been completed.
- **Cleaning** – Currently at £6.50 per m², this has remained for the new facility, increasing from circa £3,000 to £4,000 per annum from Year 3 onwards. Consideration for closure in Year 2 has also been included in the business plan.

Advertising and Marketing

- 9.31 An additional £1,000 per annum has been included to advertise the new facilities. This totals circa £1,780 per annum from Year 3 onwards.

Consumables

- 9.32 The consumables have remained the same as the base position except for an increase in the general consumables to circa £3,000 per annum due to the larger site and the increase in licences from £1,435 to £2,636 by Year 3 onwards. This is as a result of the investment in new IT services to allow for online booking etc. An additional sum of £1,200 per annum has been included from October 2020 (£600 in Year 1) for this improvement.

Swimming Cost of Sales

- 9.33 This is based on current costs for swimming goods which currently totals circa £11,000 per annum. A reduction has been applied in Year 2 for when the site is closed to circa £8,000.

Leasing Costs

- 9.34 This cost is assumed that 11 spinning bikes will be leased from October 2021 onwards. At a cost of £500 per bike, the leasing costs have been calculated at £3,150 per annum (based on £300 per £1,000 of equipment).

Summary of Five-Year Projected Operating Position

- 9.35 The summary of the net operating position is shown in Table 9.3 below before the charity shop income has been considered.

Table 9.3 – Summary of the Financial Plan

All £	Settle SP Base Position 19/20	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	176,964	182,788	192,468	290,486	290,486	290,486
Total Expenditure	239,676	241,536	235,544	271,405	271,405	271,405
Net Operator Cost before Charity Shop Income	(62,712)	(58,748)	(43,076)	19,081	19,081	19,081

- 9.36 Overall, Year 1 of the business plan provides a similar position to the current operation with a loss of circa £59,000 on pool-based trading activities. This deficit decreases to circa £43,000 in Year 2 as the new facilities begin to operate from October 2021 onwards (6 months of operation).
- 9.37 By Year 3, the facility is projected to be trading at a sustainable level without support from the Charity Shop trading income, generating a circa £19,000 surplus.

Charity Shop and Depreciation

- 9.38 The current charity shop is important to supporting the finances at the Centre, currently providing a circa £63,000 surplus towards the operation once rent has been considered.
- 9.39 In terms of depreciation, the Charity have identified a need to include depreciation of £55,000 per annum from Year 3 onwards for the facilities.
- 9.40 To be prudent we have assumed this level of income has remained for the five years of operation and Table 9.4 below outlines the impact of this income on the P&L.

Table 9.4 – Summary of the Financial Plan including the Charity Shop

All £	Settle SP Base Position 19/20	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	176,964	182,788	192,468	290,486	290,486	290,486
Total Expenditure	239,676	237,381	233,467	271,405	271,405	271,405
Net Operator Cost before Charity Shop Income	(62,712)	(54,593)	(40,999)	19,081	19,081	19,081
Charity Shop						
Retail	72,380	72,380	72,380	72,380	72,380	72,380
Rent	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)
Net Operator Cost after Charity Shop Income	334	8,453	22,048	82,127	82,127	82,127
Depreciation		-	-	(55,000)	(55,000)	(55,000)
Net Operator Position	334	8,453	22,048	27,127	27,127	27,127

9.41 As can be seen, Year 1 has a small surplus of circa £8,000, but this increases to a surplus in Year 2 of circa £22,000 before increasing further to circa £27,000 per annum from Year 3 onwards as the depreciation is also considered.

Use of the Centre

9.42 Table 9.5 provides a breakdown of the proposed users for the centre over the five-year period.

Table 9.5 – Annual Use Projections

USAGE	Base Position	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness Studios	0	0	6,098	12,026	12,026	12,026
Swimming	0	50,167	36,049	51,391	51,391	51,391
Special Events and Meetings	0	0	1,950	3,900	3,900	3,900
Total Visits	0	50,167	45,347	69,817	69,817	69,817

9.43 The development is projected to increase use by over 19,000 visits per annum.

Development Capital Costs, Affordability and Cash Flow Projections

9.44 The table 9.6 provides a summary of the estimated capital costs of the building extension and phasing of the capital payments and assumes a start date on site of June 2021.

Table 9.6 – Capital Costs and Payment Schedule

	Total	2021/22	2022/23
Community Health Hub			
Building	£380,500	£380,500	
Fixtures & Fittings	£45,700	£45,700	
Preliminaries and contingency	£42,600	£42,600	
Fees	£26,500	£26,500	
Contingency 10%	£42,600		£42,600
	£537,900	£495,300	£42,600
VAT @ 20%	£107,580	£99,060	£8,520
	£645,480	£594,360	£51,120
Recoverable VAT	-£43,032	-£39,624	-£3,408
	£602,448	£554,736	£47,712

9.45 The implications from a cash flow and overall affordability perspective are shown in table 9.7 below.

Table 9.7 - Cash Flow Forecast

Cash Flow	2020/21	2021/22	2022/23	2023/24
Brought Forward	£161,820	£428,273	£57,581	£111,929
In year surplus	£8,453	£22,048	£27,127	£27,127
Depreciation		£5,996	£66,933	£66,933
Local Authority and other support	£50,000			
Friends of Settle Pool		£148,000		
Sports England grant	£200,000			
New Build, incl VAT		-£554,736		
Contingency fund and Retention			-£47,712	
VAT Recovery	£8,000	£8,000	£8,000	£8,000
Total Free Cash	£428,273	£57,581	£111,929	£213,989

- 9.46 The cash flow analysis demonstrates that c£400,000 is available in 2020/21 to contribute to the capital development leaving a funding shortfall of c£200,000.

Funding of Additional Capital

- 9.47 It is proposed that the additional capital (c£200,000) required to deliver the project in 2021 will come from the application to Sport England's Community Asset Fund.

Summary

- 9.48 The business plan has been fully costed and reflects the proposed management of the Swimming Pool and proposed Health Hub extension and village changing room improvements from April 2020 to March 2025.
- 9.49 The table below provides a summary of the operating position including depreciation which shows that following investment in the extension and associated improvements SASP would be sustainable even when factoring in depreciation costs over ten years of £55,000.

All £	Settle SP Base Position 19/20	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	176,964	182,788	192,468	290,486	290,486	290,486
Total Expenditure	239,676	237,381	233,467	271,405	271,405	271,405
Net Operator Cost before Charity Shop Income	(62,712)	(54,593)	(40,999)	19,081	19,081	19,081
Charity Shop						
Retail	72,380	72,380	72,380	72,380	72,380	72,380
Rent	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)
Net Operator Cost after Charity Shop Income	334	8,453	22,048	82,127	82,127	82,127
Depreciation		-	-	(55,000)	(55,000)	(55,000)
Net Operator Position	334	8,453	22,048	27,127	27,127	27,127

- 9.50 The capital cost is estimated at £600,000 including VAT with £400,000 available from SASP reserves leaving an external funding of £200,000 to fund the project.
- 9.51 The project is estimated to deliver c19,000 additional visits per year from year 3.
- 9.52 In the next section we consider performance and risk.

10. Performance and Risk Management

Performance Measurement

SASP is committed to developing a concise reporting framework designed to focus on outcomes providing consistency and confidence in communicating our service value and impact to our stakeholders.

The way we report in the future will place a high value on usage information provided through investment in a new front of house software system as well as case studies of our work providing stories that allow for a broad audience to understand the relevance and impact of the SASP and the individual outcomes and goals that have been achieved.

We will use the following methods to inform this process demonstrated by:

- Using a concise balanced scorecard to summarise the key financial and non-financial achievements and the action points/service plans for the following reporting period,
- Better engagement with local community and stakeholders through the appointment of a new community engagement and business development post,
- Case studies that demonstrate impact across various target groups,
- Using digital technologies to record individual experiences and enable service users to self-report satisfaction levels using the NPS system, and

On an annual basis we will produce an infographic to demonstrate the impact and success of the swimming pool which will be used repeatedly in our marketing and communication plan to maintain a simple clear message to local people about the benefits of the swimming pool (and new extension) as a community health hub for the community.

Engagement

A structured programme of SASP trustee meetings will continue along with a new Bi-annual meeting with Craven District Council and we will facilitate an annual engagement workshop with our local community stakeholders.

Table 10.1 - Meetings Schedule

Frequency	Meeting
Monthly	SASP Board Progress Meeting
Bi-Annual	SASP and Craven District Council Meeting
Annual	Local Community / Stakeholder Engagement

Reporting

The reports listed in Table 10.2 will be provided in advance of the meetings shown in table 10.1.

Table 10.2 – Deadline for Reports

Type	Frequency	Submission Date
Board Meetings	Monthly	Two weeks after the end of each month
Bi-Annual Reports	Bi-Annual	Three weeks after the end of each period

We will provide our stakeholder partners with a summary report using a RAG rating to focus on key areas for support and development. An overview of what may be covered in each of the Meetings and Performance Reports is shown below in table 10.3 and a copy of our performance scorecard (Appendix H) covering the KPI's listed in table 10.4.

Table 10.3 – Minimum Information for Performance Reports

Performance Report	Monthly Reports	Bi-Annual Reports
Financial Performance	Yes	Yes
Use of the Services	Yes	Yes
Net Promoter Scores (NPS) – Satisfaction	Yes	Yes
Overall Delivery of Business Plan and Risk Management	Yes	Yes

Table 10.4 – Key Performance Indicators

KPI	Performance Area	Objective
1	Governance, Leadership and Advocacy	To provide strong and effective governance, leadership and advocacy for the organisation to grow and develop. To work closely with Craven District Council to help deliver their leisure strategy.
2	Financial Sustainability	To provide the community with a sustainable community facility which is programmed to meet the needs of the local community. To continue to provide a viable self-sustaining facility that can generate income to be reinvested back into community programmes and services.
3	Use of the Services	To identify gaps in the market and develop bespoke programmes that attract and engage the community.
4	Operational Performance	To provide the community and surrounding areas with a sustainable community facility which is programmed to meet the needs of the local community. To manage risk and ensure all accidents and incidents are recorded.
5	Customer & Staff Satisfaction	To identify gaps in the market and develop bespoke programmes that attract and engage individuals from a wider footprint.
6	Community Engagement and Collaboration	To broaden and diversify the use of the facility as a community hub to deliver educational, health and community engagement programmes.
7	Asset Management	To manage the asset efficiently ensuring all statutory compliance requirements are undertaken.
8	Environmental Sustainability	To deliver a reduction in our use of carbon to support the long-term sustainability of SASP.
9	Economic and Social Impact	To provide quantifiable impacts of the service from an economic, employment health perspective.

KPI	Performance Area	Objective
10	Target Groups (Case Study and Special Projects)	To improve physical and mental health and wellbeing for all.

Risk Management

SASP recognises the importance of identifying, assessing and managing the internal and external risks that may impact on its business. To that effect has developed a risk register which sits at the core of our business.

Risk Management Strategy

The risk management strategy sets out a process that aims to identify, assess, quantify, manage and evaluate the potential risks to the business in a structured and coherent approach.

Risk Register

The Board of SASP maintain the Risk Register, and this will include as a minimum, the following information:

- Area of Risk.
- Description of Risk.
- Quantification Score (Impact and Probability).
- Mitigation (Transfer, Avoid, Reduce, or Retain).
- Evaluation Method and When; and
- Responsible Officer

The current risk register is provided in table 10.7.

Risk Management Process

The risk management methodology will follow a standard process, which is shown in the figure below.

Strategic and Operational Risks

Risks are divided into strategic risks (external) to the business and operational risks (internal).

The responsibility for risk management will lie with the Trustees.

Strategic Risks

At this level the focus is on the key risks to the successful achievement of organisational objectives or to the survival of the organisation itself. Strategic risks are those which are significant enough to affect SASP's performance, delivery of long-term strategic objectives, business survival or growth for the future. These can also be operational / service risks which have an impact beyond one service area and / or are of such significance that they need to be highlighted strategically.

Operational Risks

These concern the day-to-day service delivery issues that the organisation is confronted with in delivering its objectives. These risks will be highlighted by the management and staff team.

The basic method of risk identification and assessment will be the same for both strategic and operational risks, it is only the way in which they are considered which will differ.

In terms of the strategic risks, SASP use the PESTLE system of identifying risks which cover:

Table 10.5 – Strategic Risk Areas using PESTLE

Risk Area	Issues to Consider
Political	Change in local political framework or structure (Parish, Town, District)
Economic	Inflation, national pay awards / living wage, changes to pension contributions, ability to attract suitable solution partners, changes affecting net disposal income of customers. NNDR.
Social Cultural	Demographic change affects demand for services; stakeholder expectations change. Housing developments.
Technology	Obsolescence of current systems; cost of procuring best technology available, opportunity arising from technological development.
Legal & Regulatory	BREXIT – New UK laws which impose requirements (such as Health and Safety or employment legislation).
Environmental	Buildings need to comply with changing British Standards; changes or restrictions relating to the disposal of rubbish, water back washing etc., and surplus equipment needs to comply with changing standards

Regarding operational risks, the trustees requires the business to ensure that all risks are identified, assessed, quantified and evaluated using the principles adopted by SASP and which are set out at the beginning of this section. The table below is a guide to the operational risks.

Table 10.6 – Operational Risks

Risk Area	Issues to Consider
Service	Fail to deliver the service to the customer within agreed service parameters
Resources	Financial (insufficient funding, poor budget management, fraud) HR (staff capacity, skills, recruitment and retention) Information (adequacy for decision making and protection of privacy) Physical assets (loss, damage or theft of resources)
Relationships	Delivery partners (threats to commitment to relationship or clarity of roles). Customers satisfaction with service delivery
Operations	Overall capacity and capability to deliver the services required by the Strategic and Operational Plans
Reputation	Confidence and trust which stakeholders have in SASP.
Resilience	Capacity of systems, accommodation and IT to withstand adverse impacts and a crisis. ability to implement disaster recovery Robustness of contingency planning
Governance	Regularity compliance with relevant requirements including Health and Safety
Identifying Risks	Failure to identify threats and opportunities
Security	Protection of physical assets and or information

A copy of our current risk register is provided in Appendix B with a summary of our risks for the capital project provided in table 10.7 below.

Table 10.7 – SASP Risk Register – Capital Development

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Mitigation
Negative public opinion	Reputational	<p>Members of the public may object to developments at the pool the new changing village.</p> <p>Members of the public may object to demolition of trees necessary for building work.</p>	Low	SASP will agree a communications plan to mitigate this. Coordination and agreement of key messages / media releases etc. Continued communication with stakeholders, users and the public will be important at all design stages to ensure that, where possible, these groups are supportive of the project.
Site constraints	Financial, deliverability	Unknown site constraints are revealed by detailed surveys (e.g. ground conditions, protected wildlife etc.) which delay the project and increase capital costs.	Medium	The RIBA construction process will provide detailed site surveys if the project moves to the next stage. Appointment of professional technical team will support the management of risk.
Capital funding	Financial, deliverability	The extension project assumes external funding (c£220,000) from two prospective providers.	Medium	Setting interim fundraising targets and cash flow management will be crucial in managing this phase. Ongoing communication with Sport England will be maintained.
Project changes	Financial deliverability	Design changes will inevitably occur as the projects develop (e.g. following public consultation or planning feedback). The budgetary impact of all the changes on the capital and revenue costs and on the business,	Medium	Continually review the business plan when changes are made to the project to ensure that a design change does not negatively impact the business plan (or if it does, it reduces the capital cost accordingly to keep the project affordable).

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Mitigation
		plan will need to be monitored carefully to ensure they do not negatively impact on affordability.		
External competition	Financial, deliverability	The business plan is compromised due to new external leisure facility competition entering the local area.	Low	It is unlikely (given the population level) that there will be any further new entrants into the market however monitoring of local market to ensure aware of any competing operator changes / improvements is advised.
Stakeholder buy-in	Reputational, financial	Key users and partners (e.g. public health, Town Council etc.) do not feel that their views are being heard and become disenfranchised.	Low	SASP are well connected locally, and it will be essential to maintain and increase stakeholder buy-in, ensuring that the key requirements of the stakeholders can be delivered through the project. Regular consultation and communication with key partners are key. Draw up a project communication plan and include key partners.
Lack of resource	Deliverability, financial	The project team is not resourced sufficiently to manage and deliver the project on time and on budget.	Medium	

There are several risks associated with the proposals detailed within the business plan section as follows:

1. Failure of SASP to increase income and achieve expenditure targets resulting in the transitional period being unsuccessful / unsustainable. In this eventuality the facility will be financially unsustainable and would close.
2. Major failure of the mechanical installations. SASP have a recent conditions survey and have replaced their boiler system and there are no major structural (pool tank inspection carried out) or mechanical issues with the building or installations. SASP have built into our financial projections a lifecycle / sinking fund allow for ongoing repairs, maintenance and replacement in the event of failure.
3. Recruitment of new business development and community engagement staff member – this role plays a pivotal part in the success of the project. It provides the glue between the Board, Manager and Stakeholders and is very important to the successful delivery of the community hub. Early recruitment on a fixed term basis will be considered in 2020/21 well in advance of the new facility opening.

Responsibility and Reporting

A risk register will be maintained by the SASP and will be reviewed on a quarterly basis as a minimum as part of the business planning process.

11. Social and Economic Impact

Introduction

The approach adopted in undertaking the impact assessment is based on central government appraisal guidance, including the HM Treasury's 'Green Book'. The assessment provides an analysis of the expected outputs and outcomes, principally in relation to:

- investment in community sport and leisure facilities,
- temporary construction jobs,
- potential leisure-related benefits, including new unique users,
- increased health benefits,
- net additional jobs generated through the new sports facilities, and
- additional expenditure of new residents in the local economy

An estimate of both the gross and net additional impact of the project at a local level is provided and consideration has been given to the possible multiplier effects that could be realised within the local economy.

Development

The assessment is based upon the Option 8 Bowman Riley Architects' Plan (i.e. village changing extension including a new café, multi-purpose activity studio and reception), and construction costs have been determined by utilising capital cost work undertaken by Cairn Wharf quantity surveyors in consultation with Sport England's cost consultants Abacus Cost Management.

Assumptions

This report provides a high-level indication of the economic and social impacts from Option 8 and is based upon the following key assumptions:

1. A capital cost estimated at £602,448 have been applied.
2. The business plan in a mature year following the opening of the extension suggests that it will generate income of c£290,000 with an expenditure of c£271,000. This provides a potential operating revenue surplus of circa £19,000 (before the charity shop profit contribution is included).

3. From a health and wellbeing perspective, the business plan anticipates just over 69,000 uses per annum, which is an increase of c19,000 per annum to the current use.

Social and Economic Benefits

The project will generate a range of economic, social and wider benefits and this assessment seeks to quantify these benefits.

Construction impacts

The building of the pool extension is expected to support several temporary construction jobs. Table 11.1 below gives the projected construction spend for each component.

Table 11.1 - Construction spend

Construction Description	Capital Costs	Coefficients	Construction Employment Years
Leisure / Community Facility / Centre	£602,448	16.60	10.00
Totals	£602,448		10.00

Construction costs have been determined by utilising capital cost work undertaken by Cairn Wharf quantity surveyors in consultation with Sport England's cost consultants Abacus Cost Management.

Table 11.2 sets out construction direct jobs coefficients by category of activity. The coefficients express the number of workers required over one year to deliver £1m of construction investment.

Table 11.2 – Labour Coefficients (workers per £1m output)

Activity	Jobs per £m
Housing	19.9
Infrastructure	13.9
Public non-housing	10.7
Private industrial	10.0
Private commercial	16.6
Housing repair & maintenance	30.8
Non-housing repair & maintenance	29.7

Source: Calculating Cost Per Job, Homes & Community Agency (2016)

For calculation purposes the proposed extension would be classified as 'Private Commercial'. Using the respective spend and jobs coefficients would indicate that the scheme will support 10.00 gross person years of construction jobs.

In calculating the Cost per Job, we have used the widely recognised HCA Calculating Cost Per Job, HCA (2015) to estimate the ‘construction employment years’ or person years of employment, which is the recommended metric in the HCA guide. It is a metric used to provide a like for like comparison between projects.

Table 11.3 – Construction Employment Years (by End Use)

Description	Factors	Leisure / Community Facility / Centre	Other	Totals
Construction Employment Years		10.00	0.00	10.00
Additionality				
Leakage	20%	-2.00	0.00	-2.00
Displacement	20%	-1.60	0.00	-1.60
Sub total		6.40	0.00	6.40
Multiplier	1.2	7.68	0.00	7.68
Net Construction Employment Years		7.68	0.00	7.68

To assess the net additional impact of construction jobs, the analysis reflects recognisable factors commonly used in the HCA Additionality Framework 2015 (HCA 2015) which have been assessed as follows:

- **leakage** – using local market intelligence, it is assumed that 80% of labour spend is within a 10-mile radius of the site. As such, leakage has been set at 20%.
- **displacement** – in terms of construction activity and in relation to future development, it is considered that there is capacity to accommodate circa 80% of the increased demand within Ashfield. Therefore, we have assumed that the displacement rate for this project, in terms of construction activity, is relatively low at 20%.
- **multiplier effects** – alongside directly supporting employment creation, the construction activity related to the project will also lead to additional job opportunities through supply chain expenditure (indirect effects) and induced effects through construction employee spend on goods and services within the catchment area. To reflect the indirect and induced multiplier effects associated with the construction phase, reference has been made to benchmarks outlined within additionality guidance produced for the Department of Business Information and Skills (BIS) a composite multiplier of 1.2 has been used; and
- **deadweight** – it has been assumed for the purposes of this assessment that there would be little in the way of construction activity. As such, the deadweight has been assumed to be zero.

Based on this analysis, the estimated number of net additional person years of construction employment generated is adjusted to **7.68**.

Operational Jobs

In addition to the employment opportunities created during the construction of the new leisure centre and residential development, there will be an impact on the number of operational jobs associated with the running of the new facility.

To assess the true, additional impact on employment of the new pool extension we have assumed that there will be up to one full time member of staff employed, a half time c18hour per week business development post and half time c18hours per week targeted activity programme staff.

In determining the net additional operational jobs, each of the additionality factors has been assessed as follows:

- **deadweight** – under the current sporting arrangements it is estimated that 1 FTE jobs are supported. For modelling purposes this figure represents the project deadweight.
- **displacement** – it has been assumed that the displacement rate for this whole development scheme is 0%.
- **multiplier effects** – no multiplier has been assumed; and
- **leakage** – a leakage rate of 0% has been applied.

Applying these factors, the table below sets out the estimated number of net additional operational jobs generated by the scheme.

Table 11.4 – Net Additional Operational Jobs

Current		5
New Facility		1
Gross jobs		6

Gross Value Added (GVA)

GVA is the measure of the value of goods and services produced in an area, industry or sector of an economy. Using the net additional operational jobs figure (1 FTE) it is possible to estimate the increase in GVA in the local area from the project. The GVA data available for 2015 shows that the GVA per Head for Craven District is £26,664 per annum. This calculation is presented in the table below on an annual and five-year basis (undiscounted/discouted).

Table 11.5 – Net Additional GVA

Average Value	£26,664
Net Additional GVA	
Annual GVA (undiscounted)	£26,664
Cumulative Impact (five years) Undiscounted	£133,320
Cumulative Impact (five years) discounted	£124,603
Discount Calculator	3.5%

Source:

<https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgvaibylauthorityintheuk>

Leisure Health and Well Being benefits

Sport delivers benefits to participants, spectators and to the economy and therefore supports a wide range of policy agendas. The economic impact of sport in terms of national GVA and employment is substantial. However, these measures only capture part of its economic value. For those who participate in sport there are health and wellbeing (or happiness) impacts. These impacts have been estimated for the scheme.

Leisure – wellbeing benefits

As one of the main drivers of this project is the improvement of the current offer for the residents of Settle, it is envisaged that, post-completion, the number of users to the new centre will increase.

Using research provided by DCMS (2014), it is estimated that there is a “wellbeing” benefit equivalent to £1,127 per person for sports participation. It is therefore possible to estimate a monetary [wellbeing] value to the projected number of unique users.

In calculating this benefit, it is prudent to assume that a proportion of these unique users will be:

- repeated visitors, and
- some will be engaged in leisure activities at the existing centre prior to the opening of the new centre.

To reflect this, we have made assumed a 95% ‘deadweight’ factor which generates **950** new unique users. The calculation and results are set out in the table below and shows that the marginal wellbeing benefits from the scheme are **£1.07m** of lifetime benefits for the scheme.

Table 11.6 – Marginal Wellbeing Benefits

	Current	Year 3 Forecast
Number of Users per annum	-	19,000
Difference between Users		19,000
Composite deadweight	95%-	18,050
Total new unique users		950
Value metric		£1,127
Marginal Wellbeing benefits		£1,070,650

Leisure - Health benefits

There is evidence that taking part in sport improves health, with associated economic benefits. Physical activity is linked to reduced risk of over 20 illnesses, including cardiovascular disease and some cancers. According to Sport England, taking part in regular sport can save between £1,750 and £6,900 in healthcare costs per person in lifetime cost saving (Source: <https://www.gov.uk/guidance/case-programme>)

Conservatively, we have applied the lower end of the healthcare lifetime cost savings (£1,750) to the projected number of additional unique users (950) which provides the following lifetime savings set out in the table below. In practice, this means the new extension could **save the NHS c£1.66m** in lifetime cost savings.

Table 11.7 – Marginal Health Benefits

Total new unique users	950
Value metric	£1,750
Marginal Health benefits	£1,662,500

Summary

The Economic and Social Impact Assessment has looked at the effect of the construction of a new health and wellbeing extension to Settle Area Swimming Pool to provide a long term sustainable operating model for the pool.

The findings from the assessment clearly point to significant benefits flowing the whole initiative.

The construction will generate 8.23 construction jobs in person years.

Once operational, the pool is forecast to create one new, full time equivalent additional operational job. In turn, this job could increase local GVA by £124,603 over a five-year period.

It is also widely accepted in economic literature that sports participation has several wider benefits that can be captured and recorded. In this assessment, using DCMS research, it has been calculated that the increased participation could yield significant “wellbeing” benefits of £1.07m.

Published Sport England research also indicates that physical activity improves the health of the participants and that there are financial savings in lifetime healthcare costs. Using Sport England figures, it can be projected that this project will save substantial healthcare costs that would otherwise have to be picked up, most probably by the NHS of £1.66m.

Table 11.8 – Summary of Economic and Social Impact

Summary of Impacts	
Net Construction in Person Years	7.68
Net Operational Jobs	1
Gross Added Value (5 Years Discounted)	124,603
Marginal Wellbeing Benefits (Lifetime)	1,070,650
Marginal Health Benefits (Lifetime)	1,662,500

The final section provides an executive summary of the business plan.

Executive Summary

Introduction

The 5 Year Business Plan has been developed by the Trustees with support from professional advisors provided by Sport England and assumes commencement on 1st April 2020 running to 31st March 2025.

The business plan has been fully costed and reflects the proposed management of the Swimming Pool and proposed Community Health Hub extension and village changing room improvements from April 2020 to March 2025.

The plan provides the framework for the development of the services and resources required over the next five years, with focussed business development improvements over the first three years to help provide a long term **'customer focussed delivery'** solution for this much loved and well used local amenity as summarised below.



The business plan demonstrates how the proposed investment can be delivered and the significant positive impact on the community that:

- A. has a high strategic fit with national and local economic, health, and planning strategies including Craven District Council's built facilities strategy,
- B. is strongly supported by local consultation addressing the most frequent customer feedback to address the poor changing rooms and by offering complimentary 'dry' activities,
- C. is justified in respect of demand and market insight,
- D. will drive up participation rates by c40% (c19,000 annual visits), helping to address inactivity, with positive lifetime health and economic benefits estimated at £1.66m.
- E. will provide investment to improve our IT systems and engagement work, delivered through a new business development and community engagement post,
- F. will reduce our carbon footprint,
- G. will provide a long-term sustainable solution for the Swimming Pool and Community Hub following the c£600,000 capital investment.

The project cost of c£600,000 can be delivered through c£400,000 of investment from SASP with additional external capital funding of c£200,000.

The project, subject to external funding support, can be proceed under the following programme and be open to the public by September 2021.



END