

POLICY COMMITTEE

(Online meeting)

Tuesday, 2 March 2021 at 6.30pm

Committee Members: The Chairman (Councillor Foster) and Councillors Barrett, Heseltine, Ireton, Lis, Madeley, Metcalfe, Morrell, Mulligan, Myers, Noland, Place, Rose and Wheeler. Plus 1 vacancy.

Substitutes: Conservatives – Councillors Handley, Moorby and Whitaker; Independents – Councillors Shuttleworth and Solloway (plus 1 vacancy); Labour – Councillor Mercer; Green – Brown.

Please note that due to Covid-19, this meeting will be held remotely and will be livestreamed here <https://www.youtube.com/channel/UCdfb6ZRbYnZ1-rRliLmjUwg>

Exclusion of the Public - In accordance with the Council's Access to Information Procedure Rules, Members are recommended to exclude the public from the meeting during consideration of agenda item 9 as it is likely that if Members of the public were present there would be disclosure to them of exempt information as defined in Paragraph 3 (relates to the financial or business affairs of any person including the Authority holding the information) of those Rules and Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

AGENDA

1. **Apologies for Absence and Substitutes** – To receive any apologies for absence and notification of substitutes.
2. **Confirmation of Minutes** – To confirm the minutes of the meeting held on 2 February 2021
(There is also an exempt minute which is not for publication).
3. **Public Participation** – In the event that any questions/statements are received or members of the public attend, the public participation session will proceed for a period of up to fifteen minutes.
4. **Declarations of Interest** – All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.

(Declarations should be in the form of: a “**disclosable pecuniary interest**” under Appendix A to the Council's Code of Conduct, or “**other interests**” under Appendix B or under Paragraph 15 where a matter arises at the meeting which relates to a financial interest of a friend, relative or close associate.

A Member of Council who has a disclosable pecuniary interest must leave the room and not take part in the discussion or vote. When declaring interests under Appendix B or Paragraph 15 of the Code, Members must move to the public seating area, not vote, and speak only if members of the public are also allowed to speak at the meeting.)

5. Revenue Budget Monitoring Quarter 3 2020/2021 – Report of the Chief Finance Officer (s151 Officer)

Purpose of Report – To provide an update on the revenue budget position based on the quarter 3 review of income and expenditure to the end of December 2020.

6. Capital Programme Monitoring Quarter 3 2020/21 – Report of the Chief Finance Officer (s151 Officer)

Purpose of Report – To provide an update on the capital programme position based on the quarter 3 review of income and expenditure to the end of December 2020.

7. Environmental Awareness and Enforcement Pilot – Report of the Director of Services

Purpose of Report – To seek approval for the Council to carry out an environmental awareness and enforcement pilot utilising an external environmental enforcement company.

8. Support for Settle Swimming Pool – Report of the Chief Executive

Purpose of Report – To set out the revised business plan for Settle Swimming Pool (taking into account the impact of Covid-19) for a health and well-being extension to safeguard the future of the pool.

9. Redevelopment of Former Council Depot Site, Langcliffe Quarry, Settle – Report of the Director of Services

(Exempt Item)

(Report to follow)

Purpose of Report – To provide an update on the project to develop the former Council depot site at Langcliffe Quarry as a rural enterprise centre

10. Items for Confirmation – The Committee is asked to indicate whether any of the above items should be referred to Council for confirmation.

11. Any other items which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act 1972.

12. Date and Time of Next Meeting – Tuesday, 30 March 2021 at 6.30pm.

Agenda Contact Officer:

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**POLICY COMMITTEE
(Online)**

2 February 2021

Present – The Chairman, Councillor Foster and Councillors Barrett, Ireton, Lis, Madeley, Metcalfe, Morrell, Mulligan, Myers, Noland, Place, Rose, Shuttleworth (substitute for Heseltine) and Wheeler.

Also in Attendance: Councillor Handley and Councillor Brockbank.

Officers – Chief Executive, Chief Finance Officer (S151 Officer), Strategic Manager for Planning and Regeneration, Solicitor to the Council and Monitoring Officer, Accountancy Services Manager, Human Resources Manager, Strategic Housing Manager, Senior Democratic Services Officer and Democratic Services Manager.

Apology for Absence – An apology for absence was received from Councillor Heseltine.

Confirmation of Minutes – The minutes of the Policy Committee meeting held on 19 January 2021 were confirmed as a correct record.

Exclusion of the Public -

Resolved – That, in accordance with the Council's Access to Information Procedure Rules, the public is excluded for the purposes of Minutes \$POL.1117 and \$POL.1118 below (marked \$) on the grounds that it is not in the public interest to disclose the Category 3 exempt information (relates to the financial or business affairs of any particular person).

Start: 6.33pm

Finish: 8.35pm

Councillor Morrell joined the meeting at 6.39pm.

The Chairman gave a brief statement referring to the recent deaths of Councillor Richard Welch, a long serving Councillor and Member of the Policy Committee and also to Captain Sir Tom Moore who had, during the pandemic raised over thirty million pounds for NHS charities. He had also visited Craven last year, seeing council staff, charity workers, volunteers and school children.

Minutes for Report

POL.1116

**LOCAL GOVERNMENT ASSOCIATION PEER
CHALLENGE – PLANNING SERVICE**

The Director of Services submitted a report setting out the progress made with the Council's response to the Planning Peer Challenge and seeking approval for the Improvement Action Plan. The planning service had faced significant challenges in recent times and the Local Government Association had undertaken a Peer Challenge looking at all aspects of the service and provided feedback which indicated a number of problems with the current delivery of the Service. The LGA set out a range of recommendations for improvement, not only about resources but about culture and efficiency.

A new Lead Member had been appointed and an Improvement Board had been established and it had met to shape and agree an improvement plan. The improvement plan was split into four main themes that would address all the key recommendations of the LGA. Progress had already been made on some of the actions in the plan and once approved, it would be circulated to parish councils and published on the Council's website for the users of the planning service.

To ensure delivery of the plan additional resources were being provided by the Democratic Services Manager and temporary person(s) experienced in planning management were also being sought. Additional costs would be incurred of approximately £40,000, of which £14,000 would fall within the 2020/21 budget funded by revenue underspends. Expenditure in 2021/22 would be funded from service budgets.

During the ensuing debate, Members were reassured that their input into improving the planning service would be sought and that regular progress reports would be provided. The Lead Member for Planning, Councillor Myers welcomed the views of all Members and was keen that they and officers embraced the challenge and all worked constructively together to achieve the objectives in the Improvement Action Plan.

Resolved – (1) That, the progress to date is noted and that the Improvement Action as now submitted is approved.

\$POL.1117

**UPDATE ON THE COUNCIL'S AFFORDABLE HOUSING
PROGRAMME**

(A separate excluded full minute has been prepared for this item. It is published (on pink paper) in an Appendix to Committee Members, relevant officers and others who are entitled to all details.)

\$POL.1118

**SHARED OWNERSHIP DEVELOPMENT – COUNCIL
OWNED SITES**

(A separate excluded full minute has been prepared for this item. It is published (on pink paper) in an Appendix to Committee Members, relevant officers and others who are entitled to all details.)

Minutes for Decision

POL.1119

**REVENUE BUDGET 2021/22 AND MEDIUM TERM
FINANCIAL PLAN (MTFP) 2021/22 – 2024/25**

The Chief Finance Officer (S.151 Officer) submitted a report which identified a fully funded budget for 2021/22 together with a recommendation for a prudent level of general fund reserve balances for the financial year. The report also outlined the medium term financial plan (MTFP) to 2024/25.

As the final settlement had not been confirmed the 2021/22 budget was based on the provisional settlement announced in December 2020. Little or no change to the figures was expected. As part of that announcement, the Secretary of State for Communities and Local Government gave permission for councils to increase their council tax by 2.00% without triggering a referendum or £5 whichever was the greater. A £5 increase gave a council tax of £182.21 at band D.

In accordance with Section 25 of the Local Government Act 2003, the Chief Finance Officer (S.151 Officer) made a specific personal statement that the revenue budget was robust and delivered a balanced budget in 2021/22.

During the debate, Members thanked the Chief Finance Officer (S.151 Officer) and his team for all their hard work in producing a balanced budget.

RECOMMENDED – (1) That, the revenue budget assumptions as detailed in the report submitted are noted.

(2) That, the revenue budget for 2021/22 of £7,132.749 detailed in Appendix B to the report now submitted is approved.

(3) That, the schedule of growth bids of £77,348 as identified in Appendix C to the report now submitted is approved.

(4) That, the savings of £176,000 detailed in Appendix D to the report now submitted are incorporated into the budget.

(5) That, a net contribution from earmarked reserves of £137,000 is made to support the 2021/22 budget, subject to the realisation of the amber savings identified in Appendix D to the report now submitted.

- (6) That, the assessment of the robustness of the budget and adequacy of reserves as set out in Appendix F to the report now submitted is agreed that the Section 25 report is noted.
- (7) That, the estimated sum of £995,000 as identified as the general fund balance as at 31 March 2020 in paragraph 10 and Appendix F to the report now submitted, is approved.
- (8) That, Council Tax is increased at Band D by £5 to £182.21.
- (9) That, the revenue budget incorporates the net contributions to/(from) earmarked reserves as detailed in tables 1 and 2, appendix A and annex 1 to the report now submitted.
- (10) That,
- a) as part of the budget setting report to Council an update is provided on the estimated Craven District Council allocation of retained business rates; and
 - b) any significant variance to the figures included within the budget report, proposals are adjusted through contributions (to)/from the business rates equalisation reserve.
- (11) That, the funding sources identified in the report and appendices A and B to the report now submitted, are approved.
- (12) That, the attached Medium Term Financial Plan and the estimates of future years' budgets contained therein (annex 1) are noted.
- (13) That, the updated Capital Strategy included with the Medium Term Financial Plan (annex 1) is noted.

POL.1120

CAPITAL PROGRAMME 2021/22

The Chief Finance Officer (S.151 Officer) submitted a report seeking approval for the 2021/22 – 2024/25 capital programme, subject to their being capital resources. The rolling capital programme was aligned to the three years' medium term financial plan and the information for 2022/23 onwards was indicative only and would be subject to confirmation when project details became available. The proposed capital programme and its funding for 2021/22 was £2,220k were as detailed in Appendix A to the Chief Finance Officer's report including information about the continuing commitments of £10k from the 202/21 programme, giving a total of £2,230k.

- RECOMMENDED** – (1) That, £10,000 of continuing projects from the 2020/21 programme is noted and that no slippage has been confirmed at this stage.
- (2) That, the new capital programme projects of £2,219,893 are approved.
- (3) That, a total capital programme for 2021/22 of £2,229,893 is approved.
- (4) That, the final allocation of funding for the 2021/22 capital programme is confirmed once the outturn position of the 2020/21 revenue budget is finalised.

POL.1121

COUNCIL PLAN 2021/22

The Chief Finance Officer (S.151 Officer) submitted a report which presented the Craven District Council Plan 2021/22 and beyond for approval. The Plan set out the Council's agenda for improving service delivery to Craven's communities as well as organisation change. Last year the Council agreed a significantly revised plan including four new long term strategic priorities. The plan identified

the Council's vision and priorities for Craven and intended outcomes. It also included the delivery mechanisms and projects the Council would implement to achieve those outcomes.

RECOMMENDED – (1) That, the Council Plan 2021 and beyond is approved and delegated authority is given to the Chief Executive to:

- a) Make minor amendments including the revision of delivery mechanisms and amendments to timescales for delivery as necessary, in consultation with the Leader of the Council; and
- b) Agree performance indicators and associated targets that will be used to measure progress against the achievement of the priorities and objectives set out in the Plan now submitted.

POL.1122

2021/22 TREASURY MANAGEMENT STRATEGY
STATEMENT, MINIMUM REVENUE PROVISION
STATEMENT AND ANNUAL INVESTMENT STRATEGY

The Chief Finance Officer (S.151 Officer) submitted a report which presented for approval the proposed Treasury Management Strategy together with the Minimum Revenue Provision Statement, Prudential Indicators and the Annual Investment Strategy for 2021/22, as required by the Department of Communities and Local Government and CIPFA.

The Council was required to operate a balanced budget and part of treasury management was to ensure that cash flow was adequately planned with cash being available when needed. Surplus monies were invested in low risk counterparties with security capital and liquidity of funds being considered before investment return. The counterparty lending limits enabled the Council to take full advantage of investment opportunities whilst maintaining a sufficient level of security of capital.

The strategy ensured that the required funding sources were available to support the Council's capital spending plans and longer term cash flow planning was necessary to ensure capital spending obligations were met.

The strategy also determined the limits of borrowing and investments that officers would apply over the next 12 months in order to ensure the Council's capital investment plans were affordable, prudent and sustainable.

Members were advised that all local authorities were required to ensure that all elected members on the Council fully understood the overall long-term policy objectives and resultant capital strategy requirements, governance procedures and risk appetite.

RECOMMENDED – (1) That, the operational boundary for 2021/22 is set at £14m.

(2) That, the authorised limits for 2021/22 is set at £15m.

(3) That, delegated authority is given to the Chief Finance Officer (s.151 officer) to effect movement within the agreed operational boundary and authorised limits for long-term borrowing for 2021/22 onwards.

(4) That, the Treasury Management Strategy 2021/22, incorporating the Minimum Revenue Position Policy Statement and the Annual Investment Strategy, is approved.

(5) That, the prudential indicators for 2021/22, which reflect that the capital expenditure plans are affordable, prudent and sustainable, are approved.

POL. 1123

PAY POLICY STATEMENT 2021/22

The Human Resources Manager submitted a report which sought approval to implement the Council's 2021/22 Pay Policy Statement in accordance with Section 38 of the Localism Act 2011. The statement outlined the Council's policy towards the pay of the workforce, particularly senior staff and the lowest paid employees.

RECOMMENDED – That, implementation of the Council's 2021/22 Pay Policy Statement is approved.

Date and Time of Next Meeting – Tuesday, 2nd March 2021 at 6.30pm.

Chairman

Policy Committee – 2nd March 2021

REVENUE BUDGET MONITORING REPORT - QUARTER 3 2020/2021



Report of the Chief Finance Officer (s151 officer)

Lead Member – Financial Resilience: Councillor Mulligan

Ward(s) affected: All

1. Purpose of Report

- 1.1 To advise members of the Revenue Budget position of the Council, based on the Quarter 3 review of income and expenditure to the end of December 2020.

2. Recommendations

- 2.1 Members to note the outturn revenue budget monitoring position as at 31st December 2020.
- 2.2 Members note the latest position of the savings achieved this quarter and identified as green in Appendix B and that these savings could be transferred to an earmarked reserve for support to the 2020/21 budget and beyond.
- 2.3 Members note the Central Government COVID Grant Support and the estimated Sales, Fees and Charges Compensation receivable and the estimated contributions to support the future years budgets and collection fund, shown in Appendix A.
- 2.4 Members continue to note the impact of the COVID pandemic has had a significant impact on income and the costs of the Council and it is likely some draw on reserves will be required in 20/21. This apportionment will be delegated to the Chief Finance Officer (S151 Officer).

3. Report

- 3.1 On 4th February 2020 the Council approved its Net Revenue Budget at £7,042,116 for 20120/21. This was subsequently increased by 2019/120 revenue budget slippage of £28,790. Giving a revised Net Revenue Budget £7,070,906.

3.2 Quarter 3 Financial Performance – Revenue Budget

The Council's financial position has continued to be affected by the impacts of the Covid-19 pandemic. Major income streams, such as car parking and leisure have been affected by facility closure initially and will continue to be affected as activity recovers, but will not generate income levels that were assumed when the budget was approved in February 2020. The impact of the second and third national lockdowns are not yet fully known but is assumed to be similar to that of the previous restrictions. The government introduced a claim mechanism to allow the Council to claim income losses of up to 75% of 95% of the budgeted income for a given period. This Sales Fees and Charges (SFC) compensation claimed for the period Apr-Jul is £866k, which has been received and apportioned to services. An additional claim of £270k was made in December, for the period Aug-Nov, but has yet to be received.

A final claim for the period Dec – Mar will be made towards the end of the year, but no figure has been estimated at present. Given the significant restrictions in place nationally, it is likely to be closer to the initial claim value. Clearly, when the compensation is confirmed for the latest period, it will improve the council's in-year financial position. Other income streams have also been affected and these are highlighted throughout the detail of the report.

Some additional costs have been incurred in specific areas – some one-off in nature, such as ICT expenditure to facilitate remote working and some on-going, such as the additional costs associated with safely performing waste collection services. Again, these are covered in more detail within the report.

Council funding from business rates and Council Tax will be affected, though at this stage, it is not certain to what extent by the end of the year. The local position to the end of December is in line with national averages, where Council Tax revenue is forecast to be around 2.5% below the assumed level and business rates around 10%. (these are lower now but can stay like that for Q3) The impact of this will likely be felt over the coming three years through the Collection Fund, as well as potentially having to fund some of the shortfall in the current year.

Based on the December budget monitoring exercise, the Council's performance against budget is a forecasted overspend of £568k for the full financial year. Of this overspend, £1,229k is currently reported within the Net Cost of Services and an underspend of £661k within the corporate costs. Corporate costs include the MRP saving but also COVID-19 government support grants of £768k, reported at Q2, plus an estimation of the SFC compensation for the period Aug – Nov 20, of £270k. The majority of the grant funding and all of the compensation will be reallocated to services before the Q4 position is reported, so the Net Cost of Services position is expected to be much closer to budgeted levels at the end of the year.

Also included is an estimated level of support for future years' budget mitigation and collection fund support of £450k. The final amount will be confirmed at Q4.

The budget position is set out as Appendix A.

3.3 Service Related Costs

Services are currently showing a projected net adverse variance of £1,229k. In all cases, details reported at service level include the SFC compensation awarded in the first tranche, covering the first part of the year. The detailed behind the Service variances can be found in Appendix A.

3.4 Salaries and Wages – Salaries and Wages form a major expenditure for the Council, accounting for approximately 39% of Budgeted Revenue Expenditure. Third quarter performance shows net underspends in staffing costs of £297k. This consists of salary cost underspends of £659k being offset by spending on Agency staff of £362k. Some of the underspend in salaries is due to the pay award being 0.25% less than budgeted for.

3.5 The Council aims to minimise the use of agency staff, but it is sometimes unavoidable to ensure services are delivered. The amount spent on agency staff is 15.62% less compared to the same period last year.

3.6 Some staffing savings have been achieved through the continued successful application of the Modern Apprentice scheme throughout the council.

3.7 Environmental Services and Housing: (Appendix A)

- Across Waste Management there has been an increased amount of Agency staff as a result of measures taken to allow the service to continue while adhering to social distancing guidelines.
- Trade Waste income has been significantly reduced due to the postponement of levying charges for collection and disposal within the first few months of 20/21. There have also been further delays to collection due to the 2nd and 3rd Lockdown restrictions and businesses changing contracts as a result of closure or reduced operating times.
- Water Sampling income is also significantly reduced as a consequence of dealing with the pandemic.

3.8 Leisure Services: (Appendix A)

Excluding those that are employee related, the following sets out the significant variances;

- The Leisure Centre income is currently forecasting a loss of income of circa £673k for the year. This equates to approximately 57% of the original target.
- The Revivie Café is also forecasting a loss of income this year as a result of the closure, this is currently estimated to be around £130k, 75% of the original target.

3.9 Planning & Building Control: (Appendix A)

- Development control costs are currently forecasting an income of £279k this is £183k less than expected at the start of the year, a reduction of 34%.

3.10 Assets and Commercial Services: (Appendix A)

- The Car Parking income has also been significantly impacted upon, due to the Council's decision to suspend charges in the first months of lockdown and the reduced usage as a consequence of the further lockdown measures. The current estimate is a forecasted income outturn of £1,173k, this is around 70% of the original prediction.

3.11 Corporate

At the end of the Quarter 3 the Corporate Costs outside the Net Cost of Service are showing a favourable variance of £661k. This is made up of the underspend in relation to the MRP policy change, the government COVID support received to date of £768k and the estimated sales, fees, and charges compensation for Aug-Nov period of £270k. The grant and compensation will be apportioned to relevant services before the end of the year. The favourable variance is offset by the estimated support for the future years budget mitigation and potential collection fund support requirement. The investment income is also forecasting at £35k under that expected at the start of the year.

3.12 Projected financial performance at the end of Q3 is summarised in Appendix A.

3.13 Income & Savings Plan

The Council's financial pressures will continue. The COVID-19 pandemic has significantly impacted the Council's fiscal capacity over the next year and beyond. The latest MTFP was taken to Policy in February this year. The Council is working with MHCLG and others to carefully monitor and record the increased costs and income losses as the current year progresses and is monitoring the potential impact on future years' budgets.

3.14 As at the end of Quarter 3, £176k of savings have been confirmed as achieved (or classed as 'green') per the definitions of the Income & Savings Plan. This position is unchanged from quarter 2. Further in-year cash savings and better than forecast income collected in some areas have supported the latest reported position.

3.15 Main Risk Areas

The 2020/21 Revenue Budget Setting report highlighted the main risk areas to the Council as sustaining income levels in the current economic climate, and implementing the savings targets that have been built into the budget. Income streams are monitored on a monthly basis. Realisable yet challenging income estimates were included within the 2020/21 budget. However, the impacts of Covid-19 have had a significant impact on income. At Q3, income from fees and charges is forecast to be 26.4% (£1.52m) down on the budgeted levels. The levels of income at the end of January, are 14.9% (£926k) down on expected levels, this is after the apportionment of the first tranche of the SFC compensation totalling £866k.

3.16 Budgets are closely monitored throughout the year and statistics showing performance against income and salary budgets are also circulated to CLT on a monthly basis

3.17 As part of the monitoring of income streams members have previously requested more detailed analysis of Car Parking Income. This information has been provided to members as a background document.

3.18 Business Rates:

The Council is a member of the North Yorkshire & West Yorkshire Business Rates Pool in 2020/21. The Pool operates on a 50% retained growth model and is in place for the current year only.

- 3.19 The Council estimated that it would receive £1,720k from Business Rates in 2020/21. Collection and growth expectations this year will be affected by business closure or changes and government grant intervention.
- 3.20 The Business Rates Contingency Reserve had a balance of £1,132k as at 1st April 2020. This provides the council with some protection as a contingency for variances to be funded in the current year, if required. As part of the Revenue forecasts, it is assumed that the collection fund will require some support as a consequence of pandemic effect on collectable rates.
- 3.21 Financial Position
- 3.22 The Council had a General Fund unallocated balance of £995k at 1 April 2020. It is possible that support from general balances may be required in the current year or over the medium term as part of the response to current financial pressures.
- 3.23 However, it remains the Council's policy is to maintain the General Fund Balance at a prudent level.
- 3.24 The 2020/21 revenue budget was set with a contingency of £75k and this will be used to support the current pressures facing the council's budget.
- 3.25 The Council had £6,720k in earmarked reserves at 1 April 2020. Appendix C shows the position in more detail, with previously agreed commitments noted. As highlighted throughout this report, it is possible that there will be more movement than planned against some reserves during the year.
- 3.26 The impact of the economy on the Council's income streams and their volatility is a risk to the Council and will need to be managed closely going forward. This is taken into account when setting the expected targets for income in the following year and is a particularly significant risk in the current climate as the impacts of Covid-19 continue.
- 3.27 The Chief Finance Officer will determine how in-year variances are treated, taking into account the current-year and medium-term financial position of the council. The latest forecast shows an increased in-year deficit, but this should be addressed when the latest tranche of support for lost SFC income is confirmed. It is still likely that reserves may have to be applied or reallocated to support the position this financial year and indeed in future years, in a managed and prudent way. It is vital that effective budgetary control measures continue to ensure financial stability over the medium term.

4. Financial and Value for Money Implications

- 4.1 All financial implications are contained in the body of the report.

5. Legal implications

- 5.1 S151 of the Local Government Act 1972 requires that the council makes adequate arrangements of the administration of its financial affairs. The Council set a balanced budget for 2020/21 and is required to annually.

6. Contribution to Council Priorities

- 6.1 The delivery of a balanced and managed budget is critical to the well being of the Authority and contributes to all of the Council's Priorities in some part.

6.2 Impact on the declared Climate Emergency

The reported position does not adversely impact agreed actions in response to the climate emergency.

7. Risk Management

- 7.1 Failure to achieve a balanced budget in the financial year would have had serious consequences for the Council. The Council needs to develop its plans to mitigate against the Budget Gap that is evident in the MTFP, which is caused by the on-going reductions to council funding.

7.2 Chief Finance Officer (s151 Officer) Statement

The financial impact of the responses to Covid-19 has been significant. The position is mitigated by the grant support and compensation received from government. With this continued support, it is hoped that a balanced budget position will be achieved by Q4.

7.3 Monitoring Officer Statement

The Council is required under section 151, Local Government Act 1972 to make arrangements for the proper administration of its financial affairs.

8. Equality Impact Assessment

- 8.1 The Council's Equality Impact Assessment Procedure **has been** followed.

9. Consultations with Others

- 9.1 None

10. Access to Information : Background Documents

- 10.1 Car Parking Income Analysis
Agency Staff Expenditure Analysis

11. Appendices

Appendix A – Revenue Budget – by Service Department

Appendix B – Green and Amber items on the Income & Savings plan

Appendix C – Earmarked reserve detail

12. Author of the Report

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Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

Craven District Council

Summary By Service - Net Cost of Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21				
Actual	Net Cost of Services	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£		£	£	£	£	£
(38,890)	Licensing Services	(30,555)	0	(30,555)	709	31,264
651,721	Environmental Health & Housing Services	675,365	0	675,365	756,456	81,091
1,569,274	Waste Management Services	1,606,133	(3,000)	1,603,133	1,618,447	15,314
(523,359)	Bereavement Services	(457,011)	0	(457,011)	(673,613)	(216,602)
507,375	Planning & Building Control Services	305,616	41,299	346,915	624,148	277,233
339,153	Economic Development	421,788	0	421,788	446,814	25,026
304,821	Cultural Services (incl. Museum & Town Hall)	333,088	11,840	344,928	431,821	86,893
123,324	Leisure Services	68,502	0	68,502	609,780	541,278
(405,379)	Assets & Commercial Services	(373,990)	0	(373,990)	100,452	474,442
112,352	Legal Services	130,481	0	130,481	148,645	18,164
265,888	Member Services	285,509	0	285,509	289,648	4,139
132,980	Election Services	161,639	0	161,639	159,170	(2,469)
745,715	Chief Execs & Business Support	1,372,373	10,815	1,383,188	1,400,588	17,400
432,340	Financial Management	993,652	0	993,652	903,788	(89,864)
488,980	ICT & Transformation	549,397	0	549,397	515,539	(33,858)
4,706,295	Craven District Council : NCOS	6,041,987	60,954	6,102,941	7,332,393	1,229,452

2019/20		2020/21				
Actual	Corporate Costs	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£		£	£	£	£	£
(186,387)	Investment Income (6760)	(170,386)	0	(170,386)	(135,386)	35,000
255,177	Interest Payable (6770)	255,710	0	255,710	255,710	0
88,005	MRP for Capital Financing (8530)	300,000	0	300,000	191,943	(108,057)
616,695	Revenue Contributions to Capital Outlay (8535)	498,000	0	498,000	498,000	0
0	Grants to Parishes - CDC Contribution	0	0	0	0	0
75,000	Corporate Contingency	75,000	0	75,000	75,000	0
0	Central Government COVID Grant Support <i>To be apportioned to Services</i>	0	0	0	(768,000)	(768,000)
0	Estimated Sales, Fees and Charges Compensation <i>(as per Aug - Nov Claim)</i>	0	0	0	(270,000)	(270,000)
0	Estimated contingency support – revenue budget and collection fund	0	0	0	450,000	450,000
5,554,786	Total Revenue Budget 2020/21	7,000,311	60,954	7,061,265	7,629,660	568,395

* N.B. The forecasted figure for services does not include SFC compensation assumptions for the latest period of restrictions as of 23

Craven District Council

Section 1 - Licensing Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
(2,605)	Hackney Carriages	R226	2,575	0	2,575	20,818	18,243
(36,285)	Liquor Licensing	R227	(33,130)	0	(33,130)	(20,108)	13,022
(38,890)	Total Licensing Services		(30,555)	0	(30,555)	709	31,264

* N.B. The forecasted figure for services does not include SFC compensation assumptions for the latest period of restrictions

Craven District Council

Section 2 - Environmental Health & Housing Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
312,952	Environmental Health	R220	372,662	0	372,662	365,494	(7,168)
(15,678)	Flooding 2015/16	R228	0	0	0	6,000	6,000
(0)	Homeless Prevention Support Service	R339	(374)	0	(374)	(1,410)	(1,036)
37,406	Aireview House	R342	30,188	0	30,188	41,688	11,500
280,883	Homelessness	R343	251,238	0	251,238	280,215	28,977
15,559	Private Sector	R344	(4,767)	0	(4,767)	28,602	33,369
20,599	Housing (Service Unit)	R347	26,418	0	26,418	35,866	9,448
651,721	Total Environmental Health & Housing Services		675,365	0	675,365	756,456	81,091

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 3 - Waste Management Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
837,330	Refuse Domestic	R200	791,180	(3,000)	788,180	762,271	(25,909)
(318,645)	Refuse Commercial	R201	(322,578)	0	(322,578)	(401,479)	(78,901)
406,677	Street Cleansing	R202	391,200	0	391,200	416,831	25,631
328,695	Recycling	R203	506,837	0	506,837	434,942	(71,895)
79,711	Cleaner Neighbourhoods	R204	98,606	0	98,606	109,760	11,154
42,228	Mechanics Workshop	R209	38,030	0	38,030	60,225	22,195
370,088	Waste Management (Service Unit)	R211	274,421	0	274,421	416,778	142,357
(176,809)	Garden Waste Service	R213	(171,563)	0	(171,563)	(180,881)	(9,318)
1,569,274	Total Waste Management		1,606,133	(3,000)	1,603,133	1,618,447	15,314

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 4 - Bereavement Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
(523,920)	Bereavement Services	R190	(444,289)	0	(444,289)	(677,571)	(233,282)
(12,805)	Skipton Cemetery	R191	(15,968)	0	(15,968)	2	15,970
10,801	Ingleton Cemetery	R192	(4,389)	0	(4,389)	(3,679)	710
565	Closed Churchyard St Andrews (Kildwick)	R193	5,635	0	5,635	5,635	0
1,000	Closed Churchyard St Marys (Ingleton)	R194	1,000	0	1,000	1,000	0
1,000	Closed Churchyard St Margarets (Bentham)	R195	1,000	0	1,000	1,000	0
(523,359)	Total Bereavement Services		(457,011)	0	(457,011)	(673,613)	(216,602)

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 5 - Planning & Building Control Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
0	Historic Buildings	R250	4,000	0	4,000	1,000	(3,000)
36,473	Building Control (Non Fee Earning)	R251	37,679	0	37,679	21,738	(15,941)
(46,940)	Building Control (Fee Earning)	R252	(23,174)	0	(23,174)	(21,104)	2,070
327,679	Local Plan	R253	259,982	0	259,982	234,778	(25,204)
(81,845)	Local Land Charges	R254	(96,609)	0	(96,609)	(78,599)	18,010
272,009	Development Control	R255	123,738	41,299	165,037	466,335	301,298
0	Planning (Service Unit)	R270	0	0	0	0	0
507,375	Total Planning & Building Control Services		305,616	41,299	346,915	624,148	277,233

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 6 - Economic Development

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
39,476	Great Places	R307	77,080	0	77,080	40,761	(36,319)
6,904	Attraction Trade & Tourists	R310	21,800	0	21,800	36,800	15,000
86,565	Industrial Development	R311	79,840	0	79,840	79,949	109
27,862	Settle TIC	R315	29,569	0	29,569	46,910	17,341
20,867	New Homes Bonus Projects	R316	42,000	0	42,000	42,000	0
157,479	Economic Development (Service Unit)	R330	171,499	0	171,499	162,314	(9,185)
(9,032)	Growth Deal - Skipton Station Regeneration	R317	0	0	0	0	0
(433,938)	Growth Deal - Support Work R318	R318	0	0	0	0	0
0	Skipton Heritage Action Zone	R319	0	0	0	17,081	17,081
0	SERVICE Reopening High Street Safely	R324	0	0	0	21,000	21,000
339,153	Total Economic Development		421,788	0	421,788	446,814	25,026

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 7 - Cultural Services (incl. Museum & Town Hall)

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/Overspend
£			£	£	£	£	£
35,097	Arts Development	R300	40,506	3,740	44,246	44,525	279
220,513	Museum	R301	242,680	8,100	250,780	261,838	11,058
0	Museum Development Project - Development Phase	R304	0	0	0	0	0
74,059	Museum Development Project - Delivery Phase	R308	49,902	0	49,902	107,388	57,486
0	Rural Culture: Creating a Hub for Craven	R309	0	0	0	6,280	6,280
(10,080)	York & NY Dance Hub	R322	0	0	0	0	0
(9,128)	Rural Steps Project	R323	0	0	0	11,790	11,790
(6,944)	Museum – Indispensable	R450	0	0	0	0	0
1,303	Museum - Craven at War: The Home Front Legacy	R456	0	0	0	0	0
304,821	Total Cultural Services (incl. Museum & Town Hall)		333,088	11,840	344,928	431,821	86,893

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 8 - Leisure Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
137,558	Craven Pool & Fitness Centre	D105	66,836	0	66,836	523,614	456,778
(3,746)	Revive Café	D106	1,301	0	1,301	82,362	81,061
(10,488)	Healthy Lifestyles	D107	365	0	365	3,804	3,439
123,324	Total Leisure Services		68,502	0	68,502	609,780	541,278

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 9 - Assets & Commercial Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
13,894	Misc Property (Incl Ind Estates)	R103	12,296	0	12,296	18,786	6,490
27,060	Bus Station	R104	18,628	0	18,628	21,651	3,023
(32,129)	Private Garages	R346	(19,092)	0	(19,092)	(32,114)	(13,022)
54,918	Skipton Depot	R115	43,244	0	43,244	66,094	22,850
75	Settle Depot	R117	70	0	70	102	32
282,003	Belle View Square	R125	260,868	0	260,868	261,515	647
385,724	Assets & Projects (Service Unit)	R212	392,399	0	392,399	392,399	0
40,073	Amenity Areas (Incl Aireville Park)	R100	115,560	0	115,560	115,938	378
(95,270)	Estates	R425	(89,629)	0	(89,629)	(109,129)	(19,500)
(7,181)	Shared Ownership Scheme	R427	(14,688)	0	(14,688)	(38,136)	(23,448)
1,929	Joint Venture Partnership	R428	0	0	0	0	0
(1,136,610)	Car Parks	R130-151	(1,170,655)	0	(1,170,655)	(681,663)	488,992
60,136	Public Conveniences	R160-181	77,009	0	77,009	85,009	8,000
(405,379)	Total Assets & Commercial Services		(373,990)	0	(373,990)	100,452	474,442

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 10 - Legal Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
112,352	Total Legal Services	R361	130,481	0	130,481	148,645	18,164

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 10 - Member Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
83,227	Democratic Services	R362	100,348	0	100,348	101,065	717
182,660	Democratic Representation	R410	185,161	0	185,161	188,583	3,422
265,888	Total Member Services		285,509	0	285,509	289,648	4,139

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 11 - Election Services

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
86,554	Elections	R411	88,052	0	88,052	96,001	7,949
46,426	Electoral Registration	R412	73,587	0	73,587	63,168	(10,419)
132,980	Total Election Services		161,639	0	161,639	159,170	(2,469)

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 11 - Chief Execs & Business Support

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/Overspend
£			£	£	£	£	£
478,837	CLT	R350	494,085	0	494,085	512,167	18,082
0	Business Support	R375	201,668	0	201,668	143,236	(58,432)
0	Human Resources	R370	135,947	0	135,947	165,055	29,108
14,450	Health and safety	R373	33,943	0	33,943	33,943	0
(14,241)	Tour De Yorkshire	R306	0	0	0	33,356	33,356
0	Partnerships & Communications	R355	199,287	10,815	210,102	236,817	26,715
0	Sporting Events	R356	1,378	0	1,378	15,284	13,906
38,443	Craven Crime Reduction	R348	40,784	0	40,784	41,827	1,043
0	Safer & Stronger Communities	R349	0	0	0	0	0
228,226	Customer Services	R383	265,281	0	265,281	218,902	(46,379)
745,715	Total Chief Execs & Business Support		1,372,373	10,815	1,383,188	1,400,588	17,400

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 12 - Financial Management

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
439,539	Financial Services	R381	495,824	0	495,824	475,096	(20,728)
197,930	Corporate Management	R420	255,530	0	255,530	262,792	7,262
5,579	Unapportion Overheads	R422	(19,000)	0	(19,000)	(19,000)	0
(210,707)	Revenues & Benefits	R384 & R432-5	261,298	0	261,298	184,900	(76,398)
432,340	Total Corporate Head (Financial Management)		993,652	0	993,652	903,788	(89,864)

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council

Section 13 - ICT & Transformation

NCOS At - 31/12/2020 (Quarter 3 - 2020/21)

2019/20		2020/21					
Actual		Cost Centre	Original Budget	Virements (incl. Slippage B/fwd from 18/19)	Revised Budget	Forecast Outturn	(Under)/ Overspend
£			£	£	£	£	£
32,630	Street Naming & Numbering /GIS	R101	45,489	0	45,489	45,712	223
456,350	ICT & Transformation	R400	503,908	0	503,908	469,827	(34,081)
488,980	Total Director of Services		549,397	0	549,397	515,539	(33,858)

* N.B. The forecasted figure for services does not include SFC compensation assumptions to the latest period of restrictions

Craven District Council Income & Savings Plan

Income & Savings Action Plan 2020/21 - 2022/23 at Feb 2021

Reporting Spreadsheet

Key:

Green

Income / Savings achieved - low risk

Amber

Income / Savings in progress- further work required - medium risk

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	2020/21	2021/22	2022/23	Member Decision Req	Additional Resources	SLT Lead Update /Comments	CLT Lead	SLT Lead
Line No	Serv Ref	Description											
11		Back scan documents so can reduce building and retrieval costs	Amber	M	M	10,000	10,000	10,000	N	Y	Saving based on the Mkt rates and rents. Savings in 19/20 not likely as no tenant identified.	Paul Ellis	Darren Maycock
12	PrSe	Develop Land for Shared Ownership or Market Rent Housing	Amber	H	H	26,400	30,000	48,400	Y	N	Complete 1 in Giggleswick, 2 Sutton, 3 Glusburn. Expected 2019/20 4 Glusburn 3 Sutton Expected 2020/21 10 Skipton	Paul Ellis	Jenny Kerfoot
13	PrSe	Income from the space in BVS to be let out.	Amber	M	H	0	0	50,000	N	Y	Income only - no estimation of costs associated yet.	Paul Ellis	Darren Maycock
		Finance Services staffing structure	Amber	M	H	0	20,000	20,000	N	N	Rationalise the Finance/performance Structure	Richard Weigh	Rob Atkins
		Business Support Structure	Amber	M	H	0	46,500	46,500	N	N	Rationalise the Structure and look at shared roles	Paul Shevlin	Sharon Hudson
14	EnSe	Commercial waste - attract 50 new accounts. Resigned all existing accounts. AND ensure new model is continuing to work for Craven	Amber	M	H	100,000	100,000	100,000	N	N		Paul Ellis	Tracy Mc Luckie
15	EnSe	Developers to pay for new bins on housing developments.	Amber	M	H	2,000	2,000	2,000	N	N	Local plan, once adopted can have a subletmentary arrangement, that specifies developers pay for the bins.	Paul Ellis	Tracy Mc Luckie
TOTAL AMBER SAVINGS						138,400	208,500	276,900					

16	IT	IT – Contract up for renewal. Transfer of Mitel to virgin media – savings.	Green	H	H	5,000	5,000	5,000	N	N	Contract now re-negotiated, part year savings in 19/20, full year effect from 20/21 onwards	Paul Ellis	Darren Maycock
17	IT	IT – Contract up for renewal. NYNET – savings.	Green	H	H	8,000	8,000	8,000	N	N	Contract negotiated to relasie savings from 20/21	Paul Ellis	Darren Maycock
18	ReBe	Revs and Bens Northgate System Annual Licence Renewal 3 year £15k annual reduction & no RPI increase	Green	H	H	15,000	15,000	15,000	N	N	Contract negotiated to relasie savings from 20/21	Paul Ellis	Darren Maycock
19	CuSe	Customer Services – Post has been deleted from structure and looking at if possible to reduce one more post. Currently target for calls is 90% but looking to reduce it to 85%. Hub – community safety officer currently in position full time but looking to see if this is required and whether this can be reduced.	Green	M	M	40,000	40,000	40,000	N	N	Complete in 19/20. 2 posts deleted from the structure for 20/21. CSO - was planning to review but the Comm. Safety Hub is progressing so loath to reduce the resource. Leave until we see how the HUB progresses - HUB based at CDC? Hub resources. Stat duty to provide HUB	Paul Shevlin	Sharon Hudson
20		Financial Management - Revise Minimum Revenue Provision Policy to later the % for older debt.	Green	H	H	108,000	0	0	Y	N	Complete in 19/20. The MRP Policy was revised to change the claucluation for the provison of older debt. This resulted in a significant redcution in the MRP originally calculated as part of the 20/21 budget.	Richard Weigh	James Hordern
TOTAL GREEN SAVINGS						176,000	68,000	68,000					

Forecasted Balances and Reserves 2021/22 to 2023/24

Reserve	2020 - 21			2021 - 22			2022 - 23			2023 - 2024			Estimated Balance Apr-24 £'000	Purpose of Reserve (all reserves are revenue and their purpose is reviewed as part of the budget process each year)
	Estimated Balance Apr-20 £'000	Budgeted in Year Receipts £'000	Utilisation & Commitments £'000	Estimated Balance Apr-21 £'000	Budgeted in Year Receipts £'000	Utilisation £'000	Estimated Balance Apr-22 £'000	Budgeted in Year Receipts £'000	Utilisation £'000	Estimated Balance Apr-23 £'000	Budgeted in Year Receipts £'000	Utilisation £'000		
New Homes Bonus Projects	2,506	564	(513)	2,557	286	(117)	2,726	7	(87)	2,646	0	(87)	2,559	3 Overarching project areas - Infrastructure, Empty Homes & Localism. Plus support for budget.
Planning	465	0	0	465	0	0	465	0	0	465	0	0	465	To contribute towards costs of LDF and contingency for planning enquiry costs / appeals
Enabling Efficiencies	270	0	(17)	253	0	(10)	243	0	(10)	233	0	0	233	For use for projects to create future savings and efficiencies
Vehicles	291	30	(67)	254	30	(320)	(36)	50	(405)	(391)	80	(390)	(701)	Set up to fund purchase of vehicles
ICT	418	30	(42)	406	30	(30)	406	30	(30)	406	30	(30)	406	Set up to fund investment in IT (enabling technology)
Buildings	449	52	(104)	397	52	(66)	383	52	0	435	122	0	557	Set up to fund maintenance, repairs and improvements to council properties
Insurance	90	10	0	100	10	0	110	0	0	110	0	0	110	Fund excess on insurance claims
Business Rates Contingency	1,150	0	0	1,150	0	0	1,150	0	0	1,150	0	0	1,150	To mitigate against deficits in the North Yorkshire Business Rates Pool
Elections Reserve	21	0	(16)	5	0	0	5	0	0	5	0	0	5	Proposed new reserve to smooth funding of elections.
Future Year Budget Support	240	0	0	240	0	0	240	0	0	240	0	0	240	Savings achieved as per savings plan in year to support future year budgets. 2017/18 utilisation is maximum available to contribute to budget.
Contingency & Revenue Expenditure	154	0	(413)	(259)	0	0	(259)	0	0	(259)	0	0	(259)	Contingency funding and Slippage requests
Edith Stead, Bishopdale Court, Etc	666	0	0	666	0	0	666	0	0	666	0	0	666	VAT equalisation, LABGI & ERDF & Building Control funds
Total Earmarked Reserves	6,720	686	(1,172)	6,234	408	(543)	6,099	139	(532)	5,706	232	(507)	5,431	
General Fund	995	0	0	995	0	0	995	0	0	995	0	0	995	Unallocated GF reserve acts as contingency for unexpected expenditure
Total Revenue Reserves	7,715	686	(1,172)	7,229	408	(543)	7,094	139	(532)	6,701	232	(507)	6,426	

Policy Committee – 2nd MARCH 2021

Q3 CAPITAL PROGRAMME MONITORING REPORT – 2020/2021



Report of the Chief Finance Officer (s151 officer)

Lead Member – Financial Resilience: Councillor Mulligan

Ward(s) affected: All

1. **Purpose of Report**

- 1.1 To inform Members of the Council's Capital Programme position, based on the Quarter 3 review of income and expenditure to the end of December 2020.

2. **Recommendations** – Members are recommended to:

- 2.1 Members note the Capital Budget position of the 2020/21 Capital Programme as at the 31st December 2020.
- 2.2 Members note the 2020/21 Capital Programme and the proposed funding – for the projects agreed at Q3.

3. **Report:**

- 3.1 The Council agreed the 2020/21 Capital Programme of £4,495k on 4th February 2020. On 11th August 2020 the Policy Committee approved for the Capital Programme to include £5,036k of slippage from the 2019/20 Programme. Since the quarter 2 update report, there has been some significant additions to the Capital Programme. These are the redevelopment of the Council's depot and the works on the Engine Shed Lane (ESL) ILink road. This gives a revised programme of £15,423k.

3.2 **Quarter 3 Financial Performance**

A summary of the Programme is shown in Table 1. The detailed information together with an update on progress of the programme is shown in Appendix A. At the 31st December expenditure on the programme was £3,642k.

Table 1: Planned Capital Programme Performance

	Revised Programme 2020/21 £	Expenditure at Q3 2020/21 £	Estimated Slippage Requested 2021/22 £	Forecasted Outturn 2020/21 £
Vehicles	372,323	67,500	274,823	97,500
Recreation & Leisure	648,038	340,881	25,000	621,538
Council Properties	13,475,011	3,041,190	5,094,920	9,521,159
Private Sector Hsg & Empty Homes	726,708	143,489		726,708
ICT	160,700	49,114	79,017	81,683
Town/Village Plans	40,308			40,308
Total Capital Programme Costs	15,423,087	3,642,174	5,473,760	11,088,896

- 3.3 At present, there is a forecasted spend for the year of £11,089k this is a significant rise from the Q2 report and is mainly attributed to the expenditure required for the ESL link road project within the Council Properties line above.
- 3.4 In April/May, significant financial and cash-flow risks were emerging as a consequence of COVID-19. As such, the Chief Finance Officer conducted a review of the existing Capital Projects to assess viability, potential project delays and whether projects may have to be delayed or deferred to ease financial pressures. The review highlighted that key commercial projects would have to be reassessed to ensure that assumption made in previously agreed business cases were still valid and acceptable.
- 3.5 As part of the quarter 3 monitoring there have been a number of projects that have been identified as either being wholly slipped into 21/22 or where there is going to be expenditure across two financial years. These have been identified in the table above and also in Appendix A. These will formally be proposed as slippage, once the expenditure for the year is finalised in the year end outturn report.
- 3.6 Capital Programme Financing
- 3.7 Resources available to fund the Capital Programme together with a forecast of future receipts and programme costs are shown in Table 2.
- 3.8 As part of the 2020/21 budget setting process it was planned to make contributions to earmarked reserves which are available to support the Capital Programme and other projects. The latest Medium-Term Financial Plan assumes that these contributions will need to continue.

Table 2: Capital Resources Available & Utilised to Fund 2020/21 Programme

	2020/21 Estimated (At Q3)	2021/22 Indicative	2022/23 Indicative	2023/24 Indicative
Capital Receipts at Start of Year (CRR)	2,474	4,339	1,939	2,239
In Year resources - (Capital Grants/receipts received)	4,216	1,310	983	983
Use of in Year Capital grants	1,415	983	683	683
Use of Capital Receipts	936	2,727	-	-
Total Use of Capital Resources	2,351	3,710	683	683
Contribution From NHB Reserve	340	-	-	-
Contribution From Enabling Efficiencies Reserve	10	10	10	10
Contribution From Vehicles Reserve	77	342	384	75
Contribution from IT Reserve	73	108	20	20
Contribution from Buildings Reserve	148	104	-	-
Underwrite the Capital Funding to cover the external funding applications	1,986	-	-	-
Potential utilisation of Borrowing for Shared Ownership and CDC Developments	6,104	2,595	1,463	1,340
Total Use of Reserves/Borrowing	8,738	3,159	1,877	1,445
Forecasted Capital expenditure in year	11,089	6,869	2,560	2,128
Capital Receipts at end of Year (CRR)	4,339	1,939	2,239	2,539

- 3.10 The funding analysis above reflects the utilisation of the resources that were made available for each project, and they have been adjusted to reflect forecasted expenditure. Where these projects required slippage into 2020/21, the funding was slipped to match. There has been an estimated additional value included in the usage of Capital Receipts across all years.
- 3.11 The “Underwrite the Capital Funding to cover the external funding applications” line represents the amounts allocated for the redevelopment of the Town Hall, that have been underwritten (i.e. funded) by the Council. If external funding is secured, the amount funded by the Council will reduce accordingly.
- 3.12 There have been two recent approvals of large developments within the Council’s capital programme, these being the redevelopment of the Council’s Engine Shed Lane Depot and the development of ESL and a Link road. Both these projects have

been included within the line for the utilisation of borrowing, as set out in the project reports and recent TMSS.

4. Financial and Value for Money Implications

- 4.1 At the start of 2020/21 the Council had available £2,474k of Capital Receipts to fund its Capital Programme. It also had estimated receipts of grants of £4,216k to fund part of the programme, including the £2,920k from the Land Release Fund and the Accelerated Construction Fund. All financial implications are contained in the body of the report.

5. Legal implications

- 5.1 S.151 of the Local Government Act requires the council makes appropriate arrangements for the administration of its financial affairs.

6. Contribution to Council Priorities

- 6.1 Capital investment in appropriate projects contributes directly to most corporate priorities.

6.2 Impact on the declared Climate Emergency

The reported position does not adversely impact agreed actions in response to the climate emergency.

7. Risk Management

- 7.1 There are risks inherent with the recommendations specified in this report. If the request for the previously approved funding not be approved, it will mean the immediate cessation of key projects that are currently underway. This will mean that the resources utilised to date will be lost, with no benefit for The Council being generated. There is also the potential that this will forgo future benefits, both economic and social to The Council and the District as a whole.

7.2 Chief Finance Officer (s151 Officer) Statement

It is vital that the council maintains an affordable and sustainable capital programme. The report shows how the total programme will be funded. Where borrowing has been assumed, a revenue budget provision has been identified to support the ongoing costs.

7.3 Monitoring Officer Statement

The Council is required under section 151, Local Government Act 1972 to make arrangements for the proper administration of its financial affairs.

8. Equality Impact Assessment

8.1 The Council's Equality Impact Assessment Procedure **has been** followed.

9. Consultations with Others

9.1 None

10. Access to Information : Background Documents

10.1 None

11. Appendices

Appendix A – Capital programme detailed analysis

12. Author of the Report

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Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

Capital Programme 2020/21

Service Unit	Description	Budget Officer	Account Code	Agreed Programme 2020/21 £	2019/20 Slippage/ B/fwd into 2020/21 £	Supplementary Estimates 2020/21 £	Total Programme 2020/21 £	Expenditure at Q3 2020/21 £	Remaining Budget 2020/21 £	Slippage Requested 2021/22 £	Forecasted Outturn 2020/21 £	Q3 comments
Waste Management	Vehicle Replacement Programme	Tracy McLuckie	6305	312,000	30,323		342,323	67,500	274,823	274,823	67,500	Review of Vehicle Replacement Programme underway. This will inform the 21/22 Capital programme
Craven Leisure	Dosing System Renewal	Hazel Smith	6158	25,000			25,000	-	25,000	25,000	-	quotations requested against specification. Awaiting returns. Current delay in returns due to Covid knock on effect. Likely timescales for completion mid to end April 2021. Therefore request budget of £25k be slipped over into 2021/22. delay in commencement due to Council review of capital programme following Covid impact implications.
Craven Leisure	Poolside Grates	Hazel Smith	6159	10,000			10,000	-	10,000		8,500	Quotes received and PO raised . 8-10 lead in to works taking place on site. Project will be complete prior to financial year end based on current timescales provided.
Property Services	Town Hall Remedial Works	Rachel Sewell		55,000			55,000	-	55,000		55,000	Unable to use HAZ funding in this financial year so will complete this project in 21/22. Budget will need to be slipped into next financial year.
Bereavement Services	Re-Roof the Book of Remembrance Chapel	Clair Cooper	6054	14,000			14,000	-	14,000		14,000	As previous comment, working being completed in conjunction with ERDF funding for solar panels
Environmental Services & Housing	Disabled Facilities Grants	Tracy McLuckie	6145 6150 6151	683,000	43,708		726,708	143,489	583,219		726,708	During Q3 progress continued to be impacted by COVID -19 although the quarter was much busier in terms of completions as contractors were able to access homes because clients were more confident in the Control Measures we introduced to reduce risk. During Q3 we completed 18 grants, made 4 interim payments, 2 cancellations and 1 emergency grant valued at £156,746.30. A further 4 Accruals @ £ 19,966.18 were completed. During Q3 we received 20 new referrals from North Yorkshire County Council and 3 referrals for Energy Efficiency Grants. This is a significant increase in referrals overall compared to last year and as at 8th February we have received a further 12 referrals and 2 Energy Efficiency Grant enquiries, have 24 Grants approved with a confirmed value of £ 204,275.78 and a further 42 grant enquiries with an estimated value of £ 422,000. In December the Government announced an additional £68 million for the Disabled Facilities Grant (DFG) - Craven's Allocation was for £ 74,977 and should be received no later than 31st January 2021.
Assets & Commercial Services	SECTION 106 SHARED OWNERSHIP ACQUISITIONS	Jenny Kerfoot	6026	300,000	208,959		508,959	98,432	410,527		508,959	Purchased 2x properties in Embsay, Gargrave properties are progressing however Bentham unlikely to complete prior to end March 21
Assets & Commercial Services	Development of CDC Land	Rachel Sewell		226,824			226,824	-	226,824		226,824	Still on hold until the five sites start construction.
Financial management	Agresso Upgrade	James Hordern		21,700			21,700	-	21,700	21,700	-	Project deferred to 21/22
ICT & Transformation Services	Replace Computer, Server and Appliance equipment.	Darren Maycock	6210	20,000			20,000	10,873	9,127		20,000	Expected to be complete by end Q4
Property Services	Replace Maintenance Vehicles	Darren Maycock	6305	30,000			30,000	-	30,000		30,000	Vehicle Ordered awaiting delivery
ICT & Transformation Services	Integrate Systems and review service areas.	Darren Maycock	TBC	10,000	10,000		20,000	-	20,000		20,000	Costs to be allocated Q4
Assets & Commercial Services	Shared ownership development	Jenny Kerfoot	6026	2,787,850			2,787,850	-	2,787,850		2,787,850	Currently out to tender, returns due on 29th Jan and will award shortly after Feb Policy Committee approval.
Bereavement Services	Exit Drive at Waltonwrays	Clair Cooper	6052		28,000		28,000	-	28,000		28,000	Property Services have commenced with this work - work to be done in conjunction with Crem annexe. Completion likely to be 21/22
Bereavement Services	Refurb of Waltonwrays Outbuildings	Darren Maycock	6044		13,000		13,000	-	13,000		13,000	Deferred to 21/22

Service Unit	Description	Budget Officer	Account Code	Agreed Programme 2020/21 £	2019/20 Slippage/ B/fwd into 2020/21 £	Supplementary Estimates 2020/21 £	Total Programme 2020/21 £	Expenditure at Q3 2020/21 £	Remaining Budget 2020/21 £	Slippage Requested 2021/22 £	Forecasted Outturn 2020/21 £	Q3 comments
Property Services	Ashfield Toilet Refurbishment for Settle TIC Scheme	Jenny Kerfoot	6050		74,880		74,880	-	74,880		74,880	Within the tender package currently out to tender, yet to submit a planning application but work due to commence in 21/22.
Property Services	Integrated Asset Management System	Darren Maycock	6277		11,600		11,600	8,250	3,350		11,600	Deferred to 21/22 - recruiting to Facilities Manager Post
ICT & Transformation Services	Digitisation and Archiving Project	Darren Maycock	6278		30,083		30,083	29,991	92		30,083	Expected to be complete Q4
Economic Development	DNAire	David Smurthwaite	6149		75,000		75,000	-	75,000		75,000	Second phased on project expeted to be defrayed in 20/21
Assets & Commercial Services	- Skipton Town Hall - Phase III Works * year two subject to grant funding	David Smurthwaite	6023		679,149		679,149	-	679,149		-	Combined in the below project
Assets & Commercial Services	Redevelopment of Town Hall/Museum 2017/18 - 2018/19 HLF CDC & Others Funded Element	David Smurthwaite	6032		144,625		144,625	1,985,646	(1,841,021)		1,985,646	Section 1 (museum, gallery & reception) handed over October 2020 and museum fit out began thereafter. This is in progress and going well to date. Section 2 (rest of building) except Concert Hall due for handover February for client works to take place. Concert Hall historic plaster repairs and floor replacement works taking longer than expected, but given current Covid situation and unknown timetable for reopening cultural venues, this is not a major concern, though is being closely monitored. Project board investigating whether any other repair works, e.g. frontage could take place during this period (seperately funded works from the main redev project budget).
Assets & Commercial Services	Parking payment machine replacement	Helen Townsend	6009		25,564		25,564	1,618	23,946		6,000	I have just requested a quote from Troward to replace the machine at Backgate car park after planning permission for housing was put on hold for at least the next 2 years. It should be under £6000 which will include the machine, installation and the software for it. I am hoping to place the order by end of January, once i have
Assets & Commercial Services	- 4 Year programme of maintenance of the Council Car Parks	Helen Townsend	6010 CKXX		4,000		4,000	-	4,000		4,000	Money to be used for light replacement in Ashfield car park. And there is now a plan from NYCC for replacement lights for Cavendish St car park, contacting NYCC to see what the hold up is.
ICT & Transformation Services	Payroll System improvements	James Hordern	6200		12,000		12,000	-	12,000	12,000	-	Phase 1 of the project is complete. Phase 2 and the roll out of Self service modules will be completed in 21/22.
Economic Development	Leeds Liverpool Canal - Improving Connectivity in the Southern Dales	Sharon Sunter	6129		225,000		225,000	200,000	25,000		225,000	The Canal & River Trust completed the 12km of towpath improvement works between Gargrave to Skipton and Bradley to Kildwick in June 2020 and submitted a claim for the District Council's agreed contribution of £200,000 in October 2020.
Economic Development	Ingleton Village Plan	Sharon Sunter	6138		40,308		40,308		40,308		40,308	The Council also committed to fund marketing and business support activity to a value of £25,000 to ensure the District's businesses maximise the value and benefit of the new infrastructure but the activity was put on hold in response to Covid-19. It is proposed to deliver this activity when possible
Economic Development	Growth Deal - Highways Improvements	Sharon Sunter	6146		-	3,411,627	3,411,627	679,203	2,732,424	311,627	3,100,000	A contribution of £5,406.35 has been agreed with Ingleton Parish Council to progress the design phase of the Riverside Park Masterplan to a point suitable to enable future funding applications for delivery. The design work is being delivered by YDMT Consultants Ltd. on behalf of Ingleton Parish Council and is due to be complete during 2021/22. Remaining funds identified to provide match funding to support applications for investment in Riverside Park.
Economic Development	Ings Beck and Gallow Syke (Skipton) Water Management Project	Sharon Sunter	6148		313,038		313,038	140,881	172,157		313,038	Construction works underway, and on schedule to complete activity funded by the LEP by 31st March 2021
Property Services	JV Development Projects - Craven Share	Rachel Sewell	6057		2,800,293		2,800,293	58,554	2,741,739	2,500,293	300,000	Part of the Local Growth Fund scheme, works on schedule to complete activity funded by the LEP by 31st March 2021.
												All JV projects on hold

Service Unit	Description	Budget Officer	Account Code	Agreed Programme 2020/21 £	2019/20 Slippage/ B/fwd into 2020/21 £	Supplementary Estimates 2020/21 £	Total Programme 2020/21 £	Expenditure at Q3 2020/21 £	Remaining Budget 2020/21 £	Slippage Requested 2021/22 £	Forecasted Outturn 2020/21 £	Q3 comments
Property Services	Skipton Depot Project	Hazel Smith	6036		173,300	2,500,000	2,673,300	41,252	2,632,048	2,283,000	217,000	Detailed business case approved via Policy/Full Council in December 20. Taken possession of temporary Waste Collection service depot site mid January 21. Full desing team now in place and working up tender design package. <u>Tender to be uploaded to Yortender mid Feb.</u>
Property Services	Langcliffe Quarry Development	Hazel Smith	6059		27,940		27,940	176,486	(148,546)		200,000	Outstanding planning matters nearing completion with target date for decision notice set at 25th Jan 21. Demolition contractor in place with target commencement mid Feb. Main contractor tender closing date 1st Feb. 21. External funding approval in place for LEP(Growth Deal) and claims being made against expenditure plus ERDF funding <u>application progressing with decision due by end Jan 21.</u>
Waste Management	Vehicle Lift Project	Tracy McLuckie	6136		20,000	(20,000)	-	-	-	-	-	Suspended awaiting commencement Engine Shed Lane Depot redevelopment
ICT & Transformation Services	InCab Communications & Web Portal Systems	Tracy McLuckie/ Darren Maycock	6276		45,317		45,317	-	45,317	45,317	-	Any further development have been ceased in relation to In-Cab and there is currently no plans to progress this in 20/21.
Total Capital Programme 2020/21				4,495,374	5,036,086	5,891,627	15,423,087	3,642,174	11,780,914	5,473,760	11,088,896	

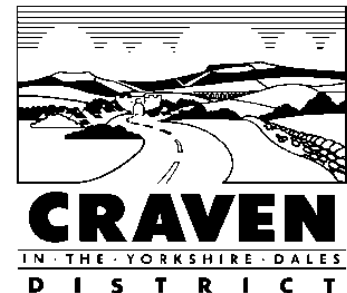
Policy Committee – 2 March 2021

ENVIRONMENTAL AWARENESS AND ENFORCEMENT PILOT

Report of the Director of Services

Lead Member – Councillor Lis

Ward(s) affected: All



1. Purpose of Report

- 1.1 To seek approval for the Council to carry out a 3-month environmental awareness and enforcement pilot, utilising an external environmental enforcement company. It is proposed that, if approved, the pilot will begin mid-April 2021.
- 1.2 Awareness and enforcement activities will focus on littering and dog fouling in the district areas with high levels of footfall and high visitor numbers.

2. Recommendations – Members are recommended to:

- 2.1 Approve the pilot of an environmental awareness and enforcement campaign, utilising an external environmental enforcement company, for a period of 3 months beginning mid-April 2021.
- 2.2 Provide delegated authority to the Director of Services to source an external environmental enforcement company to carry out the pilot on behalf of the Council, in line with the Council's Procurement Policy & Procedures.
- 2.3 The Director of Services to provide a report to Policy Committee on the outcome of the pilot scheme when complete.

3. Report

- 3.1 The Cleaner Neighbourhood Services currently employs 2 FTEs. Although patrols are carried out, there is not enough capacity within the team to focus on one particular area within the remit of the service, such as dog fouling, or to patrol all areas of high footfall during peak visitor months. Littering and dog fouling is a particular concern of residents in the district, who wish to see increased enforcement.

- 3.2 Summer 2020 saw a significant increase in visitors to the Craven District, particularly the Yorkshire Dales National Park. Although this was initially due to national travel restrictions during the ongoing Covid-19 pandemic, it is anticipated that visitor numbers will be high this year (subject to travel restrictions).
- 3.3 A Visitor Management Working Group was established in August 2020 to consider some of the issues high visitor numbers raised. Members of the group include Craven District Council, Parish Councils, West Yorkshire Police, Yorkshire Dales National Park, North Yorkshire County Council and a local tourism industry representative.
- 3.4 Littering and parking have been highlighted as significant concerns for residents. Organisations are working together to make best use of resources and tools available. A request of the group was consideration be given to trailing use of an external enforcement company for Spring and Summer 2021.
- 3.5 The Council will work closely with the Yorkshire Dales National Park during the pilot to ensure the best use and deployment of staff resources of both organisations. It is anticipated that the pilot will initially focus on Grassington, Thresfield, Burnsall and Linton.
- 3.6 The company will be required to provide 2 Enforcement Officers, a vehicle and back-office support relating to the issuing and collection of fixed penalty notices.
- 3.7 Some level of resource will be required from Craven District Council Officers. This will be for the initial procurement exercise, to attend regular contract meetings, agree deployment and patrol patterns and deal with any increased level of customer enquiries. This will be met within existing resources.

4. Financial and Value for Money Implications

- 4.1 Initial enquiries indicate a number of operational models available to local authorities. These range from cost neutral where the cost of the service is expected to be met from the issue and collection of fixed penalty notices, to a service fully funded by the local authority, not based on potential income from fixed penalty notices.
- 4.2 It is anticipated that the maximum cost of the pilot will be around £7k per month, up to a maximum total of £21k over 3 months. The potential level of income per month is around £3k, based on the issue of 3 fixed penalty notices issued per day.

- 4.3 An educational approach is considered preferable for the district, with an emphasis on initial engagement with residents and with visitors who may be visiting the area for the first time and are unaware of initiatives such as 'Leave no Trace'. Therefore, the expectation is that the initial pilot will be fully funded by the Council.

5. Legal Implications

- 5.1 The Council has responsibility for enforcement of legislation relating to littering and dog fouling in the district, namely:

- Environmental Protection Act 1990
- Dogs (Fouling of Land) Order 1998
- Clean Neighbourhoods and Environment Act 2005
- Anti-social Behaviour, Crime & Policing Act 2014
- The Littering from Vehicles Outside London (Keepers: Civil Penalties) Regulations 2018

A number of enforcement actions are available from the provision of information, advice and guidance, through to issuing fixed penalty notices or prosecution.

- 5.2 The Cleaner Neighbourhoods Service operates in accordance with the Environmental Health & Cleaner Neighbourhoods Enforcement Policy. The Policy is currently under review and will be referred to a future Committee.

6. Contribution to Council Priorities

- 6.1 The work of the Cleaner Neighbourhoods Service, which includes enforcement of littering, fly-tipping and dog fouling offences, contributes to supporting the wellbeing of our communities and carbon neutral craven priorities.

6.2 Impact on the declared Climate Emergency

Discarded litter has a negative impact on the Council's Low Carbon Waste and Land & Nature objectives under the Climate Emergency Strategic Plan. Discarded litter is rarely recyclable due to contamination and can cause both physical and chemical damage to the environment.

7. Risk Management

The Council has limited staff resources in which to monitor and enforce environmental legislation across the whole district. Enforcement is often reactive.

7.2 Chief Finance Officer (s151 Officer) Statement

A direct consequence of local and national restrictions is an increase in problems with littering, in a number of areas across the district. It would be appropriate to apportion some of the Covid-19 grant support provided to fund this pilot scheme to help assess options to address the issue.

7.3 Monitoring Officer Statement

The Monitoring Officer is satisfied that the proposals are within the legal powers of the Council.

8. Equality Impact Analysis

- 8.1 An full Equality Impact Analysis has been completed and there is no potential for discrimination or adverse impact identified. Any enforcement action will be taken in line with the Environmental Health & Cleaner Neighbourhoods Policy.

9. Consultations with Others

- 9.1 The Visitor Management working group is attended by Craven District Council, Parish Councils, West Yorkshire Police, Yorkshire Dales National Park and North Yorkshire County Council and representation from the tourism industry.
- 9.2 The group are working together to address some of the concerns raised by residents and Parishes around increased visitor numbers. While visitors are welcome, it is felt some action is required to reduce some negative effects which include littering.

10. Background Documents

Relevant Environment Protection Legislation
Environmental Health & Cleaner Neighbourhood Enforcement Policy

11. Appendices

None

12. Author of the Report

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Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

Policy Committee – 2 March 2021

Support for Settle Swimming Pool



Report of the Chief Executive

Lead Member: Councillor David Ireton

Ward(s) affected: Settle and Ribblebanks, Penyghent, Bentham and Burton in Lonsdale, Ingleton and Clapham, Hellifield and Long Preston, Gargrave and Malhamdale.

1. **Purpose of Report** – To set out the revised business plan for Settle Area Swimming Pool (taking into account the impact of Covid) for a health and well-being extension to safeguard the future of the pool. The report is to confirm funding already provisionally agreed and to request further financial support.
2. **Recommendations** – Members are recommended to:
 - 2.1.1 Note the revised business plan (Appendix B) which is presented in accordance with the resolution of the Policy Committee of 28th July 2020 (Appendix A).
 - 2.2 Support Settle Area Swimming Pool ('SASP') request for funding as set out below:-
 - 2.2.1 Confirmation of £150k capital contribution from the Council towards the rebuilding costs, subject to settlement of appropriate funding documentation.
 - 2.2.2 That the Council underwrites up to £135k (for income generation and funding bids), by way of a loan, to provide cashflow support to enable progress with the scheme whilst community fundraising campaign takes place.
 - 2.3 Authorise the Solicitor to the Council (Monitoring Officer) in consultation with the Chief Finance Officer to enter into appropriate documentation on behalf of the Council to enable the above funding and to include a Loan Agreement with Settle Area Swimming Pool CIO.
3. **Report**
 - 3.1 **Background**
 - 3.2 A report was taken to Policy Committee on 28th July seeking funding support for Settle Pool and a copy of the report and appendices is included at Appendix A.

It was agreed at Policy Committee (Min POL.1069) on 28th July and ratified at Full Council on 5th August:

1. That, the contents of the report and the hard work of Settle Area Swimming Pool (SASP) trustees in making SASP financially viable since the Council's Core Funding ceased in 2016 are noted.
2. That, SASP's request for funding in the form of £150k capital contribution to the rebuilding costs is supported.
3. That, the Council underwrites up to £115k (for income generation and funding bids) in order to progress with the scheme whilst community fundraising campaign takes place .
4. That, this support is dependent on Planning Permission being obtained for the new health and wellbeing extension and confirmation that the Chief Finance Officer in consultation with the Lead Member for Resilient Communities and Lead Member for Financial Resilience is satisfied that the SASP business plan produced in February is still valid particularly around the costs and benefits relating to the capital investment. Confirmation on the State Aid implications of supporting the project should also be provided before financial support is given to SASP for the project.

3.3 Revised Business Plan

- 3.3.1 SASP undertook a review of the original business plan taking into account the impact of the Covid pandemic. Several factors which underpinned the development of the financial planning within the business plan have been impacted and changed because of the pandemic. A copy of the revised business plan can be found in Appendix B.
- 3.3.2 The original business plan demonstrated that trading income, prior to the Covid Pandemic, would offset any shortfall on the capital costs of the works. The revised business plan provides updated projections for both the capital and revenue positions for a range of scenarios and how they impact on the proposed health and wellbeing hub development. Although the revised business plan takes into account different trading conditions and scenarios (as requested at the Policy Committee in July), it does still present a marginal case and therefore any support offered by the council should be on the basis of a formal funding agreement and loan. The funding documentation shall include clawback provisions to protect the council's investment.

3.3.3 Revised Capital Costs

Prior to Covid SASP had been working towards a fundraising target of £650K for the capital build costs.

A capital budget cost plan has been produced by Quantity Surveyors, Cairn Wharf. The costs are based on construction industry figures from the Spons Architects and Builders Price Book. The costs have been recently reviewed by a Trustee of SASP who has relevant construction experience. The total budget cost plan is now £733,987.20 including VAT. However, a final project cost will not be known with certainty until tenders or quotes have been submitted to SASP and a contractor appointed.

3.3.4 Revised revenue projections have been produced for the following scenarios:

- Swimming Pool only – Normal operation
- Swimming Pool only – Covid restrictions
- Swimming Pool plus new build – Normal operations
- Swimming Pool plus new build – Covid restrictions

A copy of the projections can be found at Appendix 1 of the Revised Business Plan.

4. Project Funding and Planning Position

- 4.1 The challenge for SASP as identified in the revised business plan is cash flowing the new build staged payments and the revenue position during the build process when no income can be generated. Various items are noted as supporting the cash position, such as an estimated VAT refund, but the timing of the payments cannot be guaranteed to align with the payment schedule for the new build or the ongoing revenue costs. This is set out in more detail within the table at Appendix C
- 4.2 Planning permission was granted for the Health and Wellbeing extension on 1st February 2021 under planning reference 2020/22081/FUL.
- 4.3 Potential funding sources not included above:
- 4.3.1 A new Covid Recovery Leisure fund was announced by Sport England on 14th December 2020 for outsourced community leisure facilities. In house facilities are not eligible, however a council may make an application on behalf of community providers/leisure trusts. As Settle Swimming Pool provides school swimming lessons and is a community facility it is eligible for the fund but the application has to be made by the local authority. An Expression of Interest on behalf of SASP was submitted by the Council, with a full bid subsequently being submitted. A funding decision from Sport England is imminent with any payments expected by March 2021. The amount of any funding from this source remains uncertain.
- 4.3.2 There are also some planning gain negotiations to be concluded that could potentially amount to £70k for developments in Settle and the surrounding areas although as with all monies collected under section 106 planning agreements, there is the caveat that this funding source cannot be guaranteed and could also take a number of years to come to fruition.

5.0 Funding ask

- 5.1 SASP are therefore requesting that CDC underwrite £110K of the funding instead of £115K as originally requested in the 28th July 2020 report to help with cash flow. In order to protect the council's position (and by default local Council Tax payers), the underwriting should only be provided by way of a short-term loan.
- 5.2 SASP are also requesting CDC increase the grant offer from £150K to £175k to give them further financial security and enable to build to go ahead (subject to planning permission). It is proposed that should this be considered that this should be considered as part of the loan, increasing potential loan to £135K.
- 5.3 Early 2021 is the preferred timing for the build as this as it is more cost effective to fully close the facility during restricted operations due to Covid and will have the least impact on loss of income compared with delaying the build and potentially closing the facility at time when restrictions have been lifted and normal operation has resumed.

5.4.1 State Aid Implications

Under the UK-EU Trade and Cooperation Agreement there is a new subsidy regime applicable from 1 January 2021. However, where the subsidy is below £345,000 over three tax years, there is no need for the Council to demonstrate that the subsidy is within the general principles set out in that Agreement.

6 Implications

6.1 Financial and Value for Money (vfm) Implications –

Supporting the capital investment in the pool and associated facilities should help to ensure the provision remains available in the local area. The contribution requested from the council is a significant proportion of the total capital cost and would be funded from the New Homes Bonus cash reserve, as would backing for any loans sought to ensure the project is delivered. The maximum financial support from the council could therefore be £285k.

- 6.2 **Legal Implications** – The Settle Area Swimming Pool CIO will be required to settle appropriate funding documentation to secure the capital contribution and also enter into a Loan Agreement in relation to the additional sum of £135k set out in paragraph 2.2.2.

7.1 Contribution to Council Priorities – The scheme contributes to both:

- Enterprising Craven – Improve the economic vitality of Craven's market towns and villages
- Resilient Communities – enable active communities and improve quality of life

7.2 Impact on the declared Climate Emergency

- 7.2.1 An extension to the building will result in a small amount of additional greenhouse gas emissions during the construction process.
- 7.2.2 However, Settle Area Swimming Pool have a strategic objective 'to support continual reduction in our CO2 emissions'. A new extension built to modern energy efficient standards will reduce the overall amount of energy used for heat and power, particularly through improved materials and insulation.
- 7.2.3 The uses of the extension will support the health and wellbeing of the community. This will include enabling and promoting active modes of travel as an alternative to private car use, helping to reduce emissions from travel in the local area.
- 7.3 **Risk Management** – Diversifying the fitness offer at Settle Pool with through the proposed Health and Well Being extension is an integral part of the facilities recovery plan and long term sustainability. If the project does not go ahead there is a real risk of the facility closing down and a vital leisure facility being lost for North Craven.
- 7.4 **Equality Analysis** - – If funding were approved an Equality Impact Assessment for the facility would be undertaken.
- 7.5 **Chief Finance Officer (S151 Officer) Statement**
Council support for this project should help to ensure the continued operation of the facility. A viable business case has been provided, illustrating that the capital investment and resulting operating model can deliver a sustainable model. However, the margins within the business case are very tight and so it is crucial that the council takes reasonable steps to protect its investment.
- 7.6 **Monitoring Officer Statement**
The Monitoring Officer is satisfied that the proposals are within the legal powers of the Council
8. **Consultations with Others** – Chief Executive, Chief Finance Officer, Exchequer and Performance Manager, Solicitor to the Council
9. **Access to Information: Background Documents** – Settle Area Swimming Pool Revised Business Plan 2020. National Leisure Recovery Fund Guidance.
10. **Author of the Report** – Sharon Hudson, Communications, Customer Service and Partnerships Manager. shudson@cravendc.gov.uk Tel: 01756 706246

Note : Members are invited to contact the author in advance of the meeting with any detailed queries or questions.
11. **Appendices**
Appendix A – 28th July 2020 Policy Report: Funding Support for Settle Pool
Appendix B – Settle Pool Revised Business Plan

Appendix C - Project Funding Summary

Policy Committee – 29th July 2020

Support for Settle Swimming Pool



Report of the Chief Executive

Lead Member Cllr David Ireton

Ward(s) affected: Settle and Ribblebanks, Penyghent, Bentham and Burton in Lonsdale, Ingleton and Clapham, Hellifield and Long Preston, Gargrave and Malhamdale.

1. **Purpose of Report** – To set out the Settle Area Swimming Pool's plan for a health and well-being extension to safeguard the future of the pool and request funding support from Craven District Council.
2. **Recommendations** – Members are recommended to:
 - 2.1 Note the contents of the report and the hard work of Settle Area Swimming Pool (SASP) trustees in making SASP financially viable since the Council's Core Funding ceased in 2016;
 - 2.2 Support SASP request for funding in the form of:
 - 2.2.1 £150k capital contribution to the rebuilding costs
 - 2.2.2 The Council underwrites up to £115k (for income generation and funding bids) in order to progress with the scheme whilst community fundraising campaign takes place
 - 2.3 This support will be dependent on Planning Permission being obtained for the new health and wellbeing extension and confirmation from SASP that the business plan produced in February is still valid particularly around the costs and benefits relating to the capital investment.
3. **Report**
 - 3.1 **Background**
 - 3.2 Settle Area Swimming Pool (SASP) has been in operation since 1974. It was built by local contributions responding to local concerns about the need for children to learn to swim. Since then it has been operated and managed by community trustees and sustained by local fundraising and support.

- 3.3 SASP is one of 5 indoor swimming pools on 4 sites across Craven District. Skipton has the Council owned and managed facility at Craven Leisure. SASP makes up one of the remaining 3 sites and plays a key role in providing community accessible swimming provision in the west of the district. The two other sites are at Giggleswick School (18m, 4-lane pool) which has no general public access and Upper Wharfedale School (20m, 3-lane pool) which has limited community access.
- 3.4 The Built Facilities Strategy published in 2016 identifies the importance of SASP in meeting recommended requirements for the provision of water space for Craven residents particularly in relation to the significant geographical location in the north and west of the district.
- 3.5 The report also identifies swimming as the most popular sport in Craven and provides a significant opportunity to increase participation in sport.
- 3.6 The report also states:
- “the quality of future swimming offer is important to encourage increased physical activity” (half of all community swimming in Craven is provided through non-CDC pools)
 - “Residents in the northwest of the district have very limited access to pool facilities in Ribble Valley or Lancaster. The nearest community accessible pools are between 10-15 mile drive from Ingleton and 20 mile drive from Settle.”

4. Support from CDC

- 4.1 Early records show that CDC supported the pool with grant funding in one form or another from 1992, initially paying gas and electricity costs and then in 2003 agreeing to core grant funding under a service level agreement up to £20k a year. This funding was reduced by 50% in 2015 and stopped completely in 2016 when due to financial pressures all core funding projects ceased. The funding was phased out over 2 years to give SASP time to review its operation. At that time a commitment was given to the pool that Craven Officers would continue to support with officer time, drawing on internal expertise and this has continued until the present day.

4.2 2015 Business Planning Review

- 4.2.1 In 2015 through a £10k grant from the NYCC Stronger Communities programme a leisure consultant undertook a business planning review of the structure and financial sustainability of the organisation. A summary of the 2015 Business Planning Review along with changes implemented as a result and the current pool operations, funding and building maintenance issues can be found in Appendix A.
- 4.2.2 As a result of the review SASP adopted a new constitution.

4.3 Production of Business Plan incorporating proposed future facilities

- 4.3.1 In 2018 a funding bid was made to Sport England for the funding of a partial rebuild to upgrade the changing facilities and extend the dry side space for the development of additional sporting and social activity. Sport England granted £10K to appoint a designated consultant to work with SASP to develop an updated business plan for a partial rebuild and potential new health and wellbeing facility.

The Built Facilities Strategy in 2016 notes that although “*Overall access is generally good to fitness facilities across Craven; however, there is a lack of community accessible provision outside the South sub area.*”

- 4.3.2 Creating a community health hub in Settle by providing a multi-purpose studio space would not only help safeguard the future of SASP by diversifying their income but would also ensure a much needed community fitness space was created for Settle.

- 4.3.3 In Nov 2019 SASP appointed FMG Consulting Ltd (FMG) to develop a new 5 year business plan for the centre, building on the previous work undertaken by the group.

- 4.3.4 The plan gives also sets out the evidence base for the proposed future facilities:

- Multi-purpose studio
- Reception with community café which can be linked to studio space for maximum flexibility
- Meeting room
- Village changing rooms
- Entrance with a new Active Frontage easily visible from the main road

- 4.3.5 The plan demonstrates:

- How the proposed development has a high strategic fit with national and local economic, health and planning strategies including the Council's Built Facilities Strategy 2016.
- Participation rates will have the potential to increase by 40% (approx. 19,000 annual visits) helping to address inactivity with positive health and economic benefits
- How the long term sustainability of SASP and new multi-use community health hub can be achieved following the initial capital investment for the build

- 4.3.6 A complete copy of the business plan can be viewed at Appendix B.

- 4.3.7 A draft copy of the 2019/20 accounts can be found in the background papers.

- 4.3.8 Architects drawings are in the process of being drawn up by architects, Bowman Riley, but in the interim a copy of the initial drawing of the Health and Well-being

extension can be viewed in the background papers. It is expected that the plans will be available in time for the Policy Cttee and this will be circulated as soon as they are received.

4.3.9 A planning application is ready to be submitted once funding for the scheme has been agreed.

4.3.10 On the strength of this plan Sport England granted a further £135K NB £10K of this funding was used for the consultancy work.

4.4 Proposed Funding of New Facility

4.4.1 The capital costs of the build have been costed at £602,448 but SASP are working to a fundraising target of £650K to include a business development post to maximise the income from the new multi-purpose facility as recommended in the plan. This has been apportioned as follows:

Funding Identified so far	Amount
Balance from SASP 2019-20	£58,055
Grant from Sport England	£125,000
Funds from Friends of Settle Swimming Pool	£152,000
Covid Bounce Back Loan	£50,000
Total	£385,055

This leaves a funding shortfall of £264,945

4.4.2 SASP are committed to a community fundraising campaign of £115K. This includes applying to the Tarmac Landfill Communities Fund once planning permission has been gained. There is also further potential income from the charity shop that is once again in operation.

4.4.3 There are also some planning gain negotiations to be concluded that could potentially amount to £70k for developments in Settle and the surrounding areas although as with all 106 monies, there is the caveat that this cannot be guaranteed and could also take a number of years to come to fruition.

4.4.4 In order for SASP to progress with their plans Members are asked to consider supporting SASP by

1. Granting funding support in the form of a one off capital contribution of £150K
2. Underwriting remaining shortfall of £115K whilst they undertake the community fundraising campaign they have committed to in order for the build to go ahead.

5. Implications

5.1 Financial and Value for Money (vfm) Implications –

Supporting the capital investment in the pool and associated facilities should help to ensure the provision remains available in the local area. The contribution

requested from the council is a significant proportion of the total capital cost and would be funded from the New Homes Bonus cash reserve, as would any further guarantees sought to ensure the project is delivered. The maximum financial support from the council could therefore be £266k.

- 5.2 The capital estimate and the business case to support the investment were produced prior to the Covid-19 pandemic and the council should seek conformation from SASP that the capital cost quoted is still realistic and that the business plan assumptions noted are still valid before financial support is granted.

6. Legal Implications –

The Trustees of Settle Area Swimming Pool will be required to enter into a Funding Agreement with the Council.

The Council will also need to be satisfied that there are no State Aid implications with the financial contribution proposed.

7. Contribution to Council Priorities – The scheme contributes to both:

- Enterprising Craven – Improve the economic vitality of Craven's market towns and villages
- Resilient Communities – enable active communities and improve quality of life

8. Risk Management – A risk assessment of the impact of covid-19 and the deliverability of the business plan will be undertaken prior to payment of any grant

9. Equality Analysis – If funding were approved an Equality Impact Assessment for the facility would be undertaken.

10. Consultations with Others –Leader, Chief Executive, Lead Member.

11. Access to Information: Background Documents –

Built Facilities Strategy 2016. Settle Area Swimming Pool and future Community Health Hub Business Plan 1 April 2020-31 March 2025.

Settle Pool Constitution.

SASP annual accounts 2019/20

Initial drawing of proposed Community Health Hub extension

12. Author of the Report – Sharon Hudson, Communications, Customer Service and Partnerships Manager. shudson@cravendc.gov.uk Tel: 01756 706246

Note : Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

13. Appendices –

Appendix A – Settle Pool Business Planning Review

Appendix B – Settle Area Swimming Pool and future Community Health Hub
Business Plan 2020-2025

APPENDIX A

Settle Pool 2015 Business Planning Review

In 2015 thanks to a £10K grant from NYCC a leisure consultant undertook a business planning review of the structure and financial sustainability of Settle Swimming Pool.

In 2016 a business plan was approved which set out possible options for the future management and operation of the pool.

There were two main conclusions to the review:

- The need to retain the swimming pool, 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.
- Review the charitable status and overall business operation of the facility.

Changes Implemented as a Result of the 2015 Business Planning Process

1. Reconstituted Body

Settle Swimming Pool changed its status from being a registered charity (number 523831) to a Charitable Incorporated Organisation (number 1171790) in 2017 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 to account by the membership.

2. New trustees

New trustees were sought for the board and the pool is now governed by 12 trustees, five of whom were trustees before the new charity was formed and seven recruited over the past three years bringing an additional skill set to the board (quantity surveying, IT, publicity and wider leisure management)

Pool Operation

In normal circumstances the pool is open 7 days a week with activities for all age ranges.

Lane swimming – offered from 6:30-9:30am 4 days per week and for three further sessions in the day and evening

General sessions - plus family swimming is offered throughout the week

Inflatable session twice a month in term time and more often in holidays

School swimming - sessions for all primary schools in the area and for pupils at Settle College.

Swimming Lessons – groups and individuals

Gentle Exercise and Hydrotherapy – weekly physiotherapy sessions both NHS funded and private. Older people session times to fit with local transport timetables and linking in with U3A programme

APPENDIX A

Hydrolates and Aquafit sessions

Stingrays Swimming Club hires the pool for training twice a week

Disabled Swimming Club – holds weekly sessions

Private Hire – available at weekends for parties although dry side pool space limits activity

Lifeguard and First Aid training regularly carried out at the pool

Further Improvements

In the last year SASP has commissioned a new website and installed a new online IT system Clubright to streamline bookings and payments although the Covid pandemic has delayed both the launch of the website and booking system as the pool is currently closed. These will be launched when the pool reopens again.

Finance and Fundraising

Fundraising has always been fundamental to the survival of the pool from its initial building paid by public subscription through to today. The main sources of current funding has been through:

1. Friends of Settle Pool

Set up in 1996 to raise funds for the building and maintenance through:

- 200 Club which raises £2K annually
- Co-ordinating collecting boxes in shops, pubs and local events
- Paper and card recycling – income has fallen from £14K in 2017 to £6K in 2019 and the operation is currently closed due to the virus. The drop in income on recycled paper has dropped substantially which has also affected this income.
- Covering set up costs of SASP charity shop

In the past five years the Friends have funded:

- Changing room refurbishment
- Lobby improvements
- Changing Room roof repairs
- Made regular contribution to hire costs for Stingrays and Disabled Swimming Club
- Subsidised primary school swimming lesson transport

At the 2019 AGM Friends pledged their remaining capital fund of £150K towards the rebuild plan. Once this project is underway their organisation will close.

APPENDIX A

Settle Pool will take over the paper recycling operation and payment of transport subsidies.

2. SASP Charity Shop

Opened in 2017 on a five day week with volunteers working half day shifts. As well as the shop larger and more valuable donations are sold on line. The shop has its own operating subcommittee with three trustees and volunteers which reports back to the trustee board.

In the first 6 months a £13K profit was made growing to £56K in 2019/20. The profits from the shop have been able to add £30K to the pool rebuilding fund as well as contributing to the running costs of the pool.

3. Parish Precepts

Settle Town Council have included a contribution to Settle Pool as part of their parish precept which totals £1.9K per year.

Building Maintenance/Recent Major Repairs

SASP commissioned a professional survey of the pool in 2016 including recommendations and costings for necessary repairs and maintenance. Issues requiring attention or likely to become important in short to medium term include

- Replacing flat roofs
- Roof eaves may require bigger gutters to cope with heavy rainfall.

2017: Refurbishment of toilets, showers and changing rooms. Reflooring of lobby. Ongoing repairs to flat roof over the lobby.

Since the business review in 2016 the trustees realised that major renovation and building work would be needed for the pool to function effectively as a business and to be able to diversify their offer as a multi-use community health facility.

2018: A Structural Report Commissioned by SASP in 2018 and undertaken by Paul Waite Associates Consulting Civil, Structural & Geo-Environmental Engineers concluded that:

- “The existing structure is in good order with only minor remedial works identified as being required”
- “Careful consideration to stability of the existing frame will be required as part of the new proposals”

APPENDIX A

- “The existing structure is considered to be in a suitable condition to accept the extension works”

2019: New boilers installed to replace the original boilers from 1975 at a cost of £118K which made a severe dent into the capital building fund. The new boilers are 30% more efficient and have the capacity to link to any new extension.

Settle Area Swimming Pool and future Community Health Hub



Business Plan

1 April 2020 to 31 March 2025

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Appendices

Appendix A – Financial Model
Appendix B – Architect Plan – Option 8
Appendix C – Capital Cost Analysis
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Abbreviations

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

- 1.1 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.
- 1.2 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

- 1.3 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.
- 1.4 The legal structure was chosen on the basis that it:
 - maximised the **financial efficiency** of its activities,
 - allowed the organisation to have the **flexibility, commercial agility and speed of decision** making to allow it to develop new activities and partnerships, and
 - enabled the organisation to maintain a close working relationship with customers under a '**local people managing local services**' ethos and free membership to residents.
- 1.5 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.
- 1.6 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.
- 1.7 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.

- 1.8 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.
- 1.9 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.
- 1.10 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**

- 1.11 In keeping with the charitable objective, the trustees have established the following aims for the running of the facilities:
 - to provide a safe, clean and friendly environment,
 - to provide customer focussed services,
 - to establish and maintain good relationships with our members, clubs, schools and other users,
 - to ensure that the pool is financially sustainable and is run efficiently within defined financial targets,
 - to support continual reduction in our CO2 emissions.
 - 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
 - to maintain optimum levels of trained, motivated and flexible staff.
- 1.12 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:
 - tackle inactivity by working locally with local partners,
 - generate interest and awareness in health and wellbeing activities,
 - develop and promote all activities that improve physical and mental health,

- encourage participation, competition and achievement in sport,
- develop training and coaching courses for all age groups,
- foster educational usage of the facility, and
- increase the number of disabled people participating.

1.13 Our aims and objectives can be summarised as:

'more people, more active, more often'

Customer Focussed Delivery

1.14 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

- 1.15 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".
- 1.16 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

- 1.17 SASP are planning to provide the following facilities from October 2022, the new facilities are shown in **BOLD**:
- 20m x 7m Swimming Pool,
 - **Multi-purpose Studio,**
 - **Reception with Community Café,**
 - **Meeting Room,**
 - **Village Changing Rooms, and**
 - **Entrance with a new Active Frontage easily visible from the main road.**

Local Context

- 1.18 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.
- 1.19 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
- 1.20 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.
- 1.21 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.
- 1.22 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.
- 1.23 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.

- 1.24 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

- 1.25 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.
- 1.26 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.
- 1.27 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.
- 1.28 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.
- 1.29 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.
- **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.
 - **Sustainability and Funding:** maximising the use of available resources and opportunities through investment, partnership, innovation and collaboration to become more sustainable.
 - **Active Environments:** recognising that the natural and built environment are fundamental enablers or barriers to people leading a more mentally and physically active lifestyle.
 - **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.
 - **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.

- **Local insight, understanding and learning:** Making informed decisions underpinned by an understanding of people, and effective evaluation of what works and why.

1.30 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

Government	Physical Wellbeing	Mental Wellbeing	Individual Development	Social & Community Development	Economic Development
Sport England	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
Craven DC Vision	'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.'				
Craven DC Strategic Priorities	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
Cross Cutting 'Enablers'	Governance, Leadership and Advocacy	Local insight, understanding and learning	Effective Marketing and Communications	People Development	Active Environments Sustainability and Funding
Settle Area Swimming Pool Strategic Objective	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.	

- 1.31 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/>
- 1.32 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

- 1.33 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.
- 1.34 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.
- 1.35 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

- 1.36 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.
- 1.37 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 	<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>provision especially for people with health limiting conditions</p> <ul style="list-style-type: none"> • 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 • 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.
- 2.6 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.
- 2.7 The next section provides our plans for communications and marketing.

3. Communication and Marketing

Introduction

- 3.1 SASP have identified the need to improve their communication and marketing as a key component of our future sustainable business plan.
- 3.2 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).
- 3.3 Our marketing and communication can be summarised as:

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

Community Life Focus

- 3.4 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

- 3.5 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

- 3.6 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

- 3.7 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

- 3.8 The latest Active Lives survey was published by Sport England in April 2019.
- 3.9 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.
- 3.10 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.
- 3.11 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
- 3.12 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.
- 3.13 Despite these more positive results, stubborn inequalities remain, with key headlines:
- Women from lower socio-economic groups and black and South Asian communities are less likely to be active
 - 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
 - South Asian and black adults are the least likely to be active.
- 3.14 The survey also shows that the activity habits of the nation continue to change:
- Walking for leisure and travel (numbers grew to 26.9 million),
 - Adventure sports (hill and mountain walking, climbing and orienteering) saw significant growth,
 - 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
- 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

- 3.15 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.
- 3.16 Things are moving in the right direction; however, stubborn inequalities remain which show that sport and physical activity still isn't appealing to everyone.
- 3.17 From a sports perspective, even though large numbers of the population still do traditional sports, numbers are not growing.
- 3.18 Overall football participation has decreased, but women's football remains stable
- 3.19 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

- 3.20 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.
- 3.21 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.
- 3.22 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

- 3.23 Swim England's four-year strategy was launched in 2017 'Towards a nation Swimming' dovetailing to the Governments strategy of 'Towards an Active Nation'.
- 3.24 The strategy attempts to reinforce Swim England's commitment to supporting everyone involved in swimming including:
- Members,

- Partners,
- swimming workforce,
- those learning to swim; and
- those who already swim regularly.

3.25 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.

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

Activity Alliance

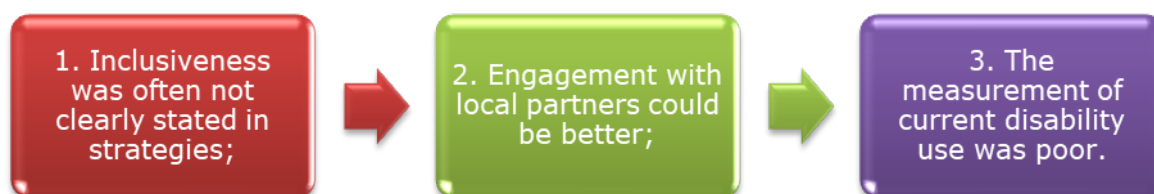
3.27 The Activity Alliance is a national charity that supports organisations to encourage inclusive practises, promoting better opportunities for people with disabilities who are some of the hardest to reach groups.

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

3.29 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.

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

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



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

Local Insight

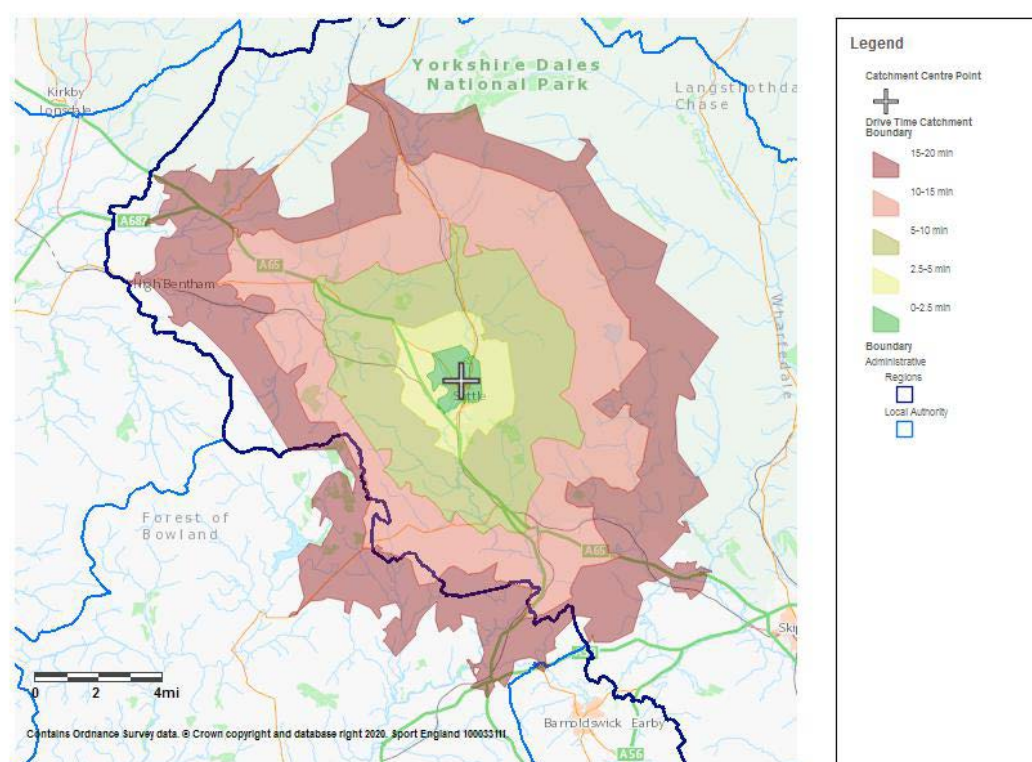
Understanding our Local Market

- 3.33 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

- 3.34 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.
- 3.35 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



- 3.36 Excluding the 15-20-minute band, the map identifies that the 15 minutes' drive time catchment extends well outside of Settle into neighbouring villages.
- 3.37 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%

Using a 15 Minute Drive Time

- 3.38 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.
- 3.39 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.
- 3.40 A summary of the main findings for Craven District is provided below:
- 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%).

- 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.
- Unemployment is below average with 1% claiming Jobseekers Allowance (JSA)/Universal Credit (UC) compared to 3% nationally.
- Deprivation is low across the District with 4% of the population within the 20% most deprived neighbourhoods, compared to 20% nationally.
- 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.
- 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.
- Life expectancy is above national averages for both males and females.
- Above average number of people with a car or van, suggesting residents often need to travel in the District.
- Health is generally better than the national average, although is often below regional figures. Some key issues include diabetes and alcohol related issues.
- 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

- 3.41 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

- 3.42 The survey findings from current users indicated that:
- 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.
 - 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.
 - 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

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

- 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.
- 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.
- 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.
- Currently, there are several potential customers who cannot swim and would like to learn. How adult lessons are programmed and promoted will be considered.
- 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.....

3.44 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.

3.45 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

- 3.46 Analysis of Sport England's market segmentation model comprising of 19 'sporting' segments has been undertaken as part of SASPs previous business plan.
- 3.47 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.
- 3.48 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.
- 3.49 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.
- 3.50 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.

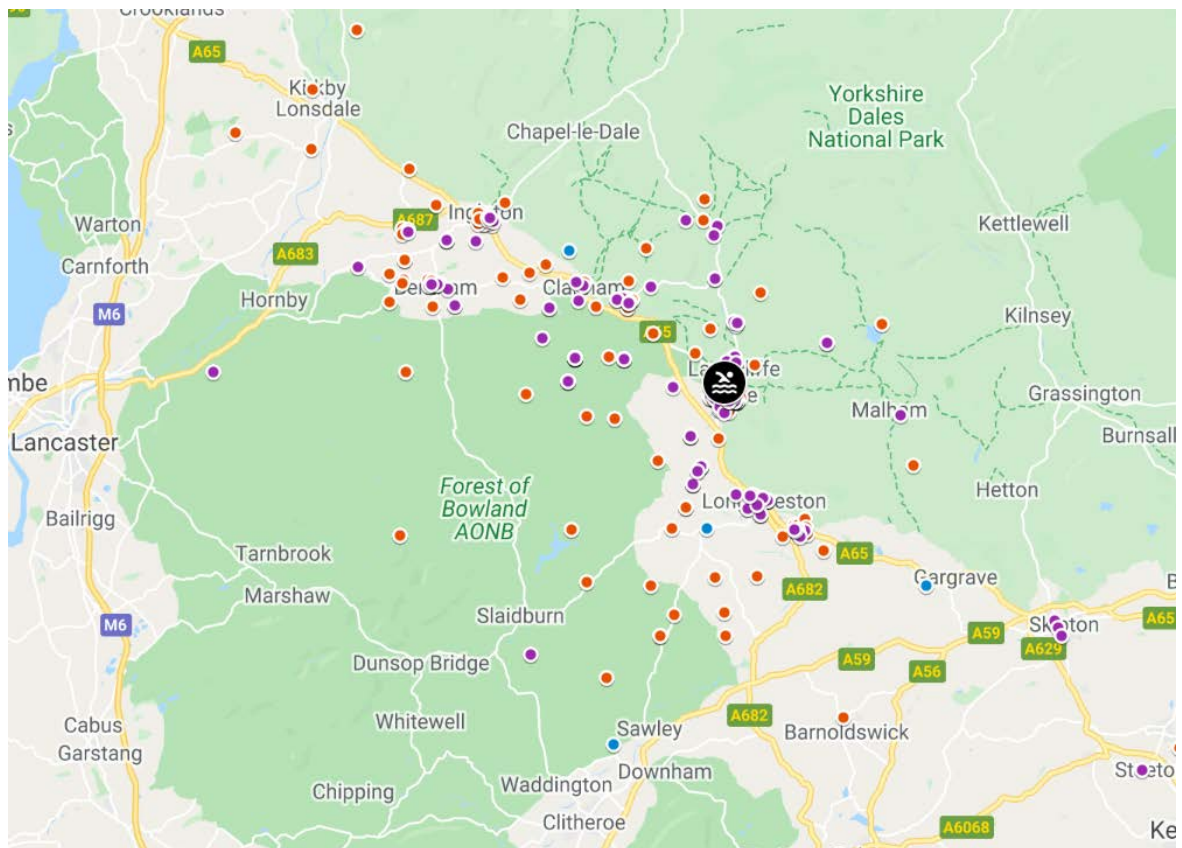
Demand

- 3.51 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.
- 3.52 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

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

Current User Postcode Map



Pricing

- 3.54 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

- 3.55 A review of the current swimming programme has been undertaken along with development of a new programme of activities for the planned extension.
- 3.56 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

- 3.57 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

- 3.58 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.
- 3.59 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.
- 3.60 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

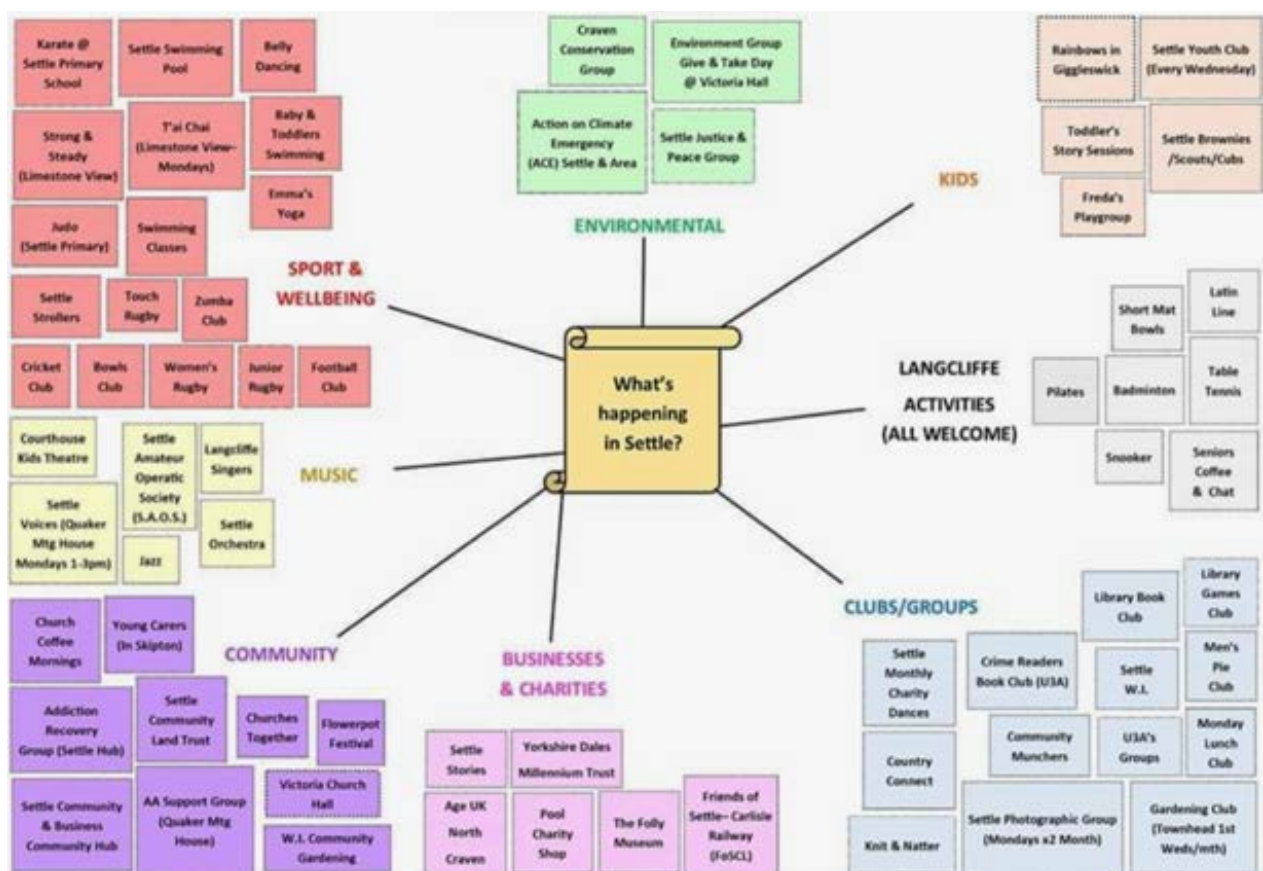
- 4.1 SASP is an established independent organisation in the Craven District which aims to deliver health and wellbeing opportunities for all.
- 4.2 SASP recognises the synergies that are developed from partnering arrangements which include fundraising, volunteering, provision of space and/or promotion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

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
Aireville NHS Hospital Trust	Runs a weekly Physio referral session at the pool	Very limited partnership 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

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?
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.

4.12 In the next section we consider 'People'.

5. People

Proposed Solutions

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 We have assumed that existing staffing levels will be retained when the new extension is built with no additional staff required for general supervision.
- 5.5 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.
- 5.6 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

- 5.7 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.
- 5.8 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

- 5.9 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.
- 5.10 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.
- 5.11 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.
- 5.12 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

- 5.13 We will recruit a new part-time post of community engagement and business development.
- 5.14 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

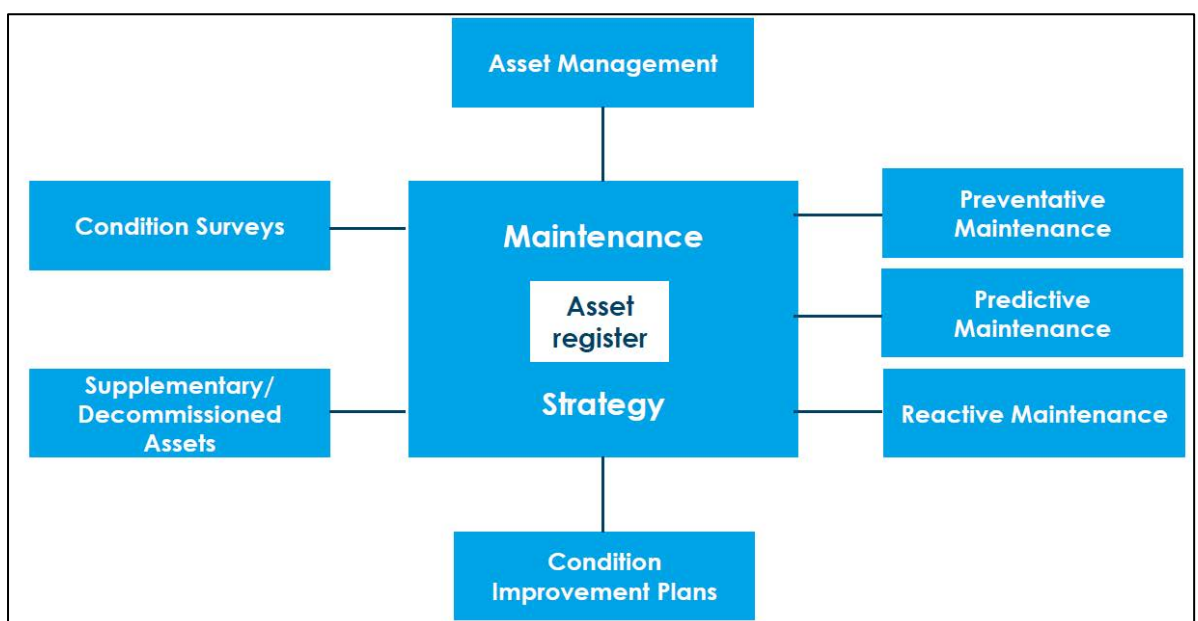
- 5.15 We will set up a Board Director led working subgroup to support the new role of community engagement focussing on the development of effective collaboration.
- 5.16 Key work areas include:
- Recruitment and training of volunteers,
 - Forging better partnerships that contribute to delivery of our 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.
- 5.17 In the next section we consider asset management.

6. Asset Management

Overview

- 6.1 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.
- 6.2 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.
- 6.3 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



- 6.4 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

- 6.5 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)

- 6.6 SASP commissioned a professional survey of the pool, which was completed in 2016, including recommendations and potential costings for necessary repairs and maintenance.
- 6.7 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.
- 6.8 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

- 6.9 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

- 6.10 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

- 6.11 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.
- 6.12 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.
- 6.13 In section 7 we consider IT and Communications Technology.

7. Information and Communications Technology

Introduction

- 7.1 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.
- 7.2 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.
- 7.3 SASP recognises its responsibilities under GDPR (Data Protection 2018) legislation and has an experienced trustee who is responsible for Data Protection.
- 7.4 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).
- 7.5 We recognise the need to work closely in partnership with our ICT turnkey solution partners to support delivery of our ICT services and requirements.
- 7.6 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.
- 7.7 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.

7.8 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

7.9 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

7.10 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.

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

7.12 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?

- 8.1 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.
- 8.2 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



- 8.3 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

- 8.4 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

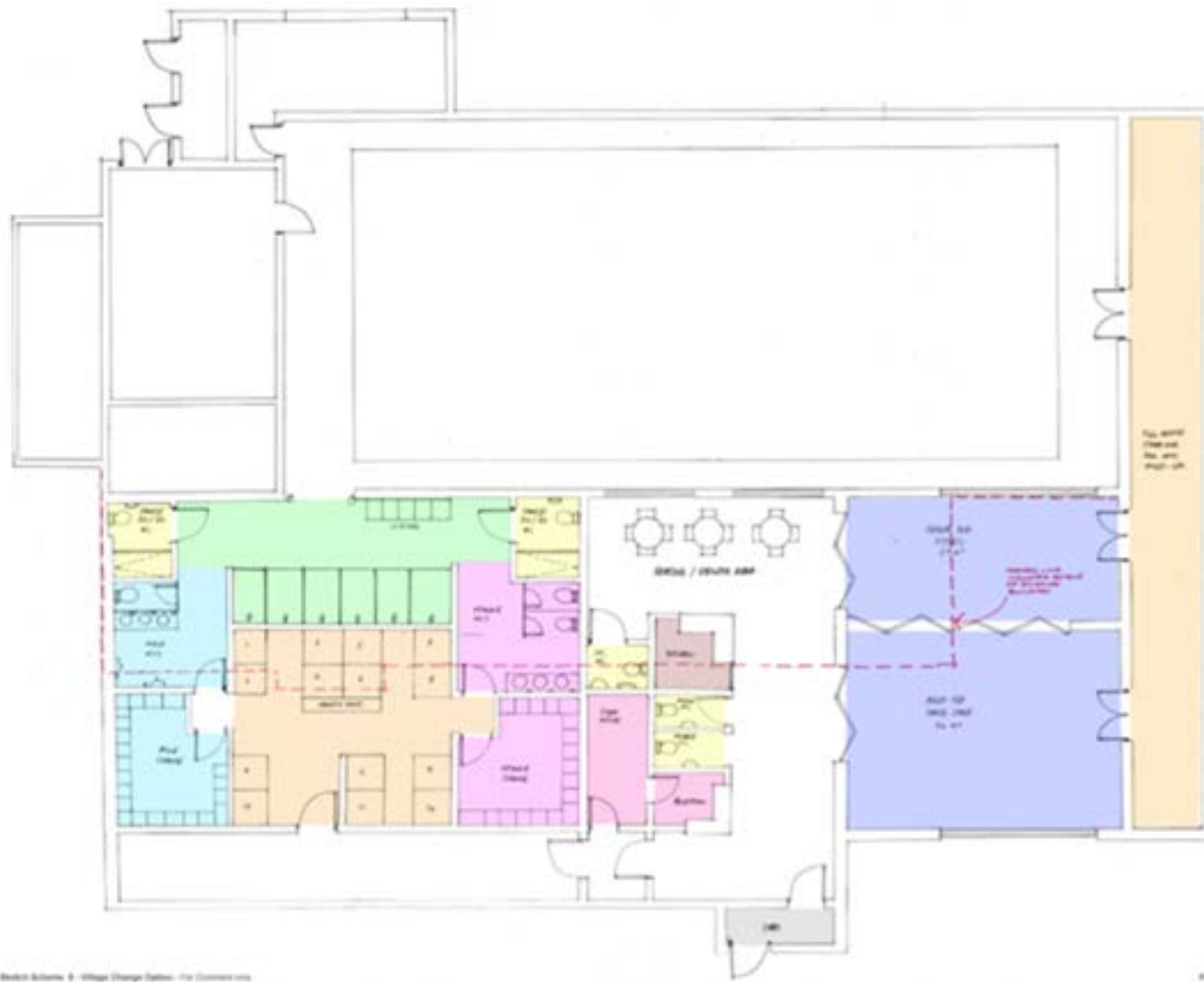
- Village changing accommodation to address the pools most common complaint,
- A studio / meeting / social event space (e.g. to provide a hub for Park Runs, a meeting place for the local cyclists, as well as providing regular group exercise classes including indoor cycling and exercise interventions 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:

- 8.5 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

- 8.6 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 contingency			£42,600
Fees			£26,500
Contingency 10%			£42,600
			£537,900
VAT @ 20%			£107,580
Recoverable VAT			-£43,032
	£112,000		£602,448

- 8.7 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.
- 8.8 SASP can reclaim c£43,032 of VAT from the capital cost.

Proposed Delivery Timetable

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

Programme and Activity Development

- 8.10 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.

8.11 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.

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

'Other service Changes and Improvements'

- 8.13 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. <ol style="list-style-type: none"> 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</i>

		<p><i>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 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</i>
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		<p>initiatives with customers and ask for their ideas on how we could save more.</p> <p>A draft carbon reduction training presentation for staff is included in Appendix N.</p>
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- 8.14 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

It is expected that the pool will operate at a deficit of circa £63,000 in 2019/20, equivalent to circa £1,200 per week. However, after the charity shop income and expenditure have been included, the Charity breaks even.

Depreciation is included in the published accounts for building and equipment lifecycle which totals circa £8,000. However, this is not ringfenced by the Charity and is not withdrawn, therefore for the purpose of the base model has been excluded.

This emphasises the need to re-invest into the site to develop a sustainable facility, that is not reliant on the charity shop income.

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
<i>Charity Shop</i>						
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
<i>Charity Shop</i>						
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 c£600,000 including VAT with c£400,000 available from SASP reserves leaving an external funding of c£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

- 10.1 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.
- 10.2 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.
- 10.3 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
- 10.4 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

- 10.5 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 Workshop

Reporting

- 10.6 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

- 10.7 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 requirement 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.
10	Target Groups (Case Study and Special Projects)	To improve physical and mental health and wellbeing for all.

Risk Management

- 10.8 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

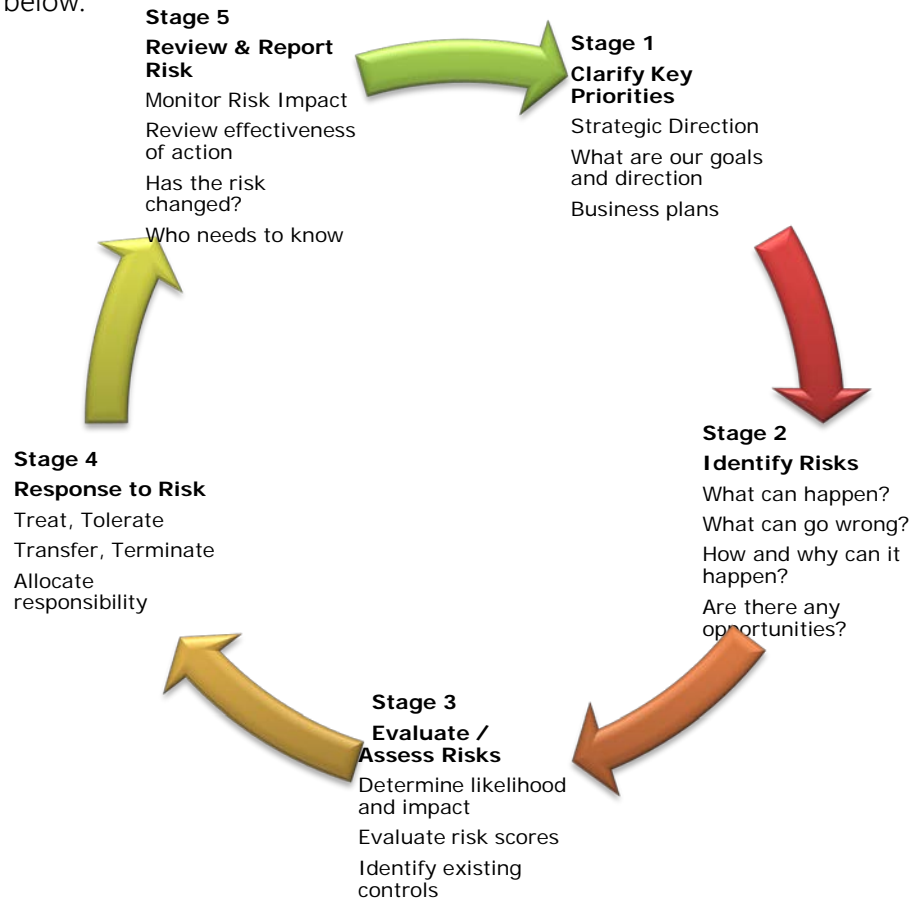
- 10.9 The risk management strategy sets out a process that aims to identify, assess, quantify, manage and evaluate the potential risks to the business in a structured and coherent approach.

Risk Register

- 10.10 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
- 10.11 The current risk register is provided in table 10.7.

Risk Management Process

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



Strategic and Operational Risks

- 10.13 Risks are divided into strategic risks (external) to the business and operational risks (internal).
- 10.14 The responsibility for risk management will lie with the Trustees.

Strategic Risks

- 10.15 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

- 10.16 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.
- 10.17 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.
- 10.18 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).

Risk Area	Issues to Consider
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

- 10.19 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

- 10.20 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 Level (Impact)	Risk Mitigation
Negative public opinion	Reputational	Members of the public may object to developments at the pool the new changing village. Members of the public may object to demolition of trees necessary for building work.	Low	Medium	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	High	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	High	Setting interim fundraising targets and cash flow management will be crucial in managing this phase. Ongoing communication with Sport England will be maintained.

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
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, plan will need to be monitored carefully to ensure they do not negatively impact on affordability.	Medium	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).
External competition	Financial, deliverability	The business plan is compromised due to new external leisure facility competition entering the local area.	Low	Medium	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	Medium	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.

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
Lack of resource	Deliverability, financial	The project team is not resourced sufficiently to manage and deliver the project on time and on budget.	Medium	High	

10.21 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

- 10.22 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

- 11.1 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
- 11.2 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

- 11.3 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

- 11.4 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

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

Construction impacts

- 11.6 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

- 11.7 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.
- 11.8 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)

- 11.9 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.

- 11.10 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

- 11.11 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.
- 11.12 Based on this analysis, the estimated number of net additional person years of construction employment generated is adjusted to **7.68**.

Operational Jobs

- 11.13 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.
- 11.14 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.
- 11.15 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.
- 11.16 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)

- 11.17 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/regionalgvaibyllocalauthorityintheuk>

Leisure Health and Well Being benefits

- 11.18 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

- 11.19 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.
- 11.20 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.
- 11.21 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.
- 11.22 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

- 11.23 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>)
- 11.24 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

- 11.25 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.
- 11.26 The findings from the assessment clearly point to significant benefits flowing the whole initiative.
- 11.27 The construction will generate 8.23 construction jobs in person years.
- 11.28 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.
- 11.29 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.
- 11.30 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

- 11.31 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

Appendix B

Settle Area Swimming Pool (SASP)



Health and Wellbeing Hub Project Update October 2020

Prepared for Craven District Council

1. Introduction

- 1.1 In 2019/2020 Settle Area Swimming Pool (SASP) worked with professional advisors, FMG appointed by Sport England to produce a Business plan for the period 1st April 2020 – 31st March 2025. The Business Plan set out to produce financial plan for regarding the sustainable future for the pool.
- 1.2 The plan provided a framework for the development of services over the next five years with the focus on in the first three years where delivering a health and wellbeing hub extension to the pool has been identified as a priority. This built on previous work and business planning from 2016 which concluded there was a need to retain the swimming pool and provide new village changing with a multi-purpose space to generate new income streams which will contribute to improving future sustainability.
- 1.3 The evidence provided in the Business Plan 2020-2025 has enabled SASP to secure external Sport England funding for the proposed new development. Additional funding from Friends of Settle Swimming Pool, SASP restricted reserves and, Craven District Council means the capital funding for the project is nearly secured to allow the project to move forward. However, there remains a small shortfall in the total funds required which without the Covid 19 pandemic would have been met through trading income. Further discussions have recently taken place with Craven District Council to identify how the shortfall can be potentially be met by further investment from Craven District Council.
- 1.4 Craven District Council have requested that the current financial position is reconsidered in relation to the Business Plan. Given that the Covid 19 pandemic has had an impact on the swimming pool which closed March 2020 and reopened under Covid restrictions in August 2020. The charity shop which subsidises the pool closed during lockdown and reopened in July 2020. The local authority needs to be confident that SASP is sustainable in the long term and that the justifications for the capital investment are still valid.
- 1.5 The purpose of this report is to:
 - Provide a summary of the proposed capital project
 - Revisit and refresh the SLOT (Strengths, Limitations, Opportunities and Threats)
 - Provide an update on the needs and demand for the project
 - Update the proposed capital programme and revenue projections
 - Provide financial projections in relation to scenarios with and without Covid 19

2. Project Status Update

- 2.1 The status and timescales for the capital project are summarised in Table 1 below. The planned development will retain the existing 20m x 7m Swimming Pool with the addition of the following new facilities:
 - Multi-purpose area with the ability to divide into two. Total areas 82m²
 - Reception leading to eating/viewing area.

- Kitchen with servery to both multi-purpose room and reception
- Village Changing Rooms.
- Entrance with a new attractive frontage easily visible from the main road.

Table 1: Capital Project summary

Project Phase	Status
Drawings – Bowmans Riley Architects	<ul style="list-style-type: none"> • RIBA stage 3 drawings and documents completed. • Stage 5 technical drawings to be produced.
Costings – Cairn Wharf Quantity Surveyors	<ul style="list-style-type: none"> • RIBA stage 2 and 3 costings prepared and reviewed. • Tender process to procure a contractor September 2020, Cairn Wharf to act on behalf of SASP to appoint contractor.
Planning application	<ul style="list-style-type: none"> • Pre-planning discussions have taken place. Planning application has been finalised and submitted to Craven District Council
Build	<ul style="list-style-type: none"> • Expectation that planning permission and the procurement process will all be completed by December 2020. • The pool needs to be closed during the construction period. • Aim is that construction will commence in early 2021, planned 18 weeks build programme with a target that the facility will reopen July 2021

Summary of project status

- 2.2 The project has reached the stage of development where it is ready to go ahead in terms of construction in early 2021 once the shortfall in capital funds has been secured and planning permission in place. The process to appoint a contractor is underway.

3. SLOT Analysis

- 4.1 A review of the strengths, limitations, opportunities, and threats (SLOT) for the pool and future development was undertaken for the Business Plan produced by FMG, this has been reviewed and refreshed. Tables 2 and 3 below show the factors identified in the original SLOT, progress to date and new relevant factors where applicable.

Table 2: Internal Strengths and Limitations

	Strengths	Limitations
Business Plan 2020-2025	<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 • Only indoor activity sports activity available for local people especially children that is open 7 days a week. 	<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

	<ul style="list-style-type: none"> • 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 • 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"> • 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 • 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 in winter • No links to Settle College • No links to Settle Business and Community
Achieved To date	<ul style="list-style-type: none"> ✓ Positive support from CDC for the project and new facilities and to become financially self-sufficient ✓ Funding offered by CDC for the new health and wellbeing hub, £150K ✓ Clubright System installed and in operation ✓ Publicity and Marketing subcommittee established including media professionals. ✓ New Boilers installed in Dec 2019 ✓ Survey Monkey exercise with members before reopening in August ✓ New Website launched in August 2020, includes an online booking system ✓ Since the launch 515 people have registered as users as at 6.10.20 and continues to rise. ✓ Document store facility is being developed linked to website development ✓ Expert input and advice in place to develop and extend the building i.e. Architects and Quantity Surveyors 	
New factors	<ul style="list-style-type: none"> • Well respected team of pool staff and swimming teachers with high local credibility • Low level of competition because of geographical position • Successful local fundraising and grant applications make this a good time to invest in the pool • Strong support from local businesses 	<ul style="list-style-type: none"> • Lack of paid and experienced management of the overall pool business • Over reliance on volunteer input in the fundraising shop and in the overall pool management • The required turnover of trustees and the availability of replacements • Lack of sustained and active partnerships with other organisations in joint activities apart from fundraising • Need to develop stronger support from our members and regular users.

Table 3: Opportunities and Threats

	Opportunities	Threats
Business Plan 2020-2025	<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 • New building development is an opportunity to promote the pool locally • Need to refresh connections with local accommodation providers. • 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) 	<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
Achieved	<ul style="list-style-type: none"> ✓ Shared document store for trustees ✓ Introduce a new IT System to improve management efficiency and refresh public image ✓ Better communication with Craven District Council – positive support, not just financial from CDC. 	
New Factors	<ul style="list-style-type: none"> • The Covid restrictions and its effect on pool income may make the next few months an ideal time to close the pool and undertake the rebuild. • The rebuild will allow staff and trustees to look more strategically at management systems and operational activity 	<ul style="list-style-type: none"> • The complete disruption of services caused by the Covid Pandemic due to the 4 months of lockdown and the constraints now in place due to Covid restrictions • The level of financial losses incurred in running a limited activity programme with

	Opportunities	Threats
	<ul style="list-style-type: none"> The rebuild will also allow staff and trustees to look more strategically at local partnerships and joint working arrangements that might be beneficial in the long-term development of the pool and its resources The expected national focus on health and wellbeing and obesity in the wake of Covid 19, with particular relevance to older age groups, might lead to more resources being available to develop our new facilities and lead to a wider use by our community 	<p>drastically reduced numbers during the Covid restrictions</p> <ul style="list-style-type: none"> Some sections of the community choosing not to return to using the pool because of the Covid Pandemic Uncertainty about the length of time the restrictions will be in place Difficulties of developing the full potential of the new programme of dryside activities in the new build facilities whilst Covid restrictions in place inhibiting new developments The possibility of further repairs and renewals being required to the existing building Closing the pool to undertake the rebuild may risk losing the support currently being built up since lockdown Deciding not to build the new extension will mean we lose the Sport England Grant £125,000, plus £154,000 fund built up by the Friends of Settle Pool only to be used for rebuilding as well as the CDC support.

Summary of SLOT

4.2 Significant progress has been achieved in responding to the limitations and threats identified in the FMG Business Plan. The progress to date has strengthened SASP in terms of the operation and management of the pool and provides a sound basis which will enable SASP to effectively develop and manage the new health and wellbeing hub.

4.3 However, SASP recognise that there are continued and new opportunities and challenges which they will need to ensure they have a clear focus on to drive forward the continued success of the pool and the proposed health and wellbeing hub.

4. Need and Demand

4.1 SASP mission and aims remains as:

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.*

Aim: *More People, More Active, More Often*

4.2 To achieve the above the trustees, wish to ensure that the facility meets the needs of residents and wants to encourage the development of a balanced programme of sport, physical activity and opportunities to support and develop health and wellbeing. A programme that can:

- tackle inactivity by working locally with local partners,
- generate interest and awareness in health and wellbeing activities,
- develop and promote all activities that improve physical and mental health,
- encourage participation, competition, and achievement in sport,
- develop training and coaching courses for all age groups,
- foster educational usage of the facility, and,
- increase the number of disabled people participating.

4.3 The information in the original business plan identified the need and demand by highlighting the importance of how SASP contribute to national and local outcomes and the understanding the local market. The information below updates and adds to the need and demand factors in the business plan.

4.4 Sport England began consultation on their new strategy, Shaping our Future in May 2020. The “Big Issues” featured in the initial document include, tackling inequalities, connecting health and wellbeing. Sport England will work by bringing people together and fostering collaborative relationships and this will translate through the wider environment that delivers sport and physical activity. SASP through their aims demonstrate that they continue to be aligned to national outcomes.

4.5 Be Social Be Well: The Strategic Framework for Tackling Loneliness in North Yorkshire was launched in September 2020. SASP will contribute to the five strategic ambitions as a structural enabler i.e. an organisation that provide services which will reduce those affected or at risk of loneliness. The Sport England Active Lives Survey includes questions on loneliness and the data clearly shows that those people who are more active, feel less lonely as detailed in table 4 below.

Table 4: Active Lives Survey November 2018/19 report – England

Percentage of adults who feel lonely often or always in England	
Overall England	5.9% of population
Inactive (<30 minutes a week)	8.2%
Fairly Active(30-149 minutes a week)	5.6%
Active (150+ minutes a week)	5.5%

4.6 Public Health England data based on the 2011 census indicates that 34.4% of the population of the Settle and Ribbleshead ward are pensioners living alone.

4.7 There is a significant population within 15 minutes’ drive time of the facility. SASP does not just serve the market town of Settle but the surrounding villages and rural hinterland. Table 5 below details the population within the 15-minute drive time catchment.

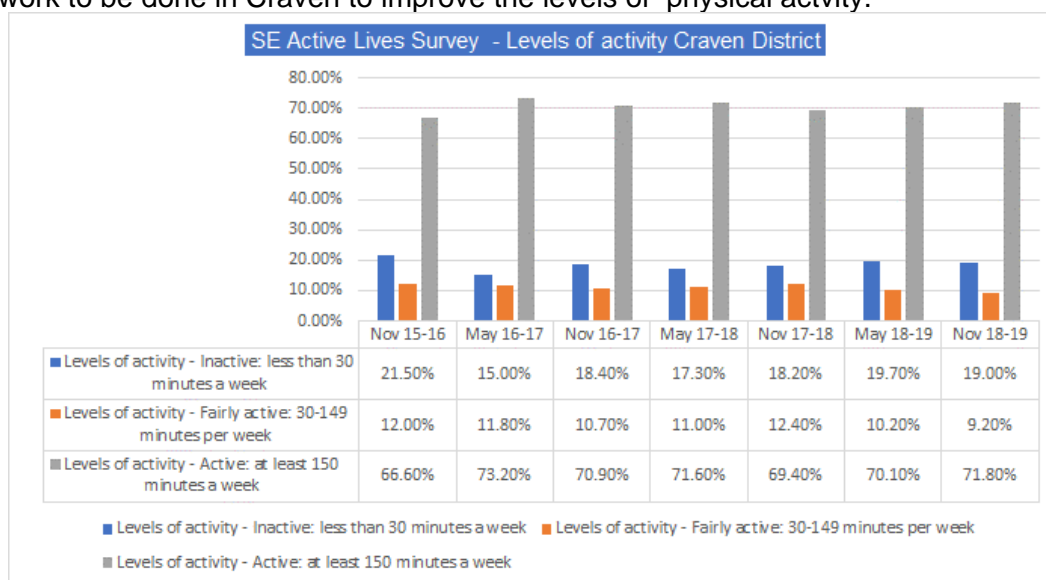
Table 5: Up to 15-minute drive time catchment around Settle Swimming Pool

	Age	0-14	15-24	25-39	40-59	60-79	80+	Total	Population %
Drive Time Minutes	0-2.5	380	361	287	693	599	145	2465	32.04%

	2.5-5	168	107	111	390	409	184	1369	17.79%
	5-10	236	134	189	549	547	114	1769	22.99%
	10-15	309	200	255	671	547	109	2091	27.18%
	Total	1093	802	842	2303	2102	552	7694	100%

4.8 The Craven Local Plan 2012-2032 identifies that over the lifetime of the plan the estimated growth of new dwellings in Settle to be built is 501 plus small allocations in surrounding villages. Two employment sites in Settle are also identified for further development. Developments will potentially lead to an increased need and demand at SASP.

4.9 The Active Lives Survey shows that in the Craven District there have been fluctuations in activity levels since 2015 as illustrated in the graph below. Craven performed better than the national figures for the Nov 2018-2019 period for those who were inactive at 19% compared with 24.6% nationally, those who were active at 71.80% compared to the national figure of 63.3% but performed less well in terms of the fairly active at 9.2% compared to the national figure of 12.2%. There is clearly still work to be done in Craven to improve the levels of physical activity.



4.10 Public Health England Local Health data for the Settle and Ribbleshead ward (2018) indicates that 20.7% of the population in the ward have a limiting long term illness or disability which is greater than the Craven District at 17.9% and the England average of 17.6%. Opportunities to be active contribute to reducing health inequalities and can help improve people's health and wellbeing.

4.11 The North Yorkshire Healthy Weight, Healthy Lives Strategy 2016-2026 aims to reduce the prevalence of overweight and obesity across the population. SASP can contribute to the six strategic priorities particularly, supporting children's the healthy growth and healthy weight and building physical activity into people's daily lives.

4.12 Social Prescribing and community-based support is part of the NHS long term plan as part of the overarching personalised care approach. SASP can support the delivery of NHS outcomes by offering activities that support people to stay well and enable those with health conditions to live well.

Covid 19 Impact

- 4.13 Sport England have been compiling data and briefings on the impact Covid 19 has had on physical activity and commissioned an initial eight-week survey to assess activity levels and attitudes towards physical activity. Following the 8 weeks, adhoc surveys at key points in the pandemic have been commissioned.
- 4.14 In week 1 of the survey undertaken between the 3rd-6th April 2020 the findings summarised that Covid resulted in a massive disruption in the physical activity behaviours of adults and children in England.

- 41% of adults did less activity this week than before the restrictions, while 31% did more
- 62% of adults think it is more important to be active during the outbreak compared to other times
- 69% of adults agree exercise is helping them manage their physical health, with 65% using it to manage their mental health
- 59% of adults walked in the last week, 18% jogged, 8% cycled and 44% did home-based activity
- 36% of children, according to adults in their household, are doing fewer than 30 minutes of activity a day, while 14% are doing more than an hour.

The government's messages about exercise may be having a positive impact, with 55% of adults in England agreeing that they have been encouraged to exercise by the government guidance.

But there are differences in levels of activity between different demographic groups. Older people, people on low incomes and people living in urban areas or living alone are finding it harder to be active during the outbreak.

- 4.15 In week 12 of the surveys undertaken between 11th-14th September 2020 the findings are summarised as follows:

As life began to return to something resembling the pre-coronavirus norm, with more people back at their place of work and children back in school, adult physical activity settled at a lower level compared to the initial lockdown period.

- 21% of adults did less activity this week than in a typical week during the initial lockdown period, while 33% did more
- 65% of adults consider it important to them to exercise regularly
- 66% of adults agree exercise is helping them manage their physical health, with 60% using it to manage their mental health
- 55% of adults walked in the last week, 19% jogged, 14% cycled and 31% did home-based activity
- 37% of children, according to adults in their household, are doing fewer than 30 minutes of activity a day during weekdays, with the figure at 24% at the weekend, while 12% are doing more than an hour on weekdays and 29% at the weekend.
- The latest figures show 29% of adults are doing regular physical activity – 30 minutes of physical activity on five or more days a week – compared to results from Week 7 (15-18 May).

Activity in the home continued to fall and the proportion of walking and cycling done for travel/utility, has increased.

Participation levels in team sports have also increased compared to Week 9 (19-22 June), while attendance at gyms and fitness classes away from the home is up 8% from Week 11 (31 July-3 August) to 12%, with people using pools up from 5% to 10% in the same period.

However, with schools reopening, 15% of adults reported their children doing no weekday activity outside of school hour, but more parents reported their children doing more activity in the past week than in a typical week during the initial lockdown period.

4.16 Articles have appeared in the leisure media which demonstrate how sport and leisure facilities and people's attitudes to physical activity are part of the recovery phase for Covid 19. For example, extracts from articles in Health Club Management in June 2020 and Leisure Opportunities bulletin 23rd September 2020.

- The National Post Recovery Lockdown Recovery Survey, undertaken in partnership with Max Associates and 4Global's Datahub, assembled a sample of over 65,000 consumers, who aired their views on activity.

When it comes to participation, 88 per cent of people in the UK say they will use gyms and leisure centres 'more' or 'the same' when they reopen, with only 8 per cent saying they will use them less and 4 per cent saying they will not return.

45.8 per cent said they were 'missing motivation from gym and class instructors', while 11.1 per cent were 'missing instruction from sports and swimming coaches'

- Exercise has been voted the number one way the public can help the NHS – ahead of paying taxes and cutting down on smoking and drinking. More than two thirds (69 per cent) of respondents now want to do more exercise due to the impact of COVID-19, while more than half (58 per cent) of respondents said that, during lockdown, they were able to manage their mental health and wellbeing through being active. UKActive Research ahead of National Fitness Day 23rd September.
- There were 22 million visits to fitness facilities during the two months following reopening, with the number of COVID-19 cases per 100,000 visits logged as 0.34, with no community transmission occurring. The data came from more than 1,500 facilities in England – measured from 25 July to 13 September.
- More than 100 Sport and physical activity bodies have sent a letter to UK Prime Minister Boris Johnson, urging him to give the sector a central role in the nation's COVID-19 recovery plans.

Summary of evidence of needs and demand

- 4.17 The evidence within the original business plan is still valid and the rationale for the need for the developments at SASP are further supported by the additional information above which indicates that Covid 19 has resulted in people recognising the value that being active has on their physical and mental wellbeing.
- 4.18 SASP remain in a strong position to continue to make a significant contribution to outcomes which improve physical and mental health and wellbeing across the demographic profile of the community.
- 4.19 The additional health and wellbeing hub will enable SASP to through the facility mix and a balanced programme to enhance their ability and scope to deliver outcomes which improve people's quality of life, health, and wellbeing.

5. Updates on FMG Business Plan

- 5.1 The FMG Business Plan was produced prior to Covid 19 and therefore several factors which underpinned the development of the financial planning within the business plan have been impacted and changed because of the pandemic. Table 6

below identifies these factors and provides an update which reflects the current status.

Table 6: Factors

	Original	Update
New build closure	18- 20 weeks build to take place summer 2021, expected reopen October 2021	18-20 weeks build to take place Early 2021, expected reopen July 2021
Swimming pool income growth	Growth estimated at 2.5% because of marketing plan, improved facilities, new leisure management system, appointment of business development role	All the factors which contribute to the growth except for the community and business development role will continue irrespective of Covid 19. Therefore, there will be benefits but the reduced capacity due to social distancing and ensuring the facility is Covid secure will impact on the rate at which growth can be achieved.
Loss of income for build	Estimated at circa £50,000 loss as result of the closure.	Undertaking the build whilst in Covid 19 restrictions which has significantly reduced the income will be beneficial in the long term. Better to build during this period and be ready to offer a full programme once restrictions are reduced.
Multipurpose space 71m2	Able to cater for fitness classes, spinning, personal training, tots' gymnastics, meetings, and many other multi-purpose uses.	No change to the type of activities. Covid 19 restrictions will reduce the numbers for classes and meetings. The likelihood is that high intensity activity such as spinning will be difficult to offer under Covid. Risk assessments will need to be carried out for each activity.
Pricing	Suggested price points are: Classes £5.00 with class sizes of; 11 spinning, 15 for group exercise adults, 20 children's activities Personal training instructors pay £5.00 per session through turnkey solution Meetings £15.00 per hour Target 5 hours of bookings per week	As above no change to proposal other than in respect to Covid 19 restrictions impact. Further work is required on the programme and options for delivery. It is envisaged that this detailed work would take place once the build has planning permission secured and the capital is secured.
Community and Business Development Role	Proposed post of 18 hours per week. The purpose to develop partnerships, collaborative working, and the programme. To be employed during the build phase to enable development activity to be undertaken prior to opening.	This role is critical to increase the capacity and capability within SASP to develop and grow both in terms of income generation and enabling SASP to contribute to the delivery of health and wellbeing outcomes. The costs of this post are built into the revenue budget from 2021/2022, allowing for development work to commence in April 2021 in readiness for the new facility opening planned for July 2021.
Leasing Costs	Assumed lease of 11 spinning bikes to deliver classes	Postpone any lease or purchase of spinning bikes as this type of high intensity class is unlikely to be able to

		be delivered in the short term under Covid.
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6. Capital and Revenue Costs

- 6.1 The original FMG business plan demonstrated that trading income, prior to the Covid Pandemic, would offset any shortfall on the capital costs of the works. This section of the report provides updated projections for both the capital and revenue positions for a range of scenarios and how they impact on the proposed health and wellbeing hub development.

Capital Costs

- 6.2 A capital budget cost plan has been produced by Quantity Surveyors, Cairn Wharf. The costs are based on construction industry figures from the Spons Architects and Builders Price Book. The costs have been recently reviewed by a Trustee of SASP who has relevant construction experience. The total budget cost plan is £733,987.20 including VAT.
- 6.3 SASP do not expect to pay the full VAT. They have identified in their cash flow projection shown in Table 8 below potential VAT recovery of £39,830. Consultation with SASP external accountants has confirmed that VAT recovery will exceed this in 2021-2022.
- 6.4 The Design Development Contingency within the cost plan of circa £53,000 is expected to reduce as the design develops and is finalised. Table 7 below provides a summary of the budget cost plan.

Table 7: Budget Cost Plan

Summary of Budget Cost Plan	
Demolition and Alterations	£25,300.00
Extension Build	£338,100.00
Fixtures, Fittings, Equipment	£28,700.00
Sanitary Fitting	£18,000.00
Water and Disposal Installation	£15,100.00
Mechanical and Electrical	£52,900.00
External works	£5,500.00
Sub total	£483,600.00
Preliminaries and Contingency	£48,360.00
Sub total Building works	£531,960.00
Design Development Contingency	£53,196.00
Total Construction Costs	£585,156.00
Fees	£26,500.00
Total Fees and Costs	£611,656.00
VAT @20%	£122,331.20
Total Budget Cost	£733,987.20

- 6.5 From the budget cost plan a cash flow projection has been prepared for the build, which assumes construction will commence in early 2021 and be completed ready and to open July 2021. Table 8 below details the cash flow projection.

Table 8: Cashflow Projection for New Build

New Build Cash Flow	Q3 Sept 20	Q4 Dec 20	Q1 March 21	Q2 June 21	Q3 Sept 21	Q4 Dec 21	Q1 March 22	Construction costs
Brought Forward	£200,000	£200,000	£439,013	£418,193	£111,827	-£31,157	-£26,157	
Cash Risk Reserve	-£50,000							
Friends of Settle Pool		£153,000						
Craven District Council			£150,000					
Covid Bounce Back business loan	£50,000							
Fund raising								
Sports England grant		£125,000						
Planning application and legals		-£10,000						
New Build, incl VAT		-£28,987	-£170,000	-£270,000	-£140,000			£608,987
Retention			£15,000	£24,000	£11,000		-£50,000	
Fixtures and fittings			-£25,000	-£50,000				£75,000
Contingencies				-£25,000	-£25,000			£50,000
VAT Recovery			£9,180	£14,634	£11,016	£5,000		
Cash Requirement	£200,000	£439,013	£418,193	£111,827	-£31,157	-£26,157	-£76,157	£733,987

- 6.6 The cashflow projects a shortfall of £76,157 in secured capital for the new build. This shortfall may be reduced subject to the extent at which contingencies maybe needed during the build and whether savings could be identified through design and value engineering. The exact cost will be known once the works have been procured and a contractor appointed, this may produce further savings.

Funding the Project

- 6.7 SASP propose to continue to fundraise and apply for external grants to mitigate the shortfall. For example, SASP will apply to the Landfill Communities Fund for £50,000, this application can only be submitted once match funding and planning permission are secured.
- 6.8 Applications for funding have been submitted to the Peter Harrison Foundation for £10,000 and the Tourism Kickstart Fund for £3,000. An application to the Co-op Local Community Fund for £10,000 has been submitted specifically to fund the kitchen within the new build.
- 6.9 Similarly, localised fundraising activity and events will be increased on confirmation that the build will be going ahead. SASP based on historical evidence, are confident that there will be support from the local community for any fundraising activity. For example, the 200 Club continues to raise in the region of £2,000 per annum.
- 6.10 The original plans for the capital build prior to Covid 19 were reliant on trading income to offset and repay any shortfall on the capital project. The trading position has changed and is detailed below.

Revenue Costs

- 6.11 Revised revenue projections have been produced for the following scenarios:
- Swimming Pool only – Normal operation
 - Swimming Pool only – Covid restrictions
 - Swimming Pool plus new build – Normal operations
 - Swimming Pool plus new build – Covid restrictions

6.12 The assumptions below have been used when projecting the revenue costs for each of the scenarios:

General

- No year on year inflation included on either Income or Expenditure estimates
- No potential expenditure savings built in for Covid restricted operation with the exception of staff costs which are based on 2020/21 projected year end actuals £108,191
- All 2020/21 figures based on either FMG Business Plan figures produced in January 2020 or on figures provided by SASP
- Where figures are only available for periods of less than a full year period, these have been prorated accordingly to provide annual estimates
- 20/21 estimates based on 6 months October - March inclusive prorated
- Covid affected swimming lesson estimates - based on 1 in 3 of current attendees returning to lessons. The same principle has been applied to subscriptions.
- It is assumed that school swimming will not take place during Covid restricted activity
- Additional costs of dryside operation include staff £20K (fitness instructors & cleaning), Development Manager £13,478 and £7K utilities and running costs included. No economies of scale have been included.
- Club hours based on swimming club returning for 2 hours per week @ £50 per hour from 01/10/20
- Provision is included for increased secondary spend and retail from new build operation conservatively projected at £10K Net Profit Covid Free and Covid restricted operation at £5K net profit.
- Projected staffing costs for Covid operation are worked out on the basis of furlough payments received to August plus the projected forecast to 31/12 20 prorated

New build

- New build closure based on 6 months period commencing January 2021 with re-opening on 1st July 2021
- No reduction in expenditure has been built in for the period of new build closure
- New build income estimates have been initially applied for 9 months in Year 2021/22 following July 2021 opening with full (100%) income applied thereafter for the full year 2022/23
- Covid Impact on new build estimates taken as a one third reduction in exercise class capacity in relation to FMG Business Plan assumptions
- Assumed meeting capacity under Covid restrictions running at 50% of original business plan projections
- No lifecycle/lease costs of equipment have been built in. It is anticipated that this would not be required until post Covid normal operation is achieved.

6.13 The revenue projections for each scenario are summarised in Table 9 below. Appendix 1 contains the detailed financial projections.

Table 9: Summary of revised financial revenue projections scenarios

Settle Area Swimming Pool - Business Plan - Scenario Testing			2020/2021			2021/2022			2022/2023		
Scenario	Option description	Option detail	Total Income	Total Expenditure	Surplus/Loss	Total Income	Total Expenditure	Surplus/Loss	Total Income	Total Expenditure	Surplus/Loss
1	Swimming Pool Only - Normal operation	Pre-covid and on going Covid Free. No new build	139,848	119,516	20,332	261,196	243,332	17,864	261,196	243,332	17,864
2	Swimming Pool Only - Covid Restricted	Covid restricted opening No new build	146,561	100,218	46,344	178,138	204,735	-26,597	178,138	204,735	-26,597
3	Swimming Pool - Normal operation+New build	Covid Free with new build of dry side facilities	97,162	118,241	-21,079	269,789	275,785	-5,996	329,569	283,810	45,759
4	Swimming Pool - Covid Restricted+New build	Covid restricted with new build of dry side facilities	125,230	100,218	25,012	189,243	238,463	-49,220	221,389	245,213	-23,824

- 6.14 Table 9 shows that both in pre-Covid normal operation and in Covid restricted operation, the proposed new build facility offers the potential for SASP to improve their financial revenue position.

VAT Position

- 6.15 SASP accountants have reviewed the VAT position and the total VAT recovery in the current year will be in the region of £100,000. SASP will allocate £39,830 to the new build cashflow as identified in Table 8 above. The balance of the VAT recovery circa £60,000 will be used to offset any revenue deficits.
- 6.16 For example, in the worst-case Scenario 4 above this would result in a surplus of circa £10K in 2021/22, and rolling forward the surplus would reduce the potential deficit in 2022/2023 to circa £13,000.

7. Summary – Making the Project Happen

- 7.1 To make this project happen SASP need to be able to confirm that they have the capital funds in place to be able to commit to the new build project and enter in to contractual arrangements with contractors and suppliers.
- 7.2 SASP need to be confident that the new build will add value to people's health and wellbeing through an operating model which has sustainability and adds to the overall financial security of the facilities in the long term.
- 7.3 A cautious approach to the revenue scenario planning has been taken, it is likely that SASP will perform better than projected. The impact of Covid over what timeframe is difficult to predict but SASP are confident that the new build will be financially viable and SASP will be able to adapt and flex as needed in response to any changes in guidance.
- 7.4 SASP can demonstrate that there is the ability to fund the project. Table 10 below summarises the overall funding position. This does not consider any potential savings made through the design process, value engineering and potentially not having to call on all the allocated contingency of £50,000.

Table 10: Summary of Funding Position

Project Shortfall	
Capital Build	-£76,157.00
Revenue based on scenario 4 (worst case) cumulative over 3 years	-£48,032.00
Total shortfall	-£124,189.00
Funding of Shortfall	
VAT Recovery	£60,000.00
Balance of shortfall	-£64,189.00
Potential Funding - unconfirmed	
Landfill Communities Fund	£50,000.00
Peter Harrison Foundation	£10,000.00
Tourism Kickstart	£3,000.00
Co-op Local Community Fund	£10,000.00
Total of potential unconfirmed funding	£73,000.00

- 7.5 The challenge is cash flowing the new build staged payments and the revenue position during the build process when no income can be generated. The VAT recovery payments are key but it cannot be guaranteed that this income will be received at a time which aligns with the payment schedule for the new build or the ongoing revenue costs.
- 7.6 Therefore, SASP need the comfort of guaranteed financial backing to enable the project to go ahead and commence the build in early 2021. This preferred timing is more cost effective as fully closing the facility during restricted operations has the least impact on loss of income compared with delaying the build and potentially closing the facility at time when restrictions have been lifted and normal operation has resumed.

8. Options for funding

- 8.1 Options for funding the proposed new build project and for ensuring SASP sustainability during the two and a half year project period are as follows:

Option A – Grant capital and underwrite the project cash flow

Is for CDC to agree to increase the grant offer from £150,000 to £175,000 and underwrite the project cashflow up to a value of £100,000 as needed by SASP whilst VAT recovery payments are received and any additional external grant funding is secured.

Option B – Underwrite the project cash flow

Is for CDC to agree to underwrite the project cashflow up to a value of £100,000 as needed by SASP whilst VAT recovery payments are received and any additional external grant funding is secured.

- 8.2 Underwriting the project cashflow will be in the form of a loan with terms and conditions to be determined prior to loan commencement. It would be preferable that any loan was at 0% interest given that the likelihood of needing to call on the underwriting facility will be low and will only be required over a short time
- 8.3 For both options, the amount required to underwrite project cashflow may be less than requested, if potential savings are made and the revenue outperforms projections.

- 8.4 Given, the projections have been developed using a worst-case scenario there is potential for SASP to perform better than projected in revenue terms and the securing of further capital grant funding. Should this be achieved the level of financial support needed to underwrite the cash flow for the project from CDC would be reduced

9. Concluding Summary

- 9.1 The report sets out to update the business case for the new health and wellbeing hub at SASP which was produced by FMG considering the changing circumstances resulting from Covid 19.
- 9.2 In summary the strengths of the project and the rationale for the new build to commence in early 2021 are:
- SASP has continued to strengthen as an organisation.
 - SASP recognise that there are continued and new opportunities and challenges ahead and are committed to ongoing development of their capacity and capabilities.
 - The additional health and wellbeing hub will enable SASP through the facility mix and a balanced programme to enhance their ability and scope to deliver outcomes which improve people's quality of life, health, and wellbeing in the Craven District.
 - There is a need to provide opportunities in North Craven for people to be more active, participate in activities which maintain and improve physical and mental health and reduce feelings of loneliness across all demographics.
 - The project is ready to move forward once the 10.5% shortfall on the overall capital cost plan is secured.
 - There is likelihood that the capital costs will be reduced further due to VAT recovery and good project management which reduces the level of contingencies used.
 - This is a one- off opportunity for the capital development and as everything is project ready it would be unfortunate and the opportunity lost if the shortfall prohibits the building of the health and wellbeing hub.
 - SASP have been cautiously prudent in producing the revenue projections. There is probably scope to do better than projected, although how Covid will continue to impact and for how long is unknown.
 - The health and wellbeing hub is a good news story, given the current Covid 19 situation. It demonstrates the strength of the community, voluntary and social enterprise sector in Craven and how local authority partnership working and support can deliver outcomes for local people.

SASP Business Planning Scenarios
October 2020 - March 2023

[illegible]

Assumptions & Inputs

General

- 1 No year on year inflation included on either Income or Expenditure estimates
- 2 No potential expenditure savings built in for Covid restricted operation with the exception of staff costs which are based on 2020/21 projected year end actuals £108,191
- 3 All 2020/21 figures based on either FMG Business Plan figures produced in January 2020 or on figures provided by SASP
- 4 Where figures are only available for periods of less than a full year period, these have been pro-rataed accordingly to provide annual estimates
- 5 20/21 estimates based on 6 months October - March inclusive prorataed
- 6 Covid affected swimming lesson estimates - based on 1 in 3 of current attendees returning to lessons
- 7 It is assumed that school swimming will not take place during Covid restricted activity
- 8 Additional costs of dryside operation include staff £20K (fitness instructors & cleaning), Development Manager £13,478 , and £7K utilities and running costs included. No economies of scale have been included.
- 9 Club hours based on swimming club returning for 2 hours per week @ £50 per hour from 01/10/20
- 10 Provision is included for increased secondary spend and retail from new build operation conservatively projected at £10K Net Profit - Covid Free and Covid restricted operation at £5K net profit.
- 11 Projected staffing costs for Covid operation are worked out on the basis of furlough payments received to August plus the projected forecast to 31/12 20 prorataed

New build

- 1 New build closure based on 6 months period commencing January 2021 with re-opening on 1st July 2021
- 2 No reduction in expenditure has been built in for the period of new build closure
- 3 New build income estimates have been initially applied for 9 months in Year 2021/22 following July 2021 opening with full (100%) income applied thereafter for the full year 2022/23
- 4 Covid Impact on new build estimates taken as a one third reduction in exercise class capacity in relation to FMG Business Plan assumptions
- 5 Assumed meeting capacity under Covid restrictions running at 50% of original business plan projections
- 6 No lifecycle/lease costs of equipment have been built in. It is anticipated that this would not be required until post Covid normal operation is achieved.

Swimming Pool Normal Operation - No new build 2020/21 estimates*			
Income	£	Expenditure	£
Swimming			
Admissions	24,509.67	Staff	77,056.47
Lessons	37,953.86	Rent and Rates	350.00
Schools	11,369.62	Running costs	12,500.00
Clubs	3,257.57	Utilities	16,659.64
Private & NHS Hire	3,606.83	Office costs	1,432.40
Subscriptions	4,674.31	Miscellaneous	367.50
		Professional fees	250.00
Sub total	85,371.85	Sub total	108,616.00
		Net Profit/Loss	-23,244.15

Fundraising 2020/21 estimates*			
Income	£	Expenditure	£
Shop	36,500.00	Shop costs	5,350.00
Sale of goods net of cost	-524.05		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	41,975.95	Sub total	5,350.00
		Net Profit/Loss	36,625.95

Projects 2020/21 estimates*			
Income	£	Expenditure	£
New build	0.00	New build	3,000.00
		Bounce back loan	0.00
		School transport	2,550.00
Sub total	0.00	Sub total	5,550.00
		Net Profit/Loss	-5,550.00

Other income 2020/21 estimates*			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2020/21 overall estimates*			
	£		£
Overall Income	139,847.80	Overall Expenditure	119,516.00
		Net Profit/Loss	20,331.80

*NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020

Swimming Pool Normal Operation No new build 2021/22 estimates**			
Income	£	Expenditure	£
Swimming			
Admissions	49,019.34	Staff	154,112.94
Lessons	75,907.71	Rent and Rates	700.00
Schools	22,739.24	Running costs	25,000.00
Clubs	6,515.13	Utilities	33,319.27
Private & NHS Hire	7,213.66	Office costs	2,864.79
Subscriptions	9,348.62	Miscellaneous	735.00
		Professional fees	500.00
Sub total	170,743.70	Sub total	217,232.00
		Net Profit/Loss	-46,488.30

Fundraising 2021/22 estimates**			
Income	£	Expenditure	£
Shop	73,000.00	Shop costs	10,700.00
Sale of goods net of cost	-1,048.10		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	77,951.90	Sub total	10,700.00
		Net Profit/Loss	67,251.90

Projects 2021/22 estimates**			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	5,100.00
Sub total	0.00	Sub total	15,400.00
		Net Profit/Loss	-15,400.00

Other income 2021/22 estimates**			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2021/22 estimates**			
	£		£
Overall Income	261,195.60	Overall Expenditure	243,332.00
		Net Profit/Loss	17,863.60

**NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020 and assumed opening of new build in July 2020

Swimming Pool Normal Operation - No new build 2022/23 estimates***			
Income	£	Expenditure	£
Swimming			
Admissions	49,019.34	Staff	154,112.94
Lessons	75,907.71	Rent and Rates	700.00
Schools	22,739.24	Running costs	25,000.00
Clubs	6,515.13	Utilities	33,319.27
Private & NHS Hire	7,213.66	Office costs	2,864.79
Subscriptions	9,348.62	Miscellaneous	735.00
		Professional fees	500.00
Sub total	170,743.70	Sub total	217,232.00
		Net Profit/Loss	-46,488.30

Fundraising 2022/23 estimates***			
Income	£	Expenditure	£
Shop	73,000.00	Shop costs	10,700.00
Sale of goods net of cost	-1,048.10		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	77,951.90	Sub total	10,700.00
		Net Profit/Loss	67,251.90

Projects 2022/23 estimates***			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	5,100.00
Sub total	0.00	Sub total	15,400.00
		Net Profit/Loss	-15,400.00

Other income 2022/23 estimates***			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2022/23 estimates***			
	£		£
Overall Income	261,195.60	Overall Expenditure	243,332.00
		Net Profit/Loss	17,863.60

***NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020 and assumed full year of new build in operation April 2022- March 2023

Swimming Pool Covid restricted operation - no new build 2020/21 estimates"				
Income	£	Expenditure	£	
Admissions	25,954.17	Staff	60,918.00	
Lessons	12,651.29	Rent and Rates	350.00	
Schools	0.00	Running costs	12,500.00	
Clubs	2,500.00	Utilities	16,659.64	
Private & NHS Hire	0.00	Office costs	1,432.40	
Subscriptions	1,558.10	Miscellaneous	367.50	
		Professional fees	250.00	
Sub total	42,663.56	Sub total	92,477.53	Net Profit/Loss -49,813.97

Fundraising 2020/21 estimates"				
Income	£	Expenditure	£	
Shop	32,405.67	Shop costs	4,740.00	
Sale of goods net of cost	0.00			
Pool fundraising	1,000.00			
Sponsor boards	2,000.00			
Paper recycling	0.00			
Sub total	35,405.67	Sub total	4,740.00	Net Profit/Loss 30,665.67

Projects 2020/21 estimates"				
Income	£	Expenditure	£	
New build	0.00	New build	3,000.00	
		Bounce Back loan	0.00	
		School transport	0.00	
Sub total	0.00	Sub total	3,000.00	Net Profit/Loss -3,000.00

Other income 2020/21 estimates"				
Income	£	Expenditure	£	
Donations				
General	10,000.00			
FOSSP	0.00			
Donations sub total	10,000.00			
Grants				
General	54,241.95			
Ring fenced	4,250.00			
Grants sub total	58,491.95			
Miscellaneous	0.00			
Miscellaneous sub total	0.00			
Sub total	68,491.95	Sub total	0.00	Net Profit/Loss 68,491.95

SASP 2020/21 overall estimates"				
	£		£	
Overall Income	146,561.17	Overall Expenditure	100,217.53	Net Profit/Loss 46,343.63

Swimming Pool Covid restricted operation - no new build 2021/22 estimates				
Income	£	Expenditure	£	
Admissions	51,908.33	Staff	121,836.00	
Lessons	25,302.57	Rent and Rates	700.00	
Schools	0.00	Running costs	25,000.00	
Clubs	5,000.00	Utilities	33,319.27	
Private & NHS Hire	0.00	Office costs	2,864.79	
Subscriptions	3,116.21	Miscellaneous	735.00	
		Professional fees	500.00	
Sub total	85,327.11	Sub total	184,955.06	Net Profit/Loss -99,627.95

Fundraising 2021/22 estimates				
Income	£	Expenditure	£	
Shop	64,811.33	Shop costs	9,479.99	
Sale of goods net of cost	0.00			
Pool fundraising	1,000.00			
Sponsor boards	2,000.00			
Paper recycling	0.00			
Sub total	67,811.33	Sub total	9,479.99	Net Profit/Loss 58,331.34

Projects 2021/22 estimates				
Income	£	Expenditure	£	
New build	0.00	New build	0.00	
		Bounce Back loan	10,300.00	
		School transport	0.00	
Sub total	0.00	Sub total	10,300.00	Net Profit/Loss -10,300.00

Other income 2021/22 estimates				
Income	£	Expenditure	£	
Donations				
General	10,000.00			
FOSSP	0.00			
Donations sub total	10,000.00			
Grants				
General	10,000.00			
Ring fenced	5,000.00			
Grants sub total	15,000.00			
Miscellaneous	0.00			
Miscellaneous sub total	0.00			
Sub total	25,000.00	Sub total	0.00	Net Profit/Loss 25,000.00

SASP 2021/22 estimates				
	£		£	
Overall Income	178,138.44	Overall Expenditure	204,735.09	Net Profit/Loss -26,596.65

Swimming Pool Covid restricted operation - no new build 2022/23 estimates				
Income	£	Expenditure	£	
Admissions	51,908.33	Staff	121,836.00	
Lessons	25,302.57	Rent and Rates	700.00	
Schools	0.00	Running costs	25,000.00	
Clubs	5,000.00	Utilities	33,319.27	
Private & NHS Hire	0.00	Office costs	2,864.79	
Subscriptions	3,116.21	Miscellaneous	735.00	
		Professional fees	500.00	
Sub total	85,327.11	Sub total	184,955.06	Net Profit/Loss -99,627.95

Fundraising 2022/23 estimates				
Income	£	Expenditure	£	
Shop	64,811.33	Shop costs	9,479.99	
Sale of goods net of cost	0.00			
Pool fundraising	1,000.00			
Sponsor boards	2,000.00			
Paper recycling	0.00			
Sub total	67,811.33	Sub total	9,479.99	Net Profit/Loss 58,331.34

Projects 2022/23 estimates				
Income	£	Expenditure	£	
New build	0.00	New build	0.00	
		Bounce Back loan	10,300.00	
		School transport	0.00	
Sub total	0.00	Sub total	10,300.00	Net Profit/Loss -10,300.00

Other income 2022/23 estimates				
Income	£	Expenditure	£	
Donations				
General	10,000.00			
FOSSP	0.00			
Donations sub total	10,000.00			
Grants				
General	10,000.00			
Ring fenced	5,000.00			
Grants sub total	15,000.00			
Miscellaneous	0.00			
Miscellaneous sub total	0.00			
Sub total	25,000.00	Sub total	0.00	Net Profit/Loss 25,000.00

SASP 2022/23 estimates				
	£		£	
Overall Income	178,138.44	Overall Expenditure	204,735.09	Net Profit/Loss -26,596.65

***NB: Figures taken from 2021 actual figures provided by SASP for 6 week re-opening period ending 20/9/20, projected to year end - shown below

			6 week period of re-opening post lockdown covering period until 20th September 2020		Average weekly for same period		6 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020		9 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020		12 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020	
Income			Quantity	Sales	Quantity	Sales	Quantity	Sales	Quantity	Sales	Quantity	Sales
Swimming	Sessions	Lane Swim	515	2,575	85.83	429.17	2,146	10,729	3,219	16,094	4,202	21,458
		Public Swim	443	2,215	73.83	369.17	1,846	9,229	2,769	13,844	3,692	18,458
		Family Swim 40 mins	36	504	6.00	84.00	150	2,100	225	3,150	300	4,200
		Family Swim 60 mins	44	880	7.33	146.67	183	3,667	275	5,500	367	7,333
		Silver Swim over 60	11	55	1.83	9.17	46	229	69	344	92	458
Swimming tota			1,049	6,229	175	1,038	4,371	25,954	6,556	38,931	8,742	51,903

** Figures supplied by SASP

Swimming Pool Normal Operation + new build 2020/21 estimates*			
Income	£	Expenditure	£
Swimming			
Admissions	12,254.84	Staff	77,056.47
Lessons	18,976.93	Rent and Rates	350.00
Schools	5,684.81	Running costs	12,500.00
Clubs	1,628.78	Utilities	16,659.64
Private & NHS Hire	1,803.42	Office costs	1,432.40
Subscriptions	2,337.16	Miscellaneous	367.50
		Professional fees	250.00
Health & Fitness	0.00		
Sub total	42,685.93	Sub total	108,616.00
		Net Profit/Loss	-65,930.07

Fundraising 2020/21 estimates*			
Income	£	Expenditure	£
Shop	36,500.00	Shop costs	5,350.00
Sale of goods net of cost	-524.05		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	41,975.95	Sub total	5,350.00
		Net Profit/Loss	36,625.95

Projects 2020/21 estimates*			
Income	£	Expenditure	£
New build	0.00	New build	3,000.00
		Bounce back loan	0.00
		School transport	1,275.00
Sub total	0.00	Sub total	4,275.00
		Net Profit/Loss	-4,275.00

Other income 2020/21 estimates*			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2020/21 overall estimates*			
	£		£
Overall Income	97,161.88	Overall Expenditure	118,241.00
		Net Profit/Loss	-21,079.12

*NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020 and assumed closure for new build in January 2021.

Swimming Pool Normal Operation + new build 2021/22 estimates**			
Income	£	Expenditure	£
Swimming			
Admissions	36,764.51	Staff	154,112.94
Lessons	56,930.78	Rent and Rates	700.00
Schools	17,054.43	Running costs	25,000.00
Clubs	4,886.35	Utilities	33,319.27
Private & NHS Hire	5,410.25	Office costs	2,864.79
Subscriptions	7,011.47	Miscellaneous	735.00
		Professional fees	500.00
Health & Fitness			
Meetings	3,000.00	Staff - Operational	15,000.00
Retail and Vend net profit	7,500.00	Development Manager	13,478.00
Classes	40,779.75	Utilities and running costs	5,250.00
Sub total	179,337.53	Sub total	250,960.00
		Net Profit/Loss	-71,622.47

Fundraising 2021/22 estimates**			
Income	£	Expenditure	£
Shop	73,000.00	Shop costs	10,700.00
Sale of goods net of cost	-1,048.10		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	77,951.90	Sub total	10,700.00
		Net Profit/Loss	67,251.90

Projects 2021/22 estimates**			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	3,825.00
Sub total	0.00	Sub total	14,125.00
		Net Profit/Loss	-14,125.00

Other income 2021/22 estimates**			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2021/22 estimates**			
	£		£
Overall Income	269,789.43	Overall Expenditure	275,785.00
		Net Profit/Loss	-5,995.57

**NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020 and assumed opening of new build in July 2021

Swimming Pool Normal Operation + new build 2022/23 estimates***			
Income	£	Expenditure	£
Swimming			
Admissions	49,019.34	Staff	154,112.94
Lessons	75,907.71	Rent and Rates	700.00
Schools	22,739.24	Running costs	25,000.00
Clubs	6,515.13	Utilities	33,319.27
Private & NHS Hire	7,213.66	Office costs	2,864.79
Subscriptions	9,348.62	Miscellaneous	735.00
		Professional fees	500.00
Health & Fitness			
Meetings	4,000.00	Staff - Operational	20,000.00
Retail and Vend net profit	10,000.00	Development Manager	13,478.00
Classes	54,373.00	Utilities and running costs	7,000.00
Sub total	239,116.70	Sub total	287,710.00
		Net Profit/Loss	-18,593.30

Fundraising 2022/23 estimates***			
Income	£	Expenditure	£
Shop	73,000.00	Shop costs	10,700.00
Sale of goods net of cost	-1,048.10		
Pool fundraising	2,000.00		
Sponsor boards	4,000.00		
Paper recycling	0.00		
Sub total	77,951.90	Sub total	10,700.00
		Net Profit/Loss	67,251.90

Projects 2022/23 estimates***			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	5,100.00
Sub total	0.00	Sub total	15,400.00
		Net Profit/Loss	-15,400.00

Other income 2022/23 estimates***			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
Council	2,500.00		
Ring fenced	0.00		
Grants sub total	2,500.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	12,500.00	Sub total	0.00
		Net Profit/Loss	12,500.00

SASP 2022/23 estimates***			
	£		£
Overall Income	329,568.60	Overall Expenditure	283,810.00
		Net Profit/Loss	45,758.60

***NB: All figures taken from 2021 budget figures produced by FMG for Sport England BP - Jan 2020, and assumed full year of new build April 2022- March 2023

Swimming Pool Covid restricted operation + new build 2020/21 estimates*			
Income	£	Expenditure	£
Swimming			
Admissions	12,977.08	Staff	60,918.00
Lessons	6,325.64	Rent and Rates	350.00
Schools	0.00	Running costs	12,500.00
Clubs	1,250.00	Utilities	16,659.64
Private & NHS Hire	0.00	Office costs	1,432.40
Subscriptions	779.33	Miscellaneous	367.50
		Professional fees	250.00
Health & Fitness			
	0.00		
Sub total	21,332.06	Sub total	92,477.53
		Net Profit/Loss	-71,145.47

Fundraising 2020/21 estimates*			
Income	£	Expenditure	£
Shop	32,405.67	Shop costs	4,740.00
Sale of goods net of cost	0.00		
Pool fundraising	1,000.00		
Sponsor boards	2,000.00		
Paper recycling	0.00		
Sub total	35,405.67	Sub total	4,740.00
		Net Profit/Loss	30,665.67

Projects 2020/21 estimates*			
Income	£	Expenditure	£
New build	0.00	New build	3,000.00
		Bounce back loan	0.00
		School transport	0.00
Sub total	0.00	Sub total	3,000.00
		Net Profit/Loss	-3,000.00

Other income 2020/21 estimates*			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
General	54,241.95		
Ring fenced	4,250.00		
Grants sub total	58,491.95		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	68,491.95	Sub total	0.00
		Net Profit/Loss	68,491.95

SASP 2020/21 overall estimates*			
£	£	£	£
Overall Income	125,229.67	Overall Expenditure	100,217.53
		Net Profit/Loss	25,012.15

Swimming Pool Covid restricted operation + new build 2021/22 estimates			
Income	£	Expenditure	£
Swimming			
Admissions	38,931.25	Staff	121,836.00
Lessons	18,976.93	Rent and Rates	700.00
Schools	0.00	Running costs	25,000.00
Clubs	3,750.00	Utilities	33,319.27
Private & NHS Hire	0.00	Office costs	2,864.79
Subscriptions	2,337.16	Miscellaneous	735.00
		Professional fees	500.00
Health & Fitness			
Meetings	1,500.00	Staff - Operational	15,000.00
Retail and Vend net profit	3,750.00	Development Manager	13,478.00
Classes	27,186.64	Utilities and running costs	5,250.00
Sub total	96,431.97	Sub total	218,683.06
		Net Profit/Loss	-122,251.09

Fundraising 2021/22 estimates			
Income	£	Expenditure	£
Shop	64,811.33	Shop costs	9,479.99
Sale of goods net of cost	0.00		
Pool fundraising	1,000.00		
Sponsor boards	2,000.00		
Paper recycling	0.00		
Sub total	67,811.33	Sub total	9,479.99
		Net Profit/Loss	58,331.34

Projects 2021/22 estimates			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	0.00
Sub total	0.00	Sub total	10,300.00
		Net Profit/Loss	-10,300.00

Other income 2021/22 estimates			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
General	10,000.00		
Ring fenced	5,000.00		
Grants sub total	15,000.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	25,000.00	Sub total	0.00
		Net Profit/Loss	25,000.00

SASP 2021/22 estimates			
£	£	£	£
Overall Income	189,243.30	Overall Expenditure	238,463.05
		Net Profit/Loss	-49,219.75

Swimming Pool Covid restricted operation + new build 2022/23 estimates			
Income	£	Expenditure	£
Swimming			
Admissions	51,908.33	Staff	121,836.00
Lessons	25,302.57	Rent and Rates	700.00
Schools	0.00	Running costs	25,000.00
Clubs	5,000.00	Utilities	33,319.27
Private & NHS Hire	0.00	Office costs	2,864.79
Subscriptions	3,116.21	Miscellaneous	735.00
		Professional fees	500.00
Health & Fitness			
Meetings	2,000.00	Staff - Operational	20,000.00
Retail and Vend net profit	5,000.00	Development Manager	13,478.00
Classes	38,250.48	Utilities and running costs	7,000.00
Sub total	128,577.59	Sub total	225,433.06
		Net Profit/Loss	-96,855.47

Fundraising 2022/23 estimates			
Income	£	Expenditure	£
Shop	64,811.33	Shop costs	9,479.99
Sale of goods net of cost	0.00		
Pool fundraising	1,000.00		
Sponsor boards	2,000.00		
Paper recycling	0.00		
Sub total	67,811.33	Sub total	9,479.99
		Net Profit/Loss	58,331.34

Projects 2022/23 estimates			
Income	£	Expenditure	£
New build	0.00	New build	0.00
		Bounce back loan	10,300.00
		School transport	0.00
Sub total	0.00	Sub total	10,300.00
		Net Profit/Loss	-10,300.00

Other income 2022/23 estimates			
Income	£	Expenditure	£
Donations			
General	10,000.00		
FOSSP	0.00		
Donations sub total	10,000.00		
Grants			
General	10,000.00		
Ring fenced	5,000.00		
Grants sub total	15,000.00		
Miscellaneous	0.00		
Miscellaneous sub total	0.00		
Sub total	25,000.00	Sub total	0.00
		Net Profit/Loss	25,000.00

SASP 2022/23 estimates			
£	£	£	£
Overall Income	221,388.92	Overall Expenditure	246,213.05
		Net Profit/Loss	-23,824.13

*NB: Figures taken from 20/21 actual figures provided by SASP for 6 week re-opening period ending 20/9/20, projected to year end - shown below

			6 week period of re-opening post lockdown covering period until 20th September 2020		Average weekly for same period		6 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020		9 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020		12 month projection based on initial 6 weeks not taking into account impact of new restrictions introduced on 22nd September 2020	
Income			Quantity	Sales	Quantity	Sales	Quantity	Sales	Quantity	Sales	Quantity	Sales
Swimming	Sessions	Lane Swim	515	2,575	85.83	429.17	2,146	10,729	3,219	16,094	4,292	21,458
		Public Swim	443	2,215	73.83	369.17	1,846	9,229	2,769	13,844	3,692	18,458
		Family Swim 40 mins	36	504	6.00	84.00	150	2,100	225	3,150	300	4,200
		Family Swim 60 mins	44	880	7.33	146.67	183	3,667	275	5,500	367	7,333
		Silver Swim over 60	11	55	1.83	9.17	46	229	69	344	92	458
Swimming total			1,049	6,229	175	1,038	4,371	25,954	6,556	38,931	8,742	51,908

Appendix C

Project Funding Summary

		£	Detail	Status
Capital Cost:		733,987		
Financed By:				
		125,000	Sport England	Confirmed
		150,000	Craven DC	Pending
		153,000	Friends	Confirmed
		428,000		
		305,987	Initial Funding Gap	Identified
		39,830	VAT Refund *	Identified
		-10,000	Planning Fees (Costs) Etc.	Identified
		276,157	Assumed SASP Cash Req'd	Calculated
		200,000	Assumed Cash Available	Identified
		-76,157	Project Shortfall	Identified
		-48,032	Revenue Losses	Possible
		-124,189	Project Plus Cash Position	Possible
<u>Potential Further Funding</u>				
		50,000	Landfill Communities Fund	Identified
		23,000	Fundraising	Identified
		60,000	VAT Refund *	Identified
		8,811	Residual Cash Position	Possible
		*	Request CDC to Underwrite	