

POLICY COMMITTEE

(Online Only)

6.30pm on Tuesday 28th July 2020

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

Substitutes : Conservatives – Councillors Handley, Metcalfe and Moorby; Independents – Councillors Pighills, Shuttleworth and Solloway; Labour – Councillor Mercer; Green: Brown.

AGENDA

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>

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 23rd June 2020. Attached.
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.

(Note: 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.

Mr James Mason, Chief Executive of Welcome to Yorkshire will be attending the meeting to address the Committee.

5. **Welcome to Yorkshire- Request for Emergency Funding** – Report of the Director of Services. Attached.

Purpose of Report – To agree the Council's response to a request from Welcome to Yorkshire for emergency funding

6. **Decarbonising Skipton: Green Future for Public Buildings and the Greatwood Estate** – Report of the Director of Services. Attached.

Purpose of Report – To present to Members, the proposal for the European Regional Development Fund (ERDF) bid for decarbonising Skipton in support of the Council's Climate Emergency Strategic Plan.

7. **Support for Settle Swimming Pool** – Report of the Chief Executive. Attached.

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.

8. **Re-Letting of Former RAFA Club, Moorview Way, Skipton to Moorview Community Social Club** – Report of the Director of Services. Attached.

Purpose of Report – To seek approval for the re-letting of the former RAFA Club located at Moorview Way, Skipton to a non-profit community body constituted as the Moorview Community Social Club. The Trustees of this body were Trustees of the RAFA Club. The constitution of this club will replicate that of the RAFA Club.

9. **Introduction of Low Usage Staff Permits** – Report of the Director of Services. Attached.

Purpose of Report – To seek approval to introduce low usage staff parking permits for a six months' period from 1st July 2020 to 31st December 2020 whilst Covid-19 restrictions apply.

10. **Joint Working with North Yorkshire County Council – Affordable Housing** – Report of the Director of Services. Attached.

Purpose of Report – Recent joint working between Craven District Council (the Council) and North Yorkshire County Council (NYCC) across two service areas has offered up an opportunity in the provision of affordable housing that will meet the objectives of both organisations. This report presents that opportunity and seeks Member support to proceed.

11. **Update of Skipton Town Hall Re-development** – Report of the Strategic Manager for Planning and Regeneration. Attached.

Purpose of Report – To provide an update on progress to Members in relation to the Skipton Town Hall re-development project.

ITEM EXEMPT FROM PUBLICATION

- \$12. **Brief for Unitary Councils Business Case for North Yorkshire** – Report of the Chief Executive. Attached.

Purpose of Report - To consider funding in order to join with the other districts in North Yorkshire in examining alternative models of unitary government.

13. **Items for Confirmation** – The Committee is asked to indicate whether any of the above items should be referred to Council for confirmation.
14. **Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act 1972.

Agenda Contact Officer: Vicky Davies
Telephone: (01756) 706486
E-mail: committees@cravendc.gov.uk
20 July 2020

Date of Next Meeting: Tuesday, 11 August 2020.

If you would like this agenda or any of the reports listed in a way which is better for you, please telephone (01756) 706494.

POLICY COMMITTEE
(On-line)

23 June 2020

Present – The Chairman (Foster) and Councillors Barrett, Brockbank, Ireton, Lis, Mulligan, Myers, Noland, Place, Rose, Solloway (substitute for Heseltine), Welch and Wheeler.

Officers – Chief Executive, Director of Services, Chief Finance Officer (S151 Officer), Solicitor to the Council and Monitoring Officer, Democratic Services Manager and Senior Democratic Services Officer.

Apologies for absence were received from Councillors Madeley and Morrell.
Councillor Welch left the meeting at 7.58pm.

Start: 6.30pm

Finish: 8:02pm

The minutes of the Policy Committee meeting held on 16th June 2020 were confirmed as a correct record. The Chief Finance Officer updated Members on the current position regarding the Council's Discretionary Business Grant Scheme following the recent introduction of the Government measures to support businesses in response to Covid-19 by way of a local scheme.

Minutes for Report

POL.1062

FINANCE UPDATE

The Chief Finance Officer (S151 Officer) submitted a report updating Members on the potential financial implications of the national response to the Covid-19 pandemic and the actions the Council has taken and is developing in response. The report highlighted the most significant issues, particularly income losses as a substantial element (39%) of the Council's funding came from external sources, primarily generated from fees and charges levied for services.

So far, additional costs incurred had not been significant when compared to the income and potential funding losses. One-off costs had been incurred in equipping those staff needing laptops to allow home working at a cost of about £20k, £10k allocated for community support grants and £5k had been spent on PPE. The most sizable ongoing cost of approximately £24k per month, was the additional cost of staff redeployments and providing waste collections while maintaining distancing and safety requirements.

The Government had provided two tranches of un-hypothecated funding to support local government. Craven had received £26k and £565K, it was unclear whether there would be further support but, if not, the impact for the Council could be in the range of £2m-£4m.

The impact on the revenue budget and capital plan would be presented in more detail when quarter 1 monitoring was complete and that a revised Medium Term Financial Plan. In the shorter term, actions were being taken to limit the immediate shortfall and these were highlighted in the report

Resolved – (1) That, the actions taken and being developed in response are noted.

(2) That, the additional expenditure approved under emergency delegated powers as part of the Council's immediate response is noted and that the expenditure will be charged directly to Government grant funding.

POL.1063

CRAVEN COVID-19 ECONOMIC RECOVERY PLAN

The Strategic Manager for Planning and Regeneration submitted a report setting out the emerging Covid-19 recovery plan for Craven and sought approval to allocate the Reopening High Streets Safely

Fund. The impact of Covid-19 on the Craven economy was expected to be dramatic with some estimates placing the District as the 16th worst affected economy in the country. Tourism was likely to be the largest affected sector and was expected to lose 30% of its output in 2020/21.

The impact was also being seen in households across the District with an increase in the number of people receiving out of work benefits increasing by 170% in April 2020. As furloughing reduces it was expected that the number of redundancies would significantly increase.

The York and North Yorkshire LEP had led the economic recovery response and the emerging approach was to follow the principle of Greener, Fairer, Stronger aiming to create something that was stronger and more resilient than before the pandemic. The current structure of the LEP recovery plan was set out in the report together with the draft Craven Recovery Plan. The Government had provided £50k to support the reopening of town and the funds would be used to provide business support; support service settlements; and establish entertainment and alcohol licenses across Craven.

In order to oversee the short and long term implementation of the recovery plan it was proposed to establish a Sub-Committee and, if Members approved the establishment of such a Sub-Committee a report would be presented to the next meeting setting out the Terms of Reference, decision making powers and selection process.

In thanking the Strategic Manager for Planning and Regeneration and his team for putting together the recovery plan, it was

Resolved – (1) That, the projects identified in the draft recovery plan are noted.

(2) That, agreement is given to distribute the Reopening High Streets Safely Fund as set out in Section 6.1 of the report now submitted and that allocations of funding to be agreed by the Director of Services in consultation with the Lead Member for Enterprising Craven.

(3) That, a sub-committee is appointed overseeing the recovery plan and that a report is brought to the next Policy Committee.

POL.1064

AMENDMENT TO TERMS OF REFERENCE FOR CRAVEN SPATIAL PLANNING SUB-COMMITTEE

The Strategic Manager for Planning and Regeneration submitted a report presenting revised terms of reference for Craven Spatial Planning Sub-Committee to reflect adoption of the Craven Local Plan and future reviews, and to address recent changes to spatial planning legislation. The report also presented a Scheme of Delegation to Officers relating to the designation of Neighbourhood Plan areas.

Resolved – (1) That, the revised terms of reference for Craven Spatial Planning Sub-Committee as set out in Appendix A to the report now submitted are approved.

(2) That, in relation to the designation of Neighbourhood Plan areas as set out within the Scheme of Delegation to Officers as set out in Appendix C to the report now submitted, delegated authority is granted to the Strategic Manager for Planning and Regeneration.

(3) That, in dealing with all aspects of the preparation and the review of the Craven Local Plan, that consideration is given to the role the Local Plan has in achieving the Council's recent climate emergency declaration for a "Net Zero Carbon Craven by 2030".

POL.1065

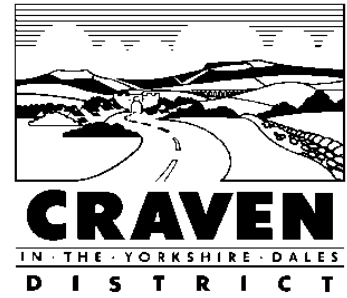
SUMMARY OF DECISIONS TAKEN BY THE CHIEF EXECUTIVE DURING THE COVID-19 OUTBREAK

AGENDA ITEM 2

The Solicitor to the Council (Monitoring Officer) submitted a report informing the Committee of the urgent decisions made between the 26th March 2020 and 1st June 2020 by the Chief Executive during the Coronavirus (COVID-19) pandemic.

Resolved – That, the urgent decisions made by the Chief Executive (or his authorised deputy) between the 26th March 2020 and 1st June 2020 as set out in paragraph 3.6 of the report now submitted, are noted.

Chairman

Policy Committee – 28th July 2020**Welcome to Yorkshire – Request for
Emergency Funding****Report of the Director of Services****Lead Member – Cllr Richard Foster, Leader****Ward(s) affected: All****1. Purpose of Report**

- 1.1 To agree the Council's response to a request from Welcome to Yorkshire for emergency funding.

2. Recommendations

- 2.1 That the Council agrees to make a one off financial contribution to Welcome to Yorkshire of £25,000.

3. Background Information

- 3.1 Welcome to Yorkshire (WtY) was launched in 2009 following a structural review of the region's tourism industry. WtY's principal activity is the marketing of Yorkshire to potential visitors, within the region, across the UK and internationally.
- 3.2 The visitor economy in Yorkshire is £9bn, employing 225,000 people in the tourism sector and £149m tourism day visitors. There are over 6 million visitors per year to Craven.
- 3.3 It is well documented that the organisation had to deal with some challenging issues in 2019. The then Chief Executive left the organisation and there were investigations into misappropriation of funds. These issues had a detrimental impact on WtY both reputationally and financially and the organisation has had to re-invent itself. It had become one dimensional, lacked engagement and not representative of modern Yorkshire, focussing on landscapes and landmarks not people and experiences.
- 3.4 A new strategy has since been developed. The objective is now to aim to be more about Yorkshire, less about WtY and to change the overall narrative towards Yorkshire being a place to live study work, not just visit.
- 3.5 To deliver the new strategy WtY had the commitment of three tranches of £1m Business Rate Pool Funding and agreed a series of firm conditions; immediate recruitment of a new WTY board; a public sector chair to be appointed and

recruitment of a new WtY chief executive to start immediately.

- 3.6 A new Chief Executive, James Mason joined January 2020 and conducted an organisational review, reducing overheads and commercialising the organisation so that it becomes less reliant on public money. WtY has, in a short space of time become a different organisation, more responsive and more inclusive.

4. Current Position and Request for Emergency Funding

- 4.1 COVID-19 is having a catastrophic impact on the tourism industry. WtY is needed more than ever to lead a nationwide campaign to welcome tourists back to the County.
- 4.2 WtY have put in place a Recovery Plan, 'Re-Open 'Recover and Rebuild' with the main aim of giving visitors and service providers trust and confidence that Yorkshire is COVID secure and open for business. It also aims to capitalise on visitors returning to our communities alongside a new audience that will be considering visiting Yorkshire for the first time in the absence of overseas travel.

A copy of WtY's recovery plan is attached at Appendix A.

- 4.3 The impact of COVID-19 has meant that the Business Rates Pool is unable to meet its funding commitment and the loss of BRP funding together with that of private sector income has left WtY in the position of needing to request a one-year emergency funding solution of £1.4m from local authorities across the region.
- 4.4 Emergency funds are needed to allow WtY to continue to operate, lead on the development and implementation of the COVID-19 Yorkshire Tourism Recovery Plan and develop the initiatives within the strategy that will generate income for WtY and contribute to the economic recovery of the Yorkshire tourism sector.
- 4.5 Without commitment from all local authorities to contribute to the £1.4m emergency funding WtY cannot continue to operate and a managed closedown of the organisation would take place, potentially at a cost of around £3m and would leave no structure in place for managing the regions tourism at a critical time. The loss of WtY as the Destination Marketing Organisation (DMO) for the county would lose the Yorkshire brand and the opportunities to market Yorkshire locally, nationally and on a global scale, leaving individual authorities with the issue of how to support tourism in their area without the support of a Yorkshire wide organisation and the benefits that brings.
- 4.6 The total emergency funding request of £1.4m and is sought from West Yorkshire, North Yorkshire, South Yorkshire and Hull and East Riding. The contribution from North Yorkshire is £386.4k with Craven District Council's contribution proposed as £25,000.

4.7 Need a strong tourism offer and WTY had done a lot of good but, as funders, we need strong reassurances that all of the actions in the improvement plan are delivered and we have a strong input in to the business plan.

4.8 Understandably there will be reticence on continuing to fund WTY but it has gone through a major transformation and with so many tourism businesses across Craven in extreme difficulties now is not the time to pull the plug with all the costs that would entail and with nothing in place to fill the void

5. Implications

5.1 Financial Implications –

A supplementary revenue estimate is required for the contribution. This can be funded from the New Homes Bonus Reserve

5.2 Legal Implications -

There are no legal implications arising directly from this report.

6. Contribution to Council Priorities

6.1 A strong performing tourism body will contribute to the economic well-being of the district.

7 Appendices

Appendix A: Recovery Plan

8 Author of the Report

Paul Ellis, Director of Services, E-mail: pellis@cravenc.gov.uk

Welcome
to Yorkshire
yorkshire.com

COVID-19
WELCOME TO YORKSHIRE'S
RECOVERY PLAN FOR
THE TOURISM SECTOR.

REOPEN
RECOVER
REBUILD

[YORKSHIRE.COM/RECOVERYPLAN](https://yorkshire.com/recoveryplan)

LEADING THE TOURISM RECOVERY



As the world prepares and readjusts to life after COVID-19, Welcome to Yorkshire will lead a nationwide marketing campaign to welcome tourists back to the county.

The main aim will be to give visitors and service providers trust and confidence that Yorkshire is COVID secure and open for business. For the industry and service providers we will also give them the confidence to **reopen** without recrimination, to **recover** financially and **rebuild** a customer base for the future.

**Welcome
to Yorkshire**
yorkshire.com

1 WHY?

- To retain and even grow the £9bn tourism economy and 225,000 tourism sector jobs.
- Preserve and promote business and capitalise on new opportunities.
- Maximise the staycation market and government push to initially travel locally.
- To ensure Yorkshire is recognised as the leading COVID secure tourist destination.

2 WHAT?

- WTY will market Yorkshire as a safe and trusted visitor destination with wide ranging digital, media and out of home campaigns.
- Offer **free** Welcome to Yorkshire membership and new **business and personal model membership**.
- Introduce a Welcome to Yorkshire **Gift Card**.
- Launch Song for Yorkshire to celebrate the civic pride in our county.
- A phased approach in line with Government guidelines, with the aim to have sectors ready to go, but also an understanding of an ongoing fast moving reaction to the coronavirus pandemic.

3 HOW?

- Instil confidence and trust in businesses to reopen by helping them prepare to be COVID secure.
- Inspire returning and first time visitors to come to Yorkshire for day trips, long weekends and extended holidays by instilling confidence and trust that Yorkshire's tourism businesses are COVID secure.
- Encapsulate the whole county, meaning all local authorities can rest assured that their specific offers will be marketed and needs met with regional support directors/officers.
- Have a sustainable approach for 2020-2023 to capitalise on domestic tourism based on industry projections.
- Be flexible for all sectors and regions within Yorkshire.
- Continue to highlight and amplify industry messages to encourage Government to continue to provide financial and other support.

OBJECTIVES

A co-ordinated, cohesive approach across the industry, both locally, regionally and nationally as a voice representing tourism in Yorkshire.

Welcome to Yorkshire will lead the county's tourism recovery plan and nationwide campaign, working collaboratively with and supporting businesses and attractions to be prepared to reopen, recover and rebuild for that 'first day', whenever legally safe to do so. With the ultimate goal being to Welcome BACK to Yorkshire visitors from across the globe when the time is right.



REOPEN

This phase will be initiated to coincide with the reopening of some hospitality businesses in line with the Government's social distancing and travel restrictions. Welcome to Yorkshire will continue to provide:

- Further Industry Support.
- More Destination Management.
- Continued Promotion, Creative Direction and Destination Messages.

REBUILD

To rebuild businesses need to introduce new plans and models for the new normal and to be sustainable. Welcome to Yorkshire will provide:

- Industry support.
- Destination Management.
- Promotion, Creative Direction and Tourism Messages.



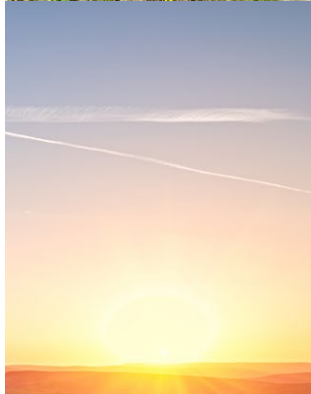
RECOVER

This will be initiated to coincide with the lifting of the Government's social distancing and travel restrictions. There will be:

- Creation and roll out of a carefully considered Welcome BACK to Yorkshire campaign.
- Relevant product including outdoor space and coast.
- Promotion of activities including walking and cycling.
- Messages encouraging people to reconnect with tourism on their doorstep.

RECONNECT

- Be mindful of residents, overcrowding hotspots and consider national insights.
- Continue to review research and insights into visitor attitudes and behaviours and use these to influence appropriate messages.
- Continue to identify target audiences for the region.
- Work with VisitBritain on the pan-UK recovery campaign.



COLLABORATION

Our goal is to be recognised as the UK's leading destination for safe and responsible tourism post COVID while retaining all the attractiveness Yorkshire has always possessed.

To achieve this goal, we can not do it alone. We need a **#YorkshireTogether** attitude from all our partners:

- Trade associations to provide best practice guidance for your sector.
- Local Authorities to develop trading standards advice, training for staff, grants, financial support and enforcement of guidelines.
- LEPs to lead on governmental support and further financial relief for the industry.
- Business associations like FSB and Chambers to lead on entrepreneurship, legal, operational support.
- Tourist trade associations and providers to share best practice.
- All businesses can share our common messages and use our digital assets and hashtags.
- All sub regions will be able to celebrate their differences so we can cross promote. For example, Welcome back to Hambleton (rural, countryside) Welcome back to Sheffield (shopping, theatre, outdoors).



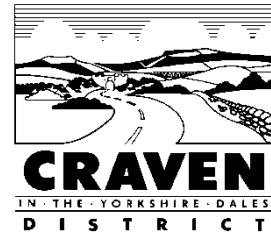
THANK YOU

Welcome
to Yorkshire
yorkshire.com

We are looking forward to welcoming everyone **back** to Yorkshire in a responsible and safe way. We are focused on the opportunity to reconnect with our local visitors as well as welcoming new visitors to the county to discover our vibrant cities, breathtaking countryside and stunning coastline.

#YORKSHIRETOGETHER

Decarbonising Skipton: Green Future for Public Buildings and the Greatwood Estate.



Report of Director of Services

Ward(s) affected: All

Lead Member: Cllr Carl Lis

1 Purpose of the Report

- 1.1 To present to Members the proposal for the European Regional Development Fund (ERDF) bid for Decarbonising Skipton in support of the Council's Climate Emergency Strategic Plan.

2 Recommendations

Members are recommended to:-

- 2.1 Approve the submission of a grant application by the Director of Services to ERDF for £1,204,400 for renewable energy and carbon reduction measures on public buildings and acceptance of the grant if the application is successful.
- 2.2 Approve a supplementary capital estimate of £375,700 to meet the match funding requirements of the grant application.

3 Report

- 3.1 Craven District Council (CDC) has set a target of achieving net zero carbon by 2030. CDC buildings account for over two thirds of CDCs direct carbon emissions of 1822 tonnes a year. The Council is through to the second stage of applying for a **European Regional Development Fund (ERDF)** Priority Axis 4: Supporting the Shift Towards a Low Carbon Economy in All Sectors grant. The project must have a total value of at least £1 million, 50% being match funding and is required to be delivered by 30 June 2023. Such funding is unlikely to be available in the future.
- 3.2 This project is the largest single step that the Council can take towards becoming carbon neutral by 2030. It fulfils three key actions from the Council's Climate Emergency Strategic Plan; 'Renewable Energy for CDC Operations', 'Improve Energy Use in Buildings' and 'Support and Promote Renewable Energy'. This represents a one-off opportunity to access substantial external funding to achieve our carbon reduction goals and realise a large saving for the Council. It would be difficult to achieve this level of carbon savings without such funding.

- 3.3 The Council is proposing installing renewable energy solutions and carbon reduction measures in our operational buildings; Aireview House, Belle Vue Square, Craven Leisure, Skipton Crematorium, Skipton Town Hall and the Waste Management Depot (sites map is detailed in Appendix B). **This project will save 330 tonnes CO2 emissions year on year, saving over 27% in CDC’s building carbon emissions.** The project will also include installing renewable energy solutions in 28 Yorkshire Housing properties, funded by Yorkshire Housing, on the Greatwood and Horse Close estate and the Economic Development Otley Street centre project.
- 3.4 While Covid 19 has had a large impact on our community, it is vital that CDC is committed to a low carbon recovery. A relatively modest investment over the next three years with a payback within less than 5 years will put CDC in strong position to achieve net zero carbon by 2030, as well as reduce energy costs for now and the future.
- 3.5 The project has been developed by a low carbon specialist, based on energy reviews of the main CDC buildings, it includes the following **renewable energy** and **carbon reduction** measures:
- Installation of over 2000m² of **solar panels** across CDC buildings, including the Leisure Centre, Town Hall, Crematorium, Engine Shed Lane Depot, Belle Vue Square, Aireview House and Otley Street Centre.
 - **Renewable** heat pump system for pool water and space heating at the Leisure Centre.
 - **Energy efficiency** measures in buildings including heat recovery, insulation and building management (beyond Building Regulation requirements).
 - **Zero or near zero carbon new building** – Engine Shed Lane Waste Depot.
 - On-line **monitoring of carbon emissions** for CDC buildings (seven) with public displays of carbon emissions in Craven Leisure, Belle Vue Square and Town Hall.
 - **Engagement and communication plan** for employees and the local community.

High level project plan can be found at Appendix C.

4 Financial Implications

- 4.1 The project has a total value of £1,204,400, 50% (£602,200) being match funded by ERDF which includes a match funded investment in year 3 by Yorkshire Housing of £88,150 (£176,300), CDC proportion of the project holds a value of £1,028,100.
- 4.2 A Capital investment of **£375,700** and additional Revenue commitment of **£22,584** by CDC plus 178 days of staff time (equating to a value of **£37,665** of existing resource) is required over 3 years, (in addition **£78,100** funds already committed to Town Hall refurbishment and Engine Shed Lane.)
- 4.3 The table below shows the breakdown and spread of expenditure and funding over the duration of the project for CDC:

CDC Capital	2020/21	2021/22	2022/23	Total
<i>CDC Capital Commitment</i>	£38,500	£304,700	£486,300	£829,500
<i>CDC Already Committed</i>	£23,100	£55,000	-	£78,100
<i>ERDF Funding Revenue</i>	£30,800	£179,850	£243,150	£453,800
CDC Balance of Commitment	£7,700	£124,850	£243,150	£375,700

CDC Revenue	2020/21	2021/22	2022/23	Total
<i>CDC Revenue Commitment</i>	£23,455	£38,455	£58,588	£120,498
<i>CDC Already Committed</i>	£11,855	£11,855	£13,955	£37,665
<i>ERDF Funding Revenue</i>	£11,727	£19,227	£29,294	£60,249
CDC Balance of Commitment	-£127	£7,373	£15,339	£22,584

4.4 The project will achieve savings in gas and electricity costs of £16,000 in Year 2, £65,000 in Year 3 and £75,000 savings each year from then onwards for between 10-25 years, giving a payback of approx. 7 years, based on current energy prices and a **saving of approx. £207,700 over 10 years**, Appendix A provides the Benefits Realisation Analysis.

4.5 Additional benefits can also be achieved through better management, monitoring and staff training, all of which are part of the project as detailed below:

- Carbon reduction (direct emissions) of at least 30% by 2023 providing substantial progress towards target of net zero carbon by 2030.
- Reduced electricity and gas costs for CDC buildings for the next 25 years.
- High profile renewable energy installations in Craven to engage the local community.

5 Legal Implications

5.1 The Council will need to satisfy itself that there are no State Aid implications with this project. There will also be a requirement to enter into a service Agreement with Yorkshire Housing as part of the funding bid.

6 Contributions to Corporate Priorities

6.1 The proposals in this report support the Council priorities of “Carbon Neutral Craven” and “Financial Resilience”.

7 Equality Impact Assessment

7.1 The Council's Equality Impact Assessment Procedure has been followed. An Equality Impact Assessment has not been completed on the proposals as completion of Stage 1- Initial Screening of the Procedure identified that the proposed policy, strategy, procedure or function does not have the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

8 Consultations with Others

8.1 Lead Member for Greener Craven – Councillor Carl Lis, Craven Corporate Leadership Team and Exchequer and Performance Manager – Rob Atkins have been consulted.

9 Appendix

Appendix A – Benefits Realisation Analysis

Appendix B – Map of Sites

Appendix C – High Level Project Plan

10 Access to Information: Background Documents

Craven Climate Emergency Strategic Plan

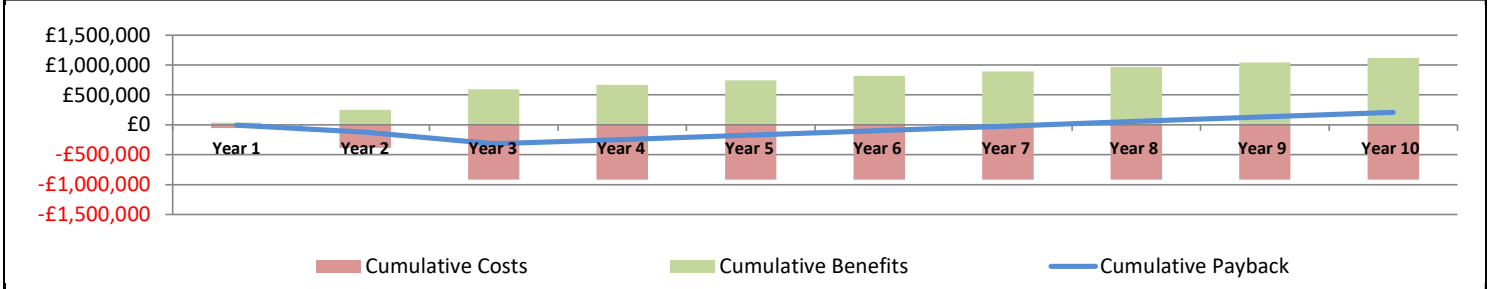
11 Author of the Report

Darren Maycock, CIO and Assets & Commercial Services,
dmaycock@cravenc.gov.uk,
01756 706270

Appendix A - Benefits Realisation Analysis

Project: Decarbonising Skipton

Benefits Realisation	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Costs											
Costs Capital	£38,500	£304,700	£486,300	£0	£0	£0	£0	£0	£0	£0	£829,500
Costs Revenue	£11,600	£26,600	£44,633	£0	£0	£0	£0	£0	£0	£0	£82,833
Total Costs	-£50,100	-£331,300	-£530,933	£0	£0	£0	£0	£0	£0	£0	
Cumulative Costs	-£50,100	-£381,400	-£912,333	-£912,333	-£912,333	-£912,333	-£912,333	-£912,333	-£912,333	-£912,333	-£912,333
Benefits											
Income (Cashable)	£42,527	£199,077	£272,444	£0	£0	£0	£0	£0	£0	£0	£514,048
Cost Avoidance (Cashable)	£0	£16,000	£65,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£606,000
Staff (Cashable)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Non-Staff (Cashable)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capacity (Non-Cashable)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Benefits	£42,527	£215,077	£337,444	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£1,120,048
Cumulative Benefits	£42,527	£257,604	£595,048	£670,048	£745,048	£820,048	£895,048	£970,048	£1,045,048	£1,120,048	
Total	-£7,573	-£116,223	-£193,489	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	
Cumulative Payback	-£7,573	-£123,796	-£317,285	-£242,285	-£167,285	-£92,285	-£17,285	£57,715	£132,715	£207,715	£207,715



Financial Impact

Capital Costs	£829,500	Confidence
Revenue Costs	£82,833	
Cashable Benefits	£1,120,048	
Non-Cashable Benefits	£0	
Payback over period of project	7	
Confidence in inputs	Medium	
Inflator Rate	Not Applied	
	0.33%	
NPV Deflator Rate	3.50%	
Cumulative Payback	£207,715	
NPV Cumulative Payback	-£161,822	

Project Risks

Risk	Likelihood	Impact
1) Technical Failures	2/5	3/5
2) Low engagement from internal staff	2/5	3/5
3) Not meeting customer demands	1/5	2/5
4) Change in Government policies	1/5	1/5
5) Loss of business / contract	1/5	2/5



Decarbonising Skipton – Map of Sites



Appendix C - High Level Plan

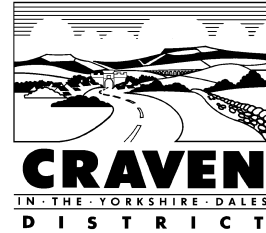
	Name	Duration	Start	Qtr 4, 2020				Qtr 1, 2021			Qtr 2, 2021			Qtr 3, 2021			Qtr 4, 2021			Qtr 1, 2022			Qtr 2, 2022			Qtr 3, 2022			Qtr 4, 2022		
				Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Securing planning approval for solar panels for Town Hall and cremat...	60 days	01/09/20 08:00	[Blue bar]																											
2	Structural check for Town Hall and Leisure Centre roofs for solar panel...	20 days	01/09/20 08:00	[Blue bar]																											
3	Procure contractor for summative assessment	40 days	01/09/20 08:00	[Red bar]																											
4	Contractor for Town hall energy efficiency measures already procured	0 days	01/09/20 08:00	◆ 01/09																											
5	Start on site - Town hall energy efficiency measures	40 days	01/09/20 08:00	[Blue bar]																											
6	Completion of works and handover - Town hall energy efficiency mea..	10 days	27/10/20 08:00	[Blue bar]																											
7	DS005 Procure contractor for BMS for Town Hall	40 days	01/09/20 08:00	[Blue bar]																											
8	Appoint contractor for BMS for Town Hall	20 days	27/10/20 08:00	[Blue bar]																											
9	Start on site - BMS for Town Hall	10 days	24/11/20 08:00	[Blue bar]																											
10	Completion of works and handover	10 days	08/12/20 08:00	[Blue bar]																											
11	Procure Contractor for Crematorium roofs	40 days	01/09/20 08:00	[Blue bar]																											
12	Appoint Contractor for Crematorium roofs	20 days	27/10/20 08:00	[Blue bar]																											
13	Start on site - Crematorium roofs	30 days	04/01/21 08:00	[Blue bar]																											
14	Completion of works and handover - Crematorium roofs	5 days	15/02/21 08:00	[Blue bar]																											
15	DS002 Procure contractor for Energy monitoring system	40 days	01/09/20 08:00	[Blue bar]																											
16	Appoint contractor for Energy monitoring system	20 days	27/10/20 08:00	[Blue bar]																											
17	Start on site - Energy monitoring Phase 1	30 days	24/11/20 08:00	[Blue bar]																											
18	Completion of works and handover Energy monitoring Phase 1	10 days	03/01/22 08:00	[Blue bar]																											
19	Start on site - Energy monitoring Phase 2	30 days	04/01/21 08:00	[Blue bar]																											
20	Completion of works and handover Energy monitoring Phase 2	1 day	15/02/21 08:00	[Blue bar]																											
21	DS001 Procure contractor for PV panels	60 days	24/11/20 08:00	[Blue bar]																											
22	Appoint contractor for PV panels	20 days	16/02/21 08:00	[Blue bar]																											
23	Start on site -PV panels phase 1	250 days	16/03/21 08:00	[Blue bar]																											
24	Completion of works and handover - PV panels phase 1	10 days	01/03/22 08:00	[Blue bar]																											
25	Start on site -PV panels phase 2	250 days	06/01/22 07:00	[Red bar]																											
26	Completion of works and handover - PV panels phase 2	10 days	22/12/22 08:00	[Red bar]																											
27	Engine Shed Lane TO DO	1 day?	01/09/20 08:00	[Red bar]																											
28	DS003 Procure contractor for design and installation of heat pump sy...	40 days	01/11/21 08:00	[Red bar]																											
29	Appoint contractor for design and installation of heat pump systems	20 days	27/12/21 08:00	[Red bar]																											
30	Start on site - heat pump systems and heat recovery (Leisure Centre...	60 days	24/01/22 08:00	[Red bar]																											
31	Completion of works - heat pump systems and heat recovery	20 days	18/04/22 08:00	[Red bar]																											
32	Handover - heat pump systems and heat recovery	5 days	16/05/22 08:00	[Red bar]																											
33	DS004 Procure contractor for insulation	40 days	01/09/20 08:00	[Red bar]																											
34	Appoint contractor for insulation	20 days	27/10/20 08:00	[Red bar]																											
35	Start on-site - insulation phase 1	250 days	24/11/20 08:00	[Red bar]																											
36	Completion of works and handover - insulation phase 1	5 days	09/11/21 08:00	[Red bar]																											
37	Start on-site - insulation phase 2 Aireview House	250 days	03/01/22 08:00	[Blue bar]																											
38	Completion of works and handover - insulation phase 2 Aireview House	5 days	19/12/22 08:00	[Blue bar]																											

Qtr 1, 2
Jan. 1

Dec...

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@cravenc.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

BUSINESS PLAN CONTENTS

Foreword.....	4
1. Introduction.....	5
2. Key Challenges and Opportunities	13
3. Communication and Marketing.....	17
4. Community Engagement, Partnership and Collaboration.....	29
5. People.....	36
6. Asset Management.....	39
7. Information and Communications Technology.....	42
8. Facility and Service Developments	44
9. Financial Implications and Resources.....	52
10. Performance and Risk Management.....	64
11. Social and Economic Impact.....	75
Executive Summary.....	82

Appendices

Appendix A – Financial Model
Appendix B – Architect Plan – Option 8
Appendix C – Capital Cost Analysis
Appendix D – Local Insight – Craven District
Appendix E – NPS System
Appendix F – Better Swimmers Sooner Programme
Appendix G – Marketing Work Plan
Appendix H – Reporting Scorecard
Appendix I – Trustee Skills Matrix Template
Appendix K – Reserves Policy
Appendix L – Post Code Mapping
Appendix M – Carbon Reduction Training Programme

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

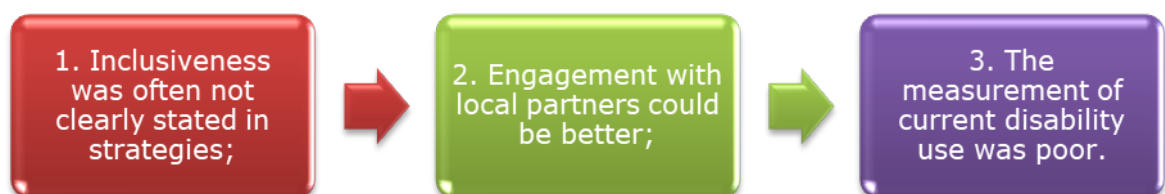
3.27 The Activity Alliance is a national charity that supports organisations to encourage inclusive practises, promoting better opportunities for people with disabilities who are some of the hardest to reach groups.

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

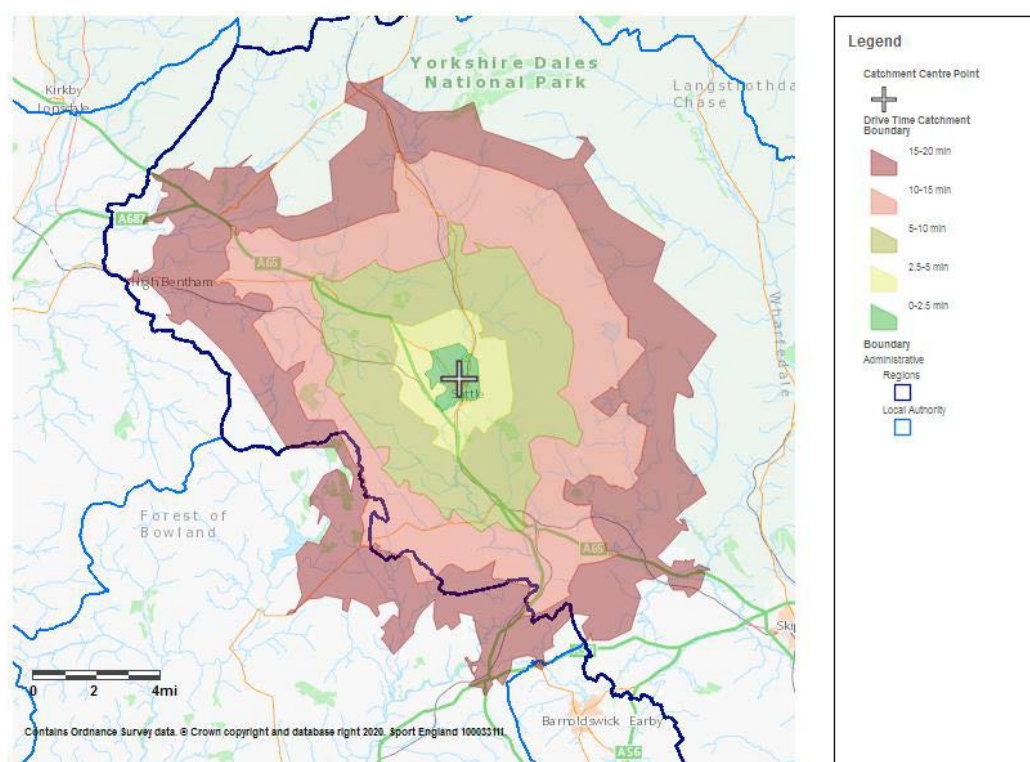
Understanding our Local Market

- 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.

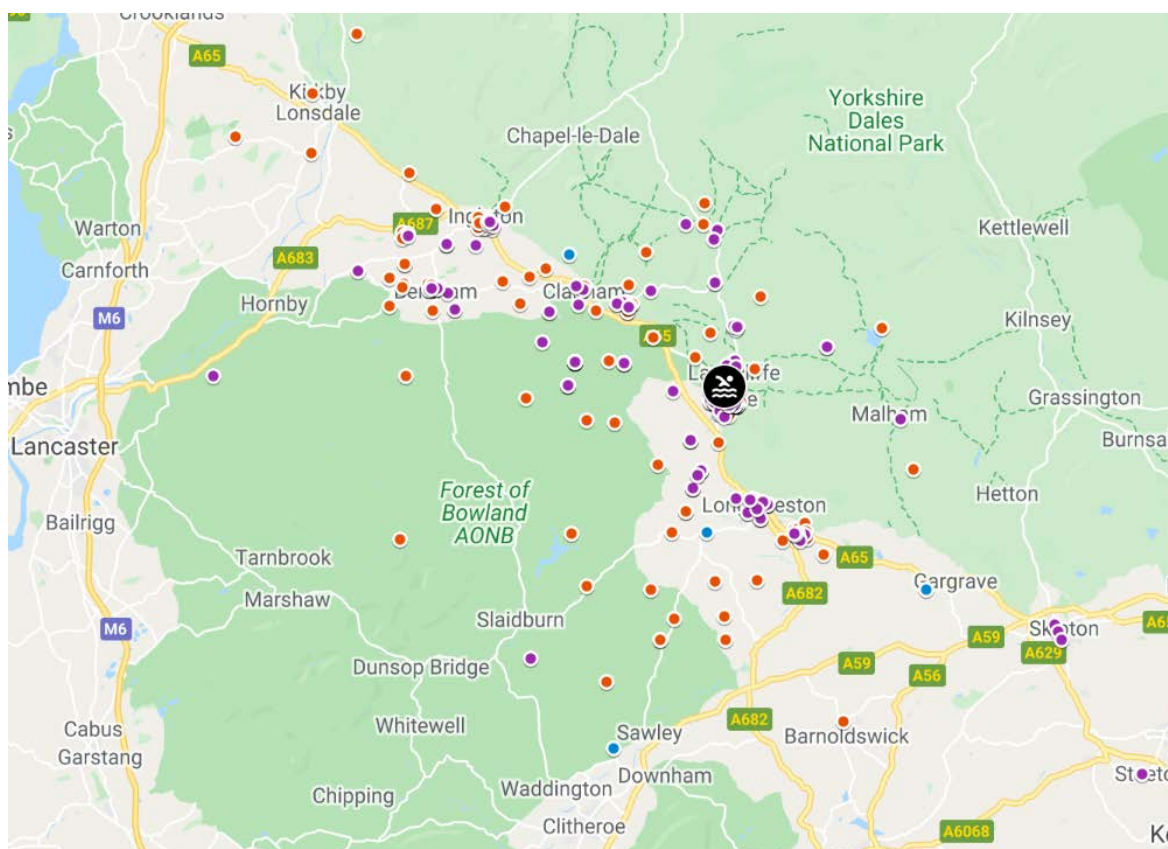
Demand

- 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.

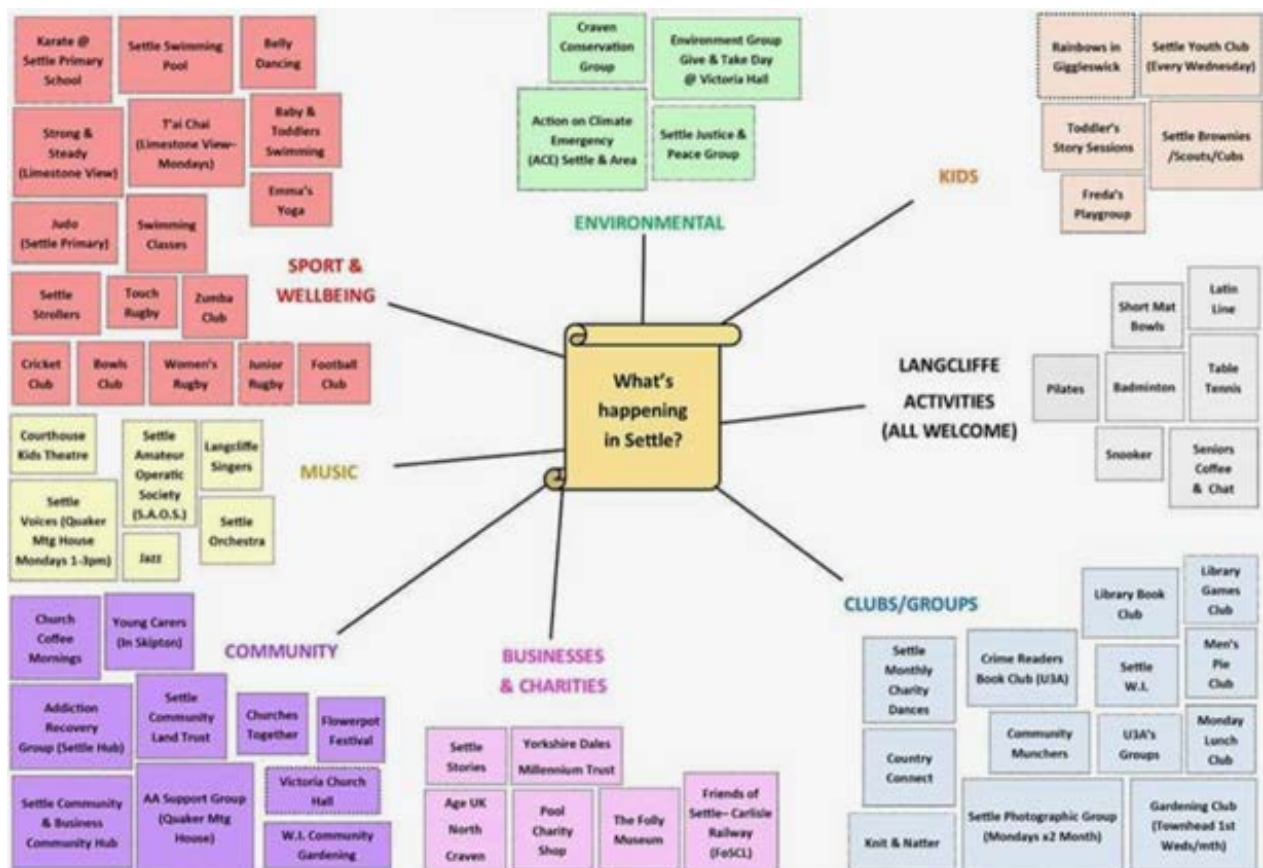
- ✓ Market and promote the services in appropriate, imaginative ways including but not limited to the production of only electronic news bulletins and social networks,
- ✓ Develop new areas of business for the pool including meetings and social activities beyond traditional sport.

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.

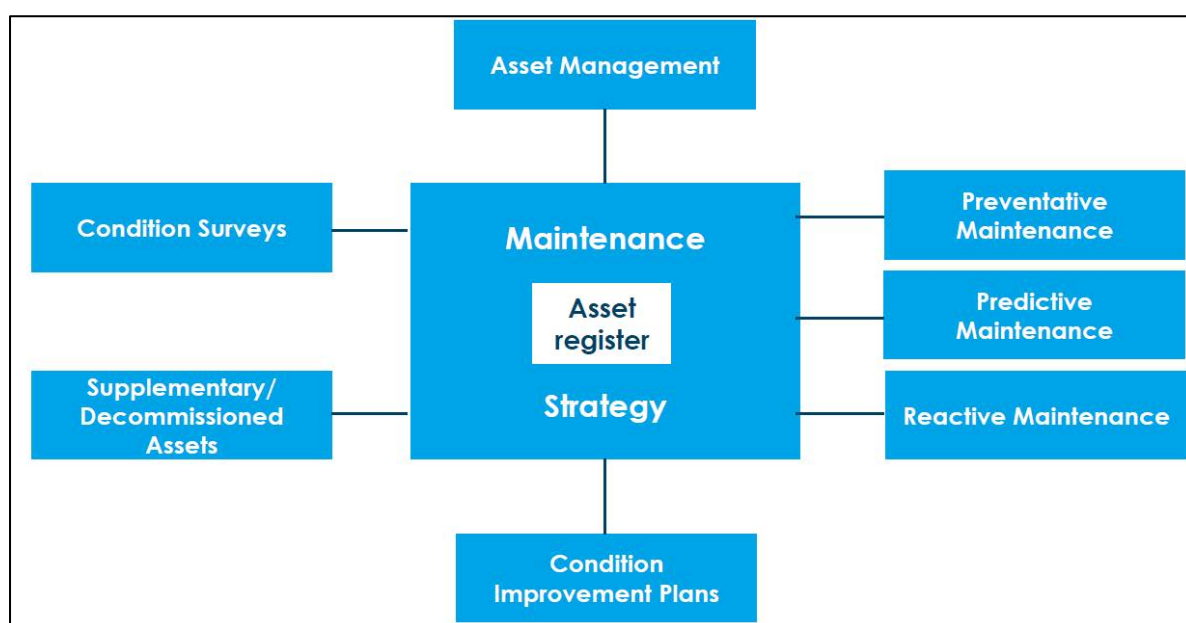
5.17 In the next section we consider asset management.

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

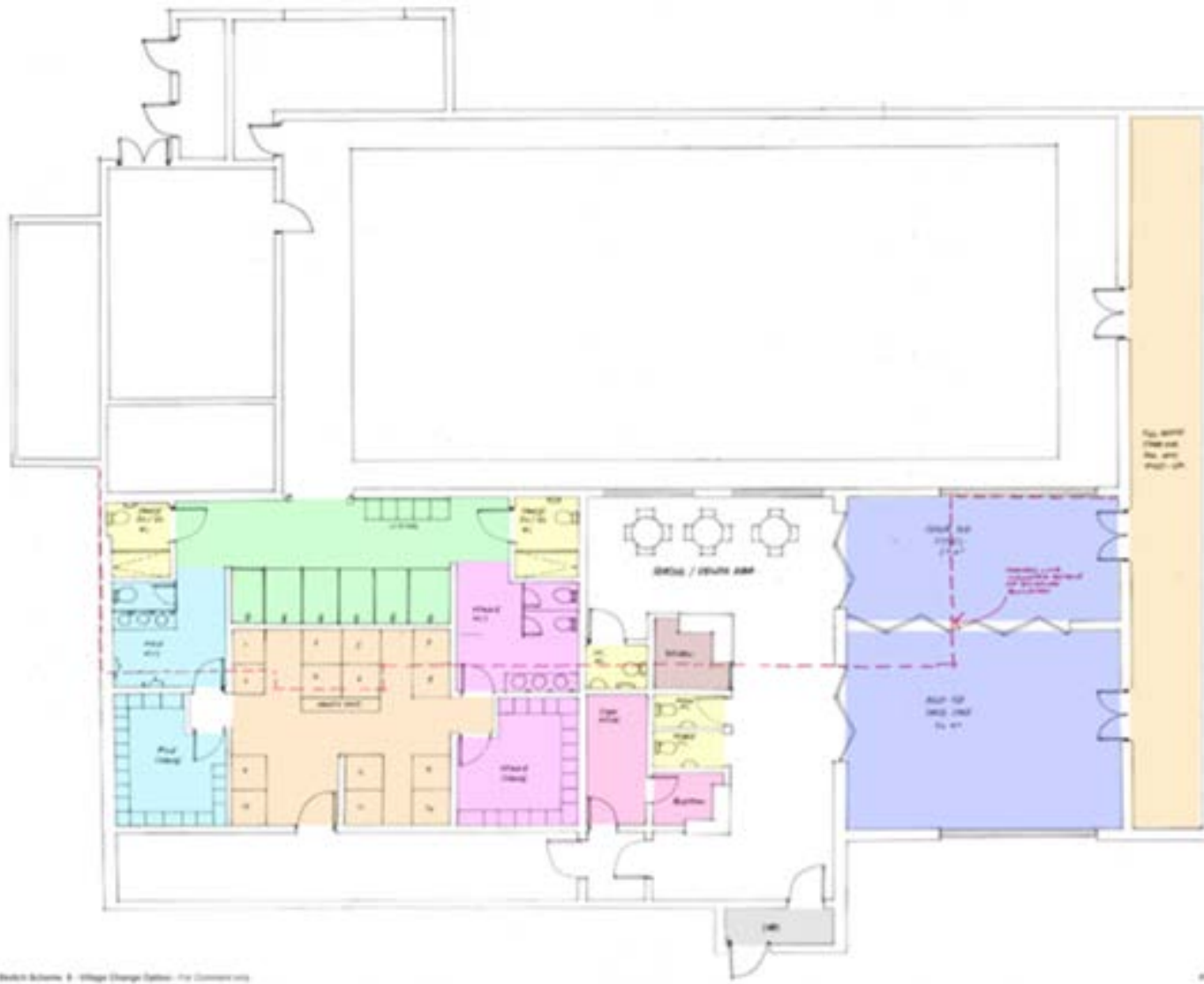
- Village changing accommodation to address the pools most common complaint,
- A studio / meeting / social event space (e.g. to provide a hub for Park Runs, a meeting place for the local cyclists, as well as providing regular group exercise classes including indoor cycling and exercise interventions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

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!

2. Provide an incentive

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.

3. Reach everyone

We will communicate to all our staff, customers and our stakeholders through social media and through our web site.

4. Monitoring Progress

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.

5. Positive Feedback

We will provide feedback on the positive outcomes to staff, small wins as well as big!

6. Provide Resources

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.

7. Be Imaginative

We will identify an 'environmental champion', to provide fresh ideas for SASP and understand the impact of new technology.

8. Keep the Momentum

We will set clear targets, share ideas and benchmark our performance against our previous performance and industry best practise.

9. Continuous Improvement

We will formerly review performance at the monthly board meetings.

10. Empowerment to meet our objectives

We will promote a "caring about carbon" message via the web site, sharing our energy saving

		<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
Charity Shop						
Retail	72,380	72,380	72,380	72,380	72,380	72,380
Rent	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)	(9,333)
Net Operator Cost after Charity Shop Income	334	8,453	22,048	82,127	82,127	82,127
Depreciation		-	-	(55,000)	(55,000)	(55,000)
Net Operator Position	334	8,453	22,048	27,127	27,127	27,127

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

Use of the Centre

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

Table 9.5 – Annual Use Projections

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

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

Development Capital Costs, Affordability and Cash Flow Projections

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

Table 9.6 – Capital Costs and Payment Schedule

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

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

Table 9.7 - Cash Flow Forecast

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

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

Funding of Additional Capital

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

Summary

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

9.49 The table below provides a summary of the operating position including depreciation which shows that following investment in the extension and associated improvements SASP would be sustainable even when factoring in depreciation costs over ten years of £55,000.

All £	Settle SP Base Position 19/20	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	176,964	182,788	192,468	290,486	290,486	290,486
Total Expenditure	239,676	237,381	233,467	271,405	271,405	271,405
Net Operator Cost before Charity Shop Income	(62,712)	(54,593)	(40,999)	19,081	19,081	19,081
<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 requirements are undertaken.
8	Environmental Sustainability	To deliver a reduction in our use of carbon to support the long-term sustainability of SASP.
9	Economic and Social Impact	To provide quantifiable impacts of the service from an economic, employment health perspective.
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

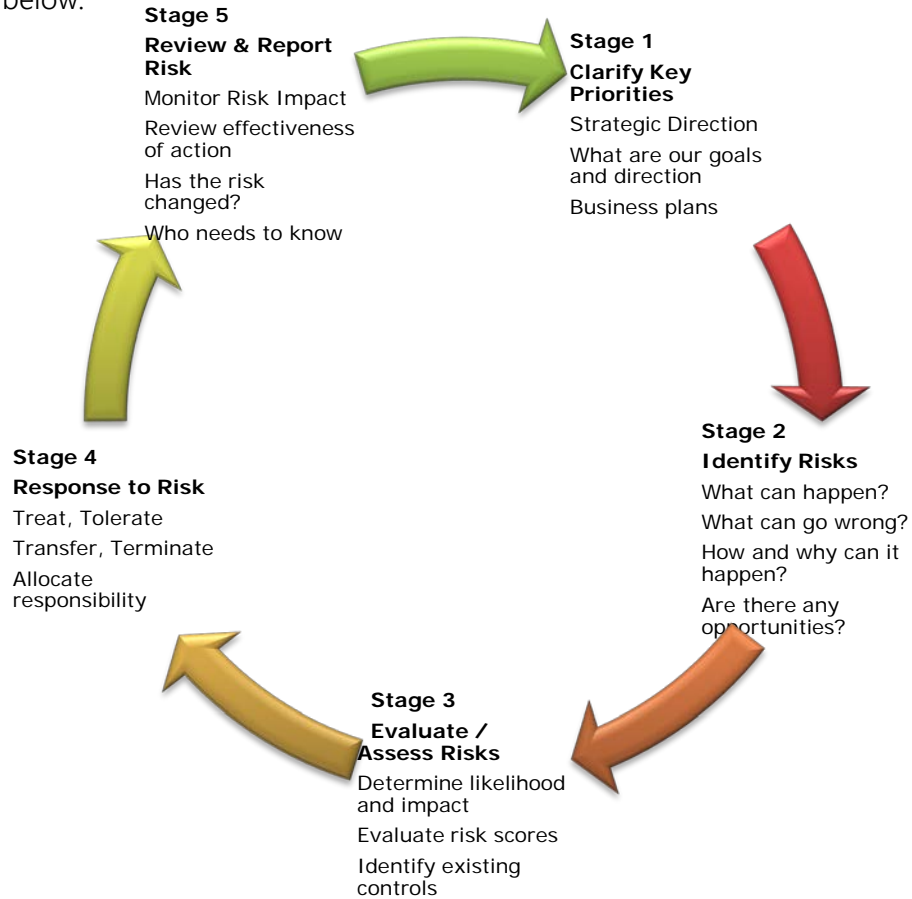
- 10.10 The Board of SASP maintain the Risk Register, and this will include as a minimum, the following information:

- 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. NDR.
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/discarded).

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/regionalgvaibylcalauthorityintheuk>

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.



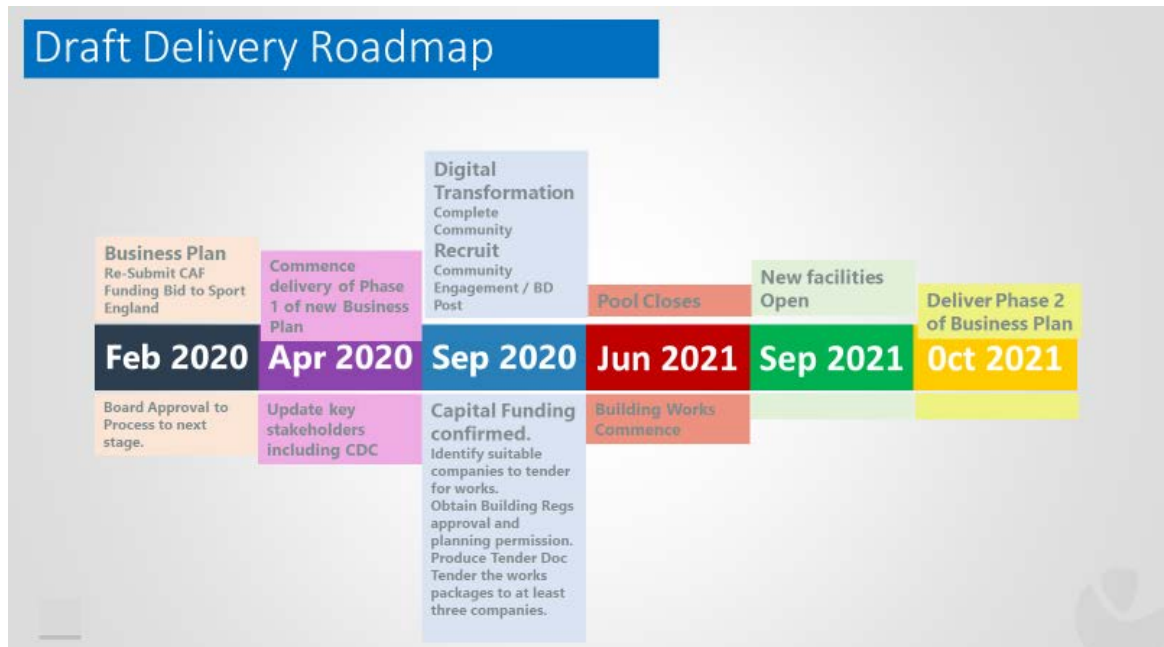
The business plan demonstrates how the proposed investment can be delivered and the significant positive impact on the community that:

- 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.

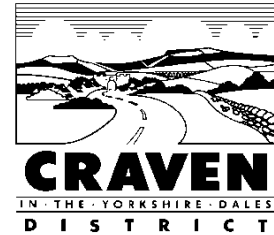
The project cost of c£600,000 can be delivered through c£400,000 of investment from SASP with additional external capital funding of c£200,000.

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



END

Re-Letting of former RAFA Club, Moorview Way, Skipton to Moorview Community Social Club.



Report of Director of Services

Ward(s) affected: Skipton East

Lead Member: Cllr P Mulligan

1 Purpose of the Report

- 1.1 To seek approval for the re-letting of the former RAFA Club located at Moorview Way, Skipton, to a non-profit Community body constituted as the Moorview Community Social Club. The Trustees of this body were Trustees of the RAFA club. The Constitution of this Club will replicate that of the RAFA club.

2 Recommendations

Members are recommended to grant;

- 2.1 Delegated authority to the Director of Services to issue a lease to Moorview Community Social Club Limited, subject to the Club obtaining a Club Premises Certificate or a Premises Licence under the Licensing Act 2003. The lease to be for a term of 10 years with an option to break in favour of the Council on the 5th anniversary of the date of the lease and at a rent of £1500 P/A (exclusive of rates and taxes).

3 Report

- 3.1 The Council's property assets are a key resource and play an important role in the delivery of services to Craven's residents. They also play a major role in the majority of Council projects, its finances and priorities.
- 3.2 Effective asset management requires the Council to ensure assets are fit for purpose, represent value for money and are making the optimal financial contribution to the Council, challenge the need for assets and examine the justification for its continued use in the provision of services.
- 3.3 The existing lease on the RAFA Club dated 2005 expired on the 31st March 2020 and a new lease should be put in place at the earliest opportunity. The present rent passing is in the sum of £1500 per annum and has remained static from 2009. The new lease is materially unchanged from the original save as to a break clause at 5 years in favour the Council.

- 3.4 It is recognised the present usage has social value and that the premises are located in an area of Skipton that has seen a reduction in community premises in recent times. Further, a requirement for the premises to be used by the landlord for a polling station will be added as a condition of the lease. A lease at the current annual rent of £1,500 is therefore proposed.
- 3.5 In the present financial climate re-letting of a limited lifespan property would be difficult and likely leave unoccupied premises at risk for an unknown period.
- 3.6 Although the community/social user of the premises remains the same ie: not for profit social club, and the Trustees nominated will be the same individuals the formal identity of the Tenant has changed and must be specifically, legally acknowledged to validate lease documents.
- 3.7 The re-constituted Social Club will follow directly in the footsteps of RAFA with a similar constitution and Trustees. The Social Club is no longer affiliated with RAFA, The local RAFA branch disassociated from Central RAFA to avoid becoming a “tied” premises. There are no additional risks to the Council from accepting a lease with the new group as its business plan and constitution are a continuation of previous behaviours.

4 Financial Implications

- 4.1 The lease would return an annual rent of £1500 per annum subject to Rent Review on the third anniversary of the lease and every three years thereafter.
- 4.2 The Council’s Legal and Surveyors Fees of up to £200 will not be paid.

5 Legal Implications

- 5.1 The proposed lease is at an undervalue. Under the Scheme of Delegation to officers any asset with an estimated value of less than £100,000 can be disposed of by the Strategic Manager, in consultation with the relevant ward member(s), the Chief Finance Officer and the Solicitor to the Council. If the estimated value is more than £100,000 or the disposal is to be at an undervalue the disposal must be approved by the Council’s Policy Committee.
- 5.2 The property is held by the Council for the purposes of the Housing Act 1985. The Council has power to dispose of assets (that are not dwellings) at any price determined by the Council under section 32 of the Housing Act 1985 and the General Housing Consents issued by the Secretary of State in support of that section.

6 Contributions to Corporate Priorities

- 6.1 The proposals in this report support the Council priorities of “Financial Resilience” and “Enterprising Craven”.

7 Equality Impact Assessment

- 7.1 The Council’s Equality Impact Assessment Procedure has been followed. An Equality Impact Assessment has not been completed on the proposals as completion of Stage 1- Initial Screening of the Procedure identified that the proposed policy, strategy, procedure or function does not have the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

8 Consultations with Others

8.1 Ward Members Jacquin, Harbron and Mulligan have been consulted.

9 Appendix

Appendix A – Site Location Plan

Appendix B – MCSC Business Plan

Appendix C – MCSC Constitution

Appendix D - Certificate of Incorporation

11 Author of the Report

John Trenor, Commercial Surveyor (MRICS MISVA Registered Valuer),
jtrenor@cravenc.gov.uk,
01756 706329

Appendix B

MOORVIEW COMMUNITY SOCIAL CLUB LTD

A non-profit-making social hub & community asset, dedicated to supporting the local area.

Michael Watkiss (Secretary)

CONSTITUTION

1. Name

The name of the group shall be Moorview Community Social Club Ltd.

2. Aims

The aim of the group shall be to provide a non-profit-making social community amenity and to raise funds for local causes.

3. Powers

The group shall have the following powers to:

- a) raise funds and apply for, invite, obtain, collect and receive contributions, grants, subscriptions, fees & otherwise
- b) employ any paid worker to assist in the attainment of the aims of the group
- c) rent or own equipment necessary to achieve the aims
- d) affiliate to any local or national group or association that the Management Committee decides is appropriate and disaffiliate from any group or organisation if continued affiliation be, in the Management Committee's view, against the interests of the group
- e) do all such other lawful things as shall further the attainment of the aims.

4. Membership

- a) Membership of the group shall be open to anyone who wishes to be a member, once approved & accepted by the committee and the relevant fees paid.
- b) All members may attend and vote at the Annual General Meeting and shall be eligible for election to the committee.
- c) The committee may terminate any membership of any member bringing the group into disrepute. The member concerned shall have the right to be heard by the committee before a final decision is made.

5. Management Committee

- a) A committee consisting of 3 officers, Chair, Treasurer and Secretary and not less than 6 other members shall be elected to manage the affairs of the group.
- b) All officers and members shall be elected annually at the AGM.
- c) The Officers and Committee Members shall serve until the conclusion of the next Annual General Meeting after their election and are eligible for re-election.
- d) The Committee may fill any casual vacancy on the Management Committee including vacancies among the Officers and any person appointed shall serve until the conclusion of the next Annual General Meeting.
- e) The committee may co-opt up to 3 persons on to the committee and they shall have full voting rights.
- f) The committee may appoint such people as it thinks fit as advisers, advisers shall not have voting rights.

- g) The committee shall meet a minimum of 10 times per year.
- h) Establish such sub-groups that the Management Committee feel is necessary to achieve the aims of the group. Any such groups shall not enter into legal or financial agreement without the prior authority of the management committee.

6. Annual General Meetings

- a) The Annual General Meeting of the group shall be held once a year. This shall be held not more than fifteen months after the holding of the preceding AGM.
- b) At least 21 days' notice shall be given to all members.
- c) The purpose of the Annual General Meeting is to:
 - (i) receive and adopt the Annual Accounts
 - (ii) receive the Annual Report from the committee
 - (iii) elect members and officers for the committee
 - (iv) consider any motion before the meeting
 - (v) appoint an appropriate person to independently examine the books and determine their remuneration (if any) for the following year.

8. Special/Emergency General Meetings

- a) Special/Emergency General Meetings may be called by the Management Committee whenever they feel it is necessary for the organisation and all members will have at least 7 days' notice of the meeting. The notice of the meeting shall provide details of the business to be discussed.
- b) The secretary shall call a Special General Meeting within 14 days of receiving a written request to do so signed by no less than 12 members. The notice of the meeting shall provide details of the business to be discussed.
- c) Only the business specified in the notice for the meeting shall be discussed at the Special/Emergency meeting.

9. Rules of Proceedings at all Meetings

The Quorum (the minimum number of members needed for a meeting to go ahead) at:

- i. a general meeting shall be 10
 - ii. a management committee shall be 5
- a) All questions at any meeting shall be decided by a simple majority. In the event of a tie, the Chair shall have a casting vote (a second vote).

10. Funds and Finance

- a) All funds shall be devoted to the objects of the group.
- b) A bank account shall be opened in the name of the group
- c) All cheques shall be signed by 2 of 3 signatories authorised by the committee none of whom shall be related or live at the same address.
- d) The financial year shall run from 1st April to 31st March

11. Alterations to the Constitution

Amendments to the constitution may be made by a resolution passed by a majority of the members at the Annual General Meeting or Special/Emergency General Meeting. Proposed alterations should be circulated to the membership not less than 21 days before the date of the meeting.

12. Dissolution

A resolution to dissolve the group must be passed at a General Meeting and carried by a 2/3 majority of those present. Any assets held by the organisation after the satisfaction of all debts and liabilities shall be given or transferred to an organisation with similar aims.

This constitution was adopted on 25 / 6 / 2020

Signed  Chair (John Lambert).

Appendix C

MOORVIEW COMMUNITY SOCIAL CLUB LTD

A non-profit-making social hub & community asset, dedicated to supporting the local area.

Michael Watkiss (Secretary)

BUSINESS PLAN

Aims

The aim of the Moorview Community Social Club Ltd is to provide the local community with an accessible hub which raises funds through social club activities and events.

Objectives

To help fulfil the community club's aim, the premises shall be offered to members and their families at no cost, providing a venue for functions such as weddings, funerals, christenings, birthdays and other fund-raising events. In addition, the premises shall be available to local organisations such as the Royal Airforce Association (RAFA), Royal National Lifeboat Institution (RNLI), as well as our local church and council – the premises have recently become the Polling Station for the Skipton East ward.

Methodology

MCSC will offer their first 20 members 'Life Membership' at a one-off cost of £100, providing an initial cash injection of £2,000. The additional 280 members of the former RAFA club would provide a further £2,200 cash injection in annual subscriptions in Y1 at £8 per membership. These membership subscriptions alone will provide adequate financial support prior to the commencement of social club activities.

Furthermore, extra funds can be raised via member donations in £200 blocks whereby MCSC will issue loan certificates at 0% finance. All donations are to be repaid once MCSC can satisfy any ongoing financial obligations.

The aforementioned fund-raising methods are supplementary to social bar takings in excess of £1,300 a week which excludes monies raised from the Lotto machine, Fruit machine and Pool table.

This document was signed on 25 / 6 / 2020

Signed  Chair (John Lambert).



**CERTIFICATE OF INCORPORATION
OF A
PRIVATE LIMITED COMPANY**

Company Number **12696865**

The Registrar of Companies for England and Wales, hereby certifies that

MOORVIEW COMMUNITY SOCIAL CLUB LTD

is this day incorporated under the Companies Act 2006 as a private company, that the company is limited by guarantee, and the situation of its registered office is in England and Wales.

Given at Companies House, Cardiff, on **25th June 2020**.

The above information was communicated by electronic means and authenticated by the Registrar of Companies under section 1115 of the Companies Act 2006



Companies House



THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

COMPANY NOT HAVING SHARE CAPITAL

Memorandum of association of MOORVIEW COMMUNITY SOCIAL CLUB LTD

Each subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of the company.

Name of each subscriber	Authentication
Michael Hill	Authenticated Electronically
Nigel Myers	Authenticated Electronically
Michael Watkiss	Authenticated Electronically

Dated: 24/06/2020

Policy Committee – July 2020

Introduction of Low Usage Staff Car Park Permit



Report of the Director of Services

Lead Member Cllr Mulligan

Ward(s) affected: All

1. **Purpose of Report** – To seek approval to introduce a low usage staff parking permit for a 6 month period from 1st July 2020 to 31st December 2020 whilst Covid-19 restrictions apply.
2. **Recommendations** – Members are recommended to:
 - 2.1 Approve the introduction of a staff low usage car park permit for Cavendish Street Car Park and Craven Leisure Car Park. The permit would be for staff members working less than 15 hours per week on average in the Belle Vue Square Offices, at a cost of £4.17 per month.
3. **Background**
 - 3.1 At present, staff have two parking permits available to them. One for staff members working more than 25 hours per week, the other for staff members working less than 25 hours per week. The cost of these permits are £13.75 and £8.25 per month respectively.
 - 3.2 Lockdown measures were introduced in March and it was agreed taking payment for permits would be suspended until July.
 - 3.3 The Council have issued instruction to staff to remain working from home until further notice and Service Managers have been contacted to make arrangements for staff to only come into the office if absolutely necessary, to perform duties that cannot be done from home. As such very few members of staff are attending the office for more than 2 days per week at most and only then for essential activities to operate the service, under these circumstances it would be inappropriate to charge under the previous scheme.
 - 3.4 Any staff member attending the office space for more than 15 hours per week on average would be charged as per the previously suspended charges.

4. Implications

4.1 Reduced revenue – The staff parking scheme usually generates 13k per annum. Staff will not renew their existing permits if only working a few hours per week or opt to purchase a new low usage permit. If all staff that previously held a permit chose to take the new low rate permit this would result in a reduced income of approximately £2.6k over the next 6 months.

4.2 Possible increase of vehicles parking in nearby streets, so causing possible complaints from residents.

5. **Legal Implications** – None

6.0 Contribution to Council Priorities

6.1 This report is concerned with the safeguarding of staff as part of the COVID-19 restrictions and response.

8.0 Risk Management

8.1 The steps taken have been necessary to safeguard staff as part of managing the Risk of Covid-19 infection.

9.0 Consultation with others

9.1 The proposal has been developed in consultation with CLT.

10.0 Appendices

None

11.0 Author of the Report – Helen Townsend, Parking Manager

Email: htownsend@Cravencd.gov.uk Tel: 01756 706421

Policy Committee

28 July 2020

Joint Working with North Yorkshire County Council – Affordable Housing



Report of the Director of Services

Lead Member Housing – Councillor Foster

Ward(s) affected: Skipton

1. Purpose of Report

- 1.1 Recent joint working between Craven District Council (the Council) and North Yorkshire County Council (NYCC) across two service areas has presented opportunities in the provision of affordable housing that will meet the objectives of both organisations. This report seeks approval to secure supported housing for a cohort of NYCC clients with learning disabilities through the allocation of two newbuild homes outside the North Yorkshire Home Choice bidding framework. It will be presented to NYCC's Leadership Team and Health and Adult Services Executive for information only.
- 1.2 The report also introduces an opportunity to work jointly on proposals for the Council to deliver general needs affordable housing on land in NYCC's ownership. This will be the subject of a future report to Policy Committee.

2. Recommendations

Members are recommended to approve that:

- 2.1 Plots 50 and 51, Corner Bailey Fields, Skipton be designated and allocated as supported housing for clients referred by North Yorkshire County Council.
- 2.2. Plots 50 and 51 revert to general needs affordable rented housing for allocation through North Yorkshire Home Choice should their use as supported housing cease to be required by North Yorkshire County Council.

3. Report

Housing for Clients with Learning Disabilities

- 3.1 In early 2020, the Council was approached by Health and Adult Services (NYCC) for help with the provision of housing for a small number of clients with learning disabilities, currently living at home with aged parents. The situation was fast becoming unsustainable as families struggled increasingly

to cope. Planning for alternative homes for these vulnerable young adults was urgently needed.

- 3.2. Officers of both councils met to discuss the housing needs of each client and agree a housing solution. Some were identified as capable of independent living in general needs housing with a package of care provided by NYCC. The Council will support these clients to access homes through the housing register (North Yorkshire Home Choice).
- 3.3 A few clients have been assessed as not able to live independently, however. They will require a supported living solution, whereby a group of individuals live in a shared property and receive daytime care and support with an overnight carer. NYCC has identified a cohort of 4 people that require this type of housing. Supported living options are not available through Home Choice.
- 3.4 Without access to good quality accommodation at an affordable price, the only option available to NYCC for supported living is placement in properties sourced from the private sector. Such accommodation is generally of a standard which is less than ideal, with rents that are significantly higher than those of shared housing provided by housing associations. It was hoped that the Council could help find homes for this cohort with a registered provider; ideally in or close to Skipton and close enough to each other for care and support to be effectively provided to residents of both. Skipton is identified by NYCC as the most suitable location due to its proximity to community resources and existing support networks.
- 3.5 The chances of two suitable homes from the existing social housing stock becoming available at the same time in the same location are remote. There are however two new build homes that meet the necessary criteria and will be available for occupation in the next few months. These properties (a 2 and 3-bed pair of semis, plots 50 and 51) are at Corner Fields, Skipton (see Appendix A). Built by Miller Homes, they will transfer to InCommunities housing association on completion for allocation as general needs rented homes through Home Choice. This means being advertised with bids invited from interested applicants for allocation in priority needs order.
- 3.6 Home Choice only covers the allocation of general needs housing, so ordinarily these homes would not be available to those who require supported living. Its policy does however allow for the provision of accommodation to those with care or support needs to be arranged directly with the local housing authority. The proposal is therefore that these two properties be allocated to clients with learning disabilities in this specific instance (or NYCC itself, dependent on the tenancy type agreed with InCommunities). The housing association has been consulted on proposals and is supportive.
- 3.7 NYCC will undertake any necessary works to ensure that the properties are suitable for the client group, however these will be relatively minor, e.g. the installation of assistive technology.

- 3.8 Moving forward, the intention is that NYCC and the Council work together on a joint strategy for the future provision of supported housing. A report will be presented to Members in due course.

The Demand for General Needs Housing in Skipton

- 3.9 Allocation of these properties as supported housing will have minimal impact on the Council's ability to meet general needs housing demand in Skipton. There are currently 41 households registered for 3-bed affordable rented housing in Skipton, and 68 for 2-bed. Not all of these have a connection to Skipton as only a connection to North Yorkshire is needed for registration.
- 3.10 In the past 3 years, a total of 65 x 3-bed and 81 x 2-bed houses have become available for re-let in Skipton through Home Choice.
- 3.11 In addition to the turnover of existing stock, there are a further 15 x 3-bed and 40 x 2-bed affordable rented homes currently on site or with planning permission in Skipton itself, with planning applications submitted for six more 3-beds and 21 more 2-beds. With the adoption of the Local Plan, there is now much more opportunity for those registered for general needs housing than for many years. It is therefore considered that those registered for 2 and 3-bed family housing will not be unduly disadvantaged by the re-designation of two homes at Corner Fields in favour of those with learning disabilities.

Local Connection

- 3.12 The properties at Corner Fields are subject to a s106 agreement that affordable homes be allocated to 'eligible occupiers'. An eligible occupier is defined by housing need, an inability to afford market housing and by local connection, in this case first to Skipton, before cascading out through adjacent wards to the district. Local connection is defined by reference to employment, residency, past residency or family residency.
- 3.13 Whilst not all members of the learning disability cohort have a connection to Skipton, all do have a connection to Craven. Moreover, whilst they are unable to work due to their disabilities, all are actively involved in either volunteering for Day Services or Community Groups in Skipton.
- 3.14 In common with all such agreements over recent years, the agreement allows for the definition of an eligible occupier and local connection criteria to be revised 'with the written consent of the Council' (para 3.4). This function is delegated to the Director of Services.

Rural Affordable Housing

- 3.15 As discussions progressed with Health and Adult Services to find a housing solution for these clients, so they began with Homes England and NYCC's Corporate Asset Management team on the potential for affordable housing on rural sites in its ownership. The former Ingleton Middle School (allocated for housing within the Local Plan) has been identified by NYCC as the first. Plans are currently being drawn up by Brierley Homes, acting as agent for NYCC, to work with the Council on the delivery of this site for 100% affordable housing.

Following consultation with the Ward Member, a report will be brought to a future meeting of Policy Committee giving full details of proposals and the potential for the Council and NYCC to take this development forward jointly.

4. Implications

4.1 Financial

There are no financial obligations on the Council in supporting designation of the two properties as supported housing. There are likely to be significant savings to the public purse however as is the case wherever registered provider homes can replace those that otherwise must be sourced from the private sector. As an example, £717 per week is currently payable in Skipton for a 3-bed, 3-person house, owned and managed by a private provider. This disproportionately high rent is paid for entirely by Housing Benefit.

- 4.2 For information only - nomination rights give access to housing and have a monetary value; in this case the market value of the 2no. newbuild properties at Corner Bailey Fields is a little over £460,000 (RICS, March 2019).

Legal

- 4.3 The s106 agreement that binds the land at Corner Bailey Fields allows for revisions to the definition of Eligible Occupiers to enable the designation of these affordable homes as supported housing for the client group identified.

5. Contribution to Council Priorities

The recommendations directly contribute to **Supporting the wellbeing of our communities** by reducing health and wellbeing inequalities

6. Risk Management

There are no risks associated with approving the use of these homes for clients with learning disabilities. Should the need for supported housing ever cease, these homes will revert to general needs affordable homes for allocation through Home Choice.

7. Equality Impact Assessment

The Council's EIA Procedure **has been** followed. An EIA **has not** been completed on the proposals as completion of **Stage 1- Initial Screening** of the Procedure identified that the proposal **does not have** the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

8. **Consultation with others:** Legal and Finance Services have been consulted

9. **Access to Information: Background Documents - None**

10. **Report Author:** Jenny Kerfoot (Affordable Housing Development Officer)
Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

11. **Appendices: Appendix A** Plan of homes at Corner Bailey Field, Skipton.

DEED PLAN KEY

- Plot Boundary
- Shared Drive
- Shared Footpath
- Managed Land
- Drainage Easement
- Services Easement
- Street Lighting
- Visitor Parking
- Affordable housing
S.O - shared ownership
R - rented



Rev	Description	Drawn	Date

miller homes
 Miller Homes Ltd - Yorkshire
 Lapwing House
 Peel Avenue, Calder Park
 Wakefield
 West Yorkshire, WF2 7UA
 Telephone 0870 336 4600
 Fax 0870 336 4602
 www.millerhomes.co.uk

Project Title
**THE CORNERFIELD
 LAND OFF A6131 THE BAILEY
 SKIPTON**

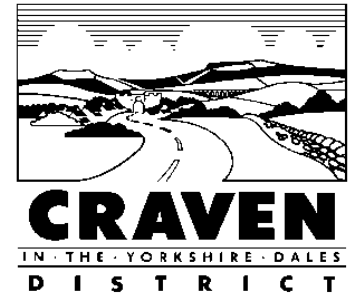
Drawing Title
MASTER CONVEYANCE PLAN

DRAFT

Scale	Drawn By	Checked By	Authorised By
1:500	JAT		
	Date 28.06.18	Date	Date

Job No.	Drawing No.	Revision
811141	Conv-001	-

Original Sheet Size A1

Policy Committee – 28 July 2020**Update on Skipton Town Hall
Redevelopment****Report of the Strategic Manager****Lead Member – Cllr Simon Myers**

Ward(s) affected: All

1. Purpose of Report

To provide an update on progress to Members in relation to the Skipton Town Hall redevelopment project.

2. Recommendations – Members are recommended to:

- 2.1 Note the progress and current position of the project.
- 2.2 Approve a supplementary capital estimate of £100,000 to increase the contingency required to complete the project.

3. Report**3.1 Background**

As Members are aware, the purpose of the Town Hall redevelopment project is to create a Cultural Hub for the District with a fully upgraded Craven Museum and Exhibition Gallery fit for the 21st Century, beautiful restored Concert Hall with flexibility for a range of events and aspirational programming, dedicated Education space, and excellent facilities to support all of the functions of the Hall.

Prior to redevelopment, the building cost around £300k per year to run and maintain, offering little to our community and visitors. Post-redevelopment we will be spending increasingly less on operation and getting an amazing cultural offer at the same time.

Following the recent situation with Covid-19, it is also envisaged that the Town Hall Cultural Hub will form a key aspect of our wellbeing and economic recovery in the District – both impacting Skipton High Street, and across the District through the village halls network, currently being established as part of the Rural Culture project the team are running during closure.

3.2 **Construction Progress**

Museum reconfiguration & new extension – key points

- Partitioning is almost complete and is beginning to be taped and jointed as we prepare the museum fit out areas.
- First fix electrical is complete, front museum/gallery staircase and accessible lift shaft are in place.
- Double height atrium and open plan reception with raised ceiling has been created.
- Preparatory works on the new museum store are being undertaken with the specialist store design/install team.
- New roof complete, new plant installed on flat roof – ducting to be installed shortly.
- Foundations, ground slab, structural steel and blockwork complete on extension. Brick work is in progress.
- Cubicles and CPT are due for installation this month.
- Catering kitchen planned and specified.

Concert Hall – key points

- Structural timber repairs in the floor and roof space are now complete.
- First fix electrical is complete.
- Pendant lights have been sent for specialist restoration.
- Birdcage scaffold has been installed and specialist plaster restoration works to the ceiling have commenced.
- Paint scrapes obtained and historical analysis undertaken.

3.3 **Impact of Covid-19**

Inevitably recent events in relation to Covid 19 have had an impact on the Contractor's ability to progress the works, however the team have worked incredibly hard to mitigate the impact to the project as much as possible.

When lockdown was implemented across the country in March, initial discussions comprised of the team's agreement to close the site once essential works were complete (i.e. the roof works to all areas to make the building wind and watertight) in order to mitigate the risk of the site team becoming exposed to the virus and in turn minimising the overall impact to the project.

The intention at that point was to reopen the site as soon as we were able; this was in-keeping with the approach across the industry and in line with government guidance on social distancing at the time.

As the situation with Covid progressed and it became clear this would not be something that would go away soon, we undertook a thorough assessment of our options – either to close the site as previously imagined, but with no idea of when we could reopen with a full workforce in place; or continue the works

on a reduced workforce and complete as soon as we were able, whilst working safely alongside the threat of virus.

Both options resulted in an extension of the programme and related costs, but it was clear after conducting analysis of likely outcomes that it would take a lot longer to realise the project and cost us a great deal more to mothball the site until such times as a vaccine was implemented.

Therefore, a decision was made to continue works on a reduced workforce, in line with regularly updated Site Operating Guidance (SOP) from the Construction Leadership Council, with a view to gradually increase this workforce safely.

Our contractor now operates a one-way system at the Town Hall site and we've agreed use of the Hub as additional welfare space to enable the contractor to apply social distancing guidelines. They have implemented staggered break times, bubble groups for trades working together, additional handwashing and sanitising facilities and procedures.

They have drawn up new risk assessments and staff inductions related to Covid-19, and we have added a new appendix to the CPP reflecting these measures.

The team are currently 'meeting' on a fortnightly basis to review the short-term programme against planned and actual progress, the challenges the Contractor is facing in term of C19 related issues (furlough, illness, demand on resources, working environment) and responding to updated SOP guidance when it is received.

3.4 **Project Budget Position**

We started the project with a construction budget contingency of £215k which represents 7% of the construction budget.

There have been some key unforeseen issues with the listed building that have resulted in large additional costs.

These comprise:

- A gas pipe diversion to the north elevation
- Underpinning of the Concert Hall when a lack of foundations was discovered
- Rapid deterioration of the decorative plasterwork ceiling in the Concert Hall resulting in an increased scope of works for repair and conservation
- Increased requirement of structural repair to the Concert Hall ceiling
- Increased cost of the power supply upgrade provided by Northern Power
- Impacts of Covid-19 on programme

All of these works are essential and unavoidable, however they will currently take us around £45k over our contingency budget. The project Quantity

Surveyor recommends a transfer of £100k to the contingency budget to maintain adequate cover to the project completion.

This would give us a total contingency allocation of £315,000, around 10% of the construction budget.

CDC has recently been awarded Heritage Action Zone funding, of which the Town Hall has provisional allocation of £258k.

£183k would be put toward the current redevelopment project with the balance of £75k allocated to next financial year for the upgrade of the Town Hall frontage, and restoration/redevelopment of the listed phone boxes at the front of the building.

Ordinarily the additional external funding would be allocated to offset the underwrite figure of £1.6m agreed by Members at the outset of the project. However, given our contingency situation we would like permission to apportion £100k of this to the project contingency, reducing the amount offset against the underwrite to £83k.

Any unused contingency would be returned to offset against underwrite at the end of the project.

We would also like to note that we would seek to reclaim any additional costs specifically related to Covid-19 from Central Government schemes.

3.5 **Town Hall On Tour**

Whilst the Town Hall has been closed for redevelopment, the Cultural Services Team have been conducting outreach, events and opportunities to engage with museum collections across the District.

Prior to Covid-19 lockdown, in the year 2019/20 we have run over 30 events and performances in partnership with village halls throughout Craven, and engaged circa 1600 members of the public.

Craven Museum education outreach has engaged around 1200 school children across the district, and our volunteer projects have engaged around 30 members of the public in collections management and development. As part of their involvement with the museum we have also been able to offer several NLHF funded training opportunities to volunteers.

21 young people have also benefited from secondary and university placements or skills development opportunities with the museum to date.

The project blog and podcast, developed with young people from Craven College, has been very popular and has reached over 7000 people.

Several community projects have been run by arts and museum staff with Greatwood Youth Group; with local people living with dementia; with students; and with the refugee community, amongst others.

Since lockdown, the team have transferred the offer online and are engaging with participants virtually, whilst also offering free downloadable activities and opportunities to make and participate via our website.

The Cultural Services Team has collated a Culture at Home offer also available through our website, of a host of free performances, virtual museum tours and online galleries. Culture at Home featured as an example of good practice during Covid-19 by the LGA.

We continue to develop content, host virtual outreach and support creative practitioners to access Arts Council and NLHF emergency funds where possible, whilst we progress the Town Hall redevelopment - with current priorities being the finalising of interpretation of the new Craven Museum and conservation of key display objects.

4. Financial and Value for Money Implications

The report notes that the council originally agreed to underwrite the project to a sum of £1.6m, with the aim of trying to reduce this funding requirement by securing external grant support. The latest update notes that this support should now be increased to £1.7m as a consequence of the increased contingency required to deliver the project. The nature of the additional project costs are justified, given the nature and scale of the project. The report also notes that HAZ funding has been awarded and £258k could be applied to the overall funding of the project. It is suggested that £183k can be applied to contribute to the financing of existing expenditure, which would reduce the amount to be funded by the council by the same amount. The original £1.6m has so far been financed from the council's own resources as part of the Capital Programme.

5. Legal Implications

There are no legal implications arising from this report.

6. Contribution to Council Priorities

6.1 Financial Sustainability

The redeveloped Town Hall will operate as a cultural hub, generating its own income to eventually become self-sustaining.

The operational Town Hall will contribute to the evening economy in Skipton. It will also work in partnership with a village halls network to create positive cultural and economic impacts to more rural areas.

6.2 Resilient Communities

Cultural engagement has been proven to improve quality of life and health; supporting and developing venues for cultural benefit, and funding for cultural engagement projects, contributes to resilience of Craven communities.

6.3 Enterprising Craven

Supporting development of village hall venues and co-producing creative content will improve economic vitality of villages.

7. Risk Management

7.1 The level of risk to the Council is considered low, as underwritten funding has previously been agreed.

8. Equality Impact Analysis

An EIA has not been completed for this report as this is an update on a current project.

9. Consultations with Others

None

10. Background Documents

None

11. Appendices

None

12. Author of the Report

Danielle Daglan, Cultural Services Manager
01756 706222
ddaglan@cravencdc.gov.uk

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