

# Business Plan

## Copmanthorpe Community Pool

Registered charity number:

<http://copsinkorswim.org.uk/>

October 2018  
Version 1.4

## 1. Executive summary

Copmanthorpe Community Pool is being established as a charitable incorporated organisation to renovate and reopen the local swimming pool.

The pool, which is situated in the grounds of Copmanthorpe Primary School, has served the local community for decades, with large numbers (likely several thousand) of local children learning to swim there.

The pool opened on 18 June 1969 and, apart from a few short closures for essential maintenance, was fully operational until early in 2016. At its peak, there were up to 260 visits per week during term time as well as short courses offered when possible during school holidays.

In early 2016 the pool building suffered a flood due to a burst pipe and was forced to temporarily close with immediate effect. Initial efforts to reinstate the pool failed, so a feasibility survey was carried out later that same year, which indicated that, as well as the flood damage, the pool and plant room were in a poor state of repair due to general deterioration over time and could not be brought back into service without significant capital investment. At this point, due to the potential cost, the decision was made by the school to close the facility for the foreseeable future.

Late in 2016, an open meeting was held at the school to gauge interest in undertaking the work to reopen the pool. Since then, Copmanthorpe Community Pool (operating as Copmanthorpe Sink or Swim) has formed; with the aim of leading and coordinating the reopening of the swimming pool as a community facility and then to run it for the benefit of people in Copmanthorpe and the surrounding area on a sustainable basis into the future.

Copmanthorpe Community Pool is different to many of the other pools locally because:

- It is relatively small, so lends itself to use by smaller groups and its size means that expensive lifeguard cover is not required apart from in specific circumstances (such as when unsupervised under 15s use the pool);
- It is of uniform shallow depth meaning that it is ideal for small children, mothers and babies, and those with mobility problems; and
- It will run at a slightly higher temperature of 30 degrees centigrade which suits babies and small children, older people and those with mobility problems who can't move around in the water independently.

This means that it offers an attractive facility to those who live nearby, or those who cannot or prefer not to use larger, busier swimming pools, e.g. babies and young children, those with specific medical conditions, those with mobility problems, etc.

Significant investment is required to get the pool operational; however, we are confident that the demand and need are there, alongside widespread community support for the pool to ensure that, on this basis, it can run sustainably into the future. Indeed, Sandra Poynter, Carol Saunders and Puddle Ducks have already confirmed that they would be interested in hiring the pool to deliver swimming lessons/classes.

Reopening the pool will achieve the following outcomes:

- Facilitate the achievement of National Attainment Targets for swimming across the local area;
- Help to address the significant demand for swimming lessons in and around York;
- Offer a fully accessible, quiet and safe environment for unconfident swimmers and those with disabilities, special needs or reduced mobility, thus improving their health and wellbeing; and

- Reduce social isolation and increase physical activity amongst local older people.

Should sufficient funding be secured for the project, it is envisaged that the refurbishment would commence towards the end of 2019 with the opening of the pool following in early 2020.

## **2. Vision and key objectives**

### **2.1 Vision**

Our vision is to re-open and run a Community Swimming Pool in Copmanthorpe village for the benefit of local people. The pool will offer a range of swimming lessons, classes and public swimming sessions for all ages in a modern, well-equipped, insulated building with proper changing facilities and full disabled access.

### **2.2 Key objectives**

- To raise the capital funds to fully refurbish the swimming pool; and
- To run the pool on a sustainable basis into the future for the benefit of the whole community.

## **3. Outcomes**

### **3.1 Facilitate the achievement of National Attainment Targets for swimming across the local area**

The National Curriculum in England<sup>1</sup> states the following Statutory Guidance for attainment targets for swimming and water safety:

“All schools must provide swimming instruction either in key stage 1 or key stage 2. In particular, pupils should be taught to:

- swim competently, confidently and proficiently over a distance of at least 25 metres;
- use a range of strokes effectively [for example, front crawl, backstroke and breaststroke]; and
- perform safe self-rescue in different water-based situations.

*NB. Elements in square brackets are not expected to be taught.”*

There is an expectation that primary schools will facilitate the development of swimming skills for all their pupils. In reality, many schools struggle to achieve this. A report published in July 2017 by the Swim Group Review of Curriculum Swimming and Water Safety Lessons<sup>2</sup>, indicated that almost a third of pupils (31%) fail to achieve this target and only 36% of primary schools are providing effective lessons that reach all three national curriculum standards. With budgets under pressure, all schools are looking to save money in every area of provision so any opportunity to reduce financial commitments will be attractive. Re-opening the pool would enable Copmanthorpe Primary School to offer swimming lessons on site. At present, swimming is not offered at all for Key Stage 1 children attending this school, so this could change with immediate effect. It is likely that other local primary schools could also benefit from greater access to swimming lessons, particularly for Key Stage 1 children, if they also had access to our pool. Our aim is to proactively contact local schools to ask

<sup>1</sup> [www.gov.uk/government/publications/national-curriculum-in-england-physical-education-programmes-of-study/national-curriculum-in-england-physical-education-programmes-of-study](http://www.gov.uk/government/publications/national-curriculum-in-england-physical-education-programmes-of-study/national-curriculum-in-england-physical-education-programmes-of-study), September 2013

<sup>2</sup> [www.swimming.org/assets/Swim\\_England\\_Curriculum\\_and\\_Water\\_Safety\\_Review\\_Group\\_Report\\_2017.pdf](http://www.swimming.org/assets/Swim_England_Curriculum_and_Water_Safety_Review_Group_Report_2017.pdf), July 2017

whether they would be interested in using our pool in order to help them to deliver this important part of the National Curriculum in England.

### **3.2 Help to address the significant demand for swimming lessons in and around York**

Across York, uptake for swimming is above the national average and the result is that demand for swimming lessons in particular is extremely high at virtually every pool which offers lessons. There are other pools around the city, but geographical constraints mean that travelling to many of these facilities from southern York is impractical. New Earswick pool, which remains under threat of closure despite community efforts to save it, and meanwhile City of York Council will open a new 25m swimming pool at Monks Cross in 2019, but both of these pools are located to the north of the city centre, a significant distance from Copmanthorpe. For those living to the south of the city, access to this new facility is extremely difficult, with heavily congested roads and poor public transport links.

The main 25m pool in southern York is Energise at York High School in Acomb. This pool offers a range of formal swimming lessons from age 5 years upwards, and parent and toddler sessions from age 3 years. They also have a hydrotherapy pool with an external company, Water Babies, offering limited baby and toddler swimming classes. Until recently they operated significant waiting lists for swimming classes at virtually all levels. Lately the situation has greatly improved but demand remains high which restricts the choice of available classes. Also, the baby swimming lessons in particular are prohibitively expensive for many. The fact that there is no direct bus from Copmanthorpe itself, means that anyone seeking to access swimming facilities at Energise need to be able to drive to reach this pool. In addition, the public/family weekend swimming sessions are extremely busy and there is often a lengthy waiting list for families wishing to swim in the warmer, teaching pool.

To the south of York is Tadcaster with its own 25m community pool. This facility also offers swimming lessons but there is a long waiting list for beginners' lessons. They have two pools, including a shallow teaching pool, but due to ongoing boiler issues, both operate at around 28 degrees centigrade, which is too cold for babies and toddlers.

Other private pools offer limited swimming lessons, including Manor School on Tadcaster Road, although lessons are only offered at restricted times (for example, selected evenings and for limited times on Saturdays).

With pressure on swimming lessons at pools across York and the surrounding area, there is a clear opportunity to run lessons locally. Based on the most recent Census data (2011), the village has a population of just over 4000 and this includes significant numbers of families with dependent children (28.2% of households, which is higher than for York as a whole). In addition, there are plans for a further 170 new homes to be built within the village, including many for families. With an already high local demand for swimming, which looks set to increase significantly into the future, a village pool offers the ability for local people to access a range of swimming lessons and water-based activities within walking distance of their home. Several swim schools are already interested in using the facility, so we believe that the opportunity is there for the pool to run sustainably into the future.

Proactive engagement with the local community via an initial School Meeting and consultation at two village events (the May Day Fair and the Carnival) has indicated widespread support for the pool to reopen as an accessible local facility for all age groups. While other classes, for example aqua fit and antenatal swimming are available at other pools in York, again these are typically a drive away,

due to limited public transport options. The ability to offer these types of classes locally for the first time gives a broader section of the community the opportunity to use the pool, potentially generates additional income and hence makes running the facility more sustainable into the future.

### **3.3 Offer a fully accessible, quiet and safe environment for unconfident swimmers and those with disabilities, special needs or reduced mobility, thus improving their health and wellbeing**

The majority of swimming pools in and around York are large public facilities. We are seeking to offer a different type of swimming pool environment: our community pool will be relatively small and has a shallow but practical, and uniform, depth. It will operate at a comfortable temperature for non-swimmers (30 degrees centigrade, which is typically warmer than most public pools). It will also offer a quiet, private and fully accessible environment, which will be more appealing to those with special needs or particular conditions which affect their self-confidence, such as those with autism, Downs Syndrome, Parkinson's disease, dementia and reduced mobility. Using data from the Ward Profile<sup>3</sup>, some 14.2% of residents report some limitation in day-to-day activity.

Our intention is to proactively seek out and make links with groups which represent potential users of the pool, for example, special-needs schools, and both groups and organisations for people with disabilities in York and the surrounding area.

### **3.4 Reduce social isolation and increase physical activity amongst local older people**

According to the 2011 Census<sup>3</sup>, York as a whole has a higher than expected population of older people and this is growing at a faster rate than elsewhere in the UK (38% in York compared with 20% regionally and 23% nationally for those over 85 years). Using the Ward Profile data<sup>4</sup>, it is evident that there are greater numbers of older people living in Copmanthorpe than across York as a whole (currently 24.4% of village residents are aged over 65 years, compared with just under 20% across the City as a whole). The Ward Profile also indicates that Copmanthorpe Ward is amongst the 5 Wards in York (or 21 in total) with the highest reported levels of social isolation and that this is an area of concern.

The two churches, St Giles and Copmanthorpe Methodist Church along with other community groups, such as the Women's Institute, Yorkshire Countrywoman's Association and Copmanthorpe Good Companions, offer a range of social events and activities to reduce the risks associated with social isolation. However, historically there has been relatively little opportunity for older people to participate in sport or physical activity within the village. In particular, older people were unable to access the pool in the past, so our plan to offer pool-based activity, specifically for older people, is something new. At Stamford Bridge Community Pool they have reported significant benefits associated with water-based activity for older people, especially those with reduced mobility or illnesses such as dementia and Parkinson's Disease. As well as increasing physical mobility and water confidence, they have seen significant benefits to general health and well-being associated with the increased social interaction that village-based swimming and water-based activity has provided.

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3. <https://data.yorkopendata.org/dataset/1a4f8ef3-ac1b-4742-9dfc-226f89fdfe16/resource/80dc9bd0-1bf4-4f8e-810c-0167239d2168/download/ward-profile---copmanthorpe.pdf>

4. [https://www.york.gov.uk/downloads/file/79/census\\_2011\\_highlights](https://www.york.gov.uk/downloads/file/79/census_2011_highlights)

We believe that offering designated sessions as part of our pool timetable will encourage physical activity amongst older people generally and especially amongst groups for people with disabilities or conditions, such as dementia or Parkinson’s Disease. Again, our intention is to proactively make links with groups representing older people and those with disabilities or other conditions in York and the surrounding area with the aim of encouraging them to use our pool.

#### **4. Renovating and running the pool**

The cost of fully renovating and carrying out upgrade work to the existing pool is £190,840 (cost as at March 2018, provided by LHL Group). A breakdown of the outline costs is below. We will also seek funds to support our running costs for the first year of operation (estimated at £45,000), after which we anticipate the pool will be run on a financially sustainable basis into the future.

<b>Summary of costs</b>	<b>Amount</b>
Alterations to existing building	£12,696
Upgrade pool room	£46,914
Specialist pool works	£31,958
Air handling	£33,753
Boiler replacement	£10,000
Preliminaries	£13,532
Contingencies	£10,180
Subtotal	£159,033
VAT	£31,807
<b>Total</b>	<b>£190,840</b>

##### **a. Funding the renovation and Year 1 running costs**

The renovation of the pool will be funded by a mixture of grants (from a range of trusts and foundations) and a number of local fundraising activities and events.

We intend to submit applications to a number of organisations offering grants as per the table below. We also intend to undertake local fundraising activity as part of the matched-funding effort.

Source	Amount
Sport England	£100,000
The Thompson Family Charitable Trust	£50,000
The Bernard Sunley Charitable Foundation	£25,000
Big Lottery - Reaching Communities England	£25,000
Bruce Wake Charitable Trust	£20,000
Calmcott Trust	£10,000
Cayo Foundation	£20,000
Christopher Laing Foundation	£40,000
The Hobson Charity Limited	£20,000
The PF Charitable Trust	£25,000
Garfield Weston Foundation	£50,000
Local fundraising	£10,000
<b>Total</b>	<b>£395,000</b>

To date, we have raised almost of £3,500 through a range of activities including obtaining two grant awards, one from the Parish Council and another from Coptoberfest, one sponsored swim and hosted a stall at Copmanthorpe Carnival. We are about to launch a local village lottery and it is anticipated that we can raise several thousand pounds per year via this activity (the exact amount is dependent on the number of participants), which will be used to help raise the initial funds as well as support the pool in the longer term. We are planning to organise a series of events including coffee mornings, bring-and-buy sales, more sponsored activities, sporting and family fun day events, and stalls at the local May Day Fair and Carnival. We will also apply for additional local grants through organisations such as the Parish Council, Ward, Coptoberfest, etc. The significant new housing development in the village potentially us offers the opportunity to apply to the developers for Section 106 money. S106 grant awards aim to support the development of a community and social infrastructure in the local area, which exactly matches what the pool aims to deliver.

#### **b. Plan and timetable**

Outlined below is our ideal project timetable, although we cannot commence the building work until sufficient funding is secured.

Activity	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20
Secure lease from City of York Council	Grey	Grey														
Applications submitted to secure funding			Yellow	Yellow	Yellow	Yellow	Yellow	Yellow								
Local fundraising	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Building work										Orange	Orange	Orange	Orange	Orange		
Recruit and train staff														Pink		
Set up contracts with swim schools/user groups											Green	Green	Green	Green		
Set up and test online booking and payment system														Purple	Purple	
Pool fit out															Blue	
Pool opens																Red

## 5. Running the pool on a sustainable basis into the future

### 5.1 Asset transfer

A key dependency of the project is to secure the community asset transfer of the pool from City of York Council on a leasehold basis for c25 years. Initial discussions with the council have been positive, and consideration has been given to the criteria detailed in their Community Asset Transfer Policy ([https://www.york.gov.uk/downloads/file/3515/community\\_asset\\_transfer\\_policypdf](https://www.york.gov.uk/downloads/file/3515/community_asset_transfer_policypdf)) to ensure a successful outcome. For example, our robust constitution and governance plans (which support our application to become a charity), coupled with our ability to provide a sustainably run facility which is accessible for the first time to the whole community address two of the three required criteria. The third criterion requires that we adhere to one or more of the Council's priorities or objectives. The Local Plan<sup>5</sup> (Chapter 11, section 11.10) outlines how "...local leisure facilities, serving local communities, particularly villages... enhance the quality of life of communities and contribute to the vitality and liveliness of neighbourhoods. It is therefore important that all leisure facilities are protected and continue to meet local needs... Provision of such facilities encourages sustainable modes of transport and is particularly important for those without private transport and for those with mobility problems who are unable to make journeys to other, more distant leisure facilities."

6. [https://www.york.gov.uk/downloads/file/3663/the\\_local\\_plan\\_2005 -  
development\\_control\\_local\\_plan\\_full\\_document\\_and\\_appendicespdf](https://www.york.gov.uk/downloads/file/3663/the_local_plan_2005_-_development_control_local_plan_full_document_and_appendicespdf)

On this basis, we believe that the reopening of Copmanthorpe Pool as a community facility fulfils the three key criteria for asset transfer.

### **6.1 Target customers**

A new community facility needs to offer something to as many members of the local and wider community as possible. In the past, the pool was very much focused on young children who were either learning to swim or were weak swimmers, for whom a small shallow pool was most practical. This group will continue to be a core user group for us as, based on the significant demand for swimming lessons locally (as evidenced in 3.2 above), we are confident that there is a market for continuing to offer such lessons in Copmanthorpe Community Pool. Our community engagement activity, undertaken at both Copmanthorpe May Day Fair and Copmanthorpe Carnival, indicated that families with babies and young children, older children and adults are keen and interested to use the pool in future, which we can facilitate through a modest increase in the depth of water. The potential user group is then considerably broadened.

From the outset, a key focus of the marketing activity will be to attract local swim schools, fitness instructors and community groups to hire the pool to deliver their own lessons/classes/activities. Based on the advice from other community pools and experience from Copmanthorpe Pool when it offered swimming lessons in the past, these activities provide valuable, regular income to the pool. We can support the uptake of externally run classes and publicise our own public swim sessions, and party and private hire options using a range of low/no cost local advertising via social media, the village newsletter, the school newsletter, village notice boards and the local press.

### **6.2 Operational plan**

#### **6.2.1 Opening hours and swim sessions**

The pool will be open seven days a week (Monday to Friday 9.30am to 7pm and Saturday/Sunday 10am to 7pm) with a range of different classes and public swim sessions throughout the day and evening. The timetable will change to accommodate the school holidays, when there will be greater access for the general public, though some timetabled swimming classes (intensive courses) will still run. The timetables are included in the Appendix.

#### **6.2.2 Staffing and management of the pool**

We plan to recruit and appoint several part-time Pool Supervisors to run the pool via a rota system. These part-time supervisors will perform the chemical testing activity and be responsible for safety, cleanliness, etc. during the public sessions. All Pool Supervisors will have attended suitable training courses in chemical testing. In addition, several of the swim schools who have already contacted us have the skills and expertise to undertake chemical testing as part of their contract when using the pool. This means that we can ensure that this important element of the running of the pool is satisfactorily covered over the period when the pool is open without having our own staff present during lessons.

We will also recruit and appoint several part-time cleaners as needed to go in at specific times of the day, again via a rota, to ensure that the pool and changing facilities are clean.

The size and depth of the pool means that lifeguards are not required at the poolside during public swimming sessions.

We aim to implement an online booking system so that people can check availability as well as book and pay for public swimming sessions remotely. The swimming lessons will be run separately by the swim schools.

### **6.3 Financials**

A summary of the estimated income and expenditure for the pool is outlined below.

#### **6.3.1 Income**

Income for the pool will be generated by hiring the pool out for swimming lessons, fitness classes and private-hire parties, in addition to the planned public swim sessions.

The standard hourly charge for a swim school or fitness class will be £50, which is extremely competitive in the local market. A discounted rate of £20 per hour will be offered to schools and £33 per hour for private hire.

Public swims will be charged at £3 per adult and £2 per child.

If all of the scheduled sessions are run at maximum capacity throughout the year, the anticipated annual income is £112,000; however, only 38.4% capacity is needed to cover the estimated annual running costs.

#### **6.3.2 Expenditure**

Detailed costings in relation to the maintenance and upkeep of the pool have been provided by LHL Group for the first five years of operation. These average at £3,800 per year for the first four years; increasing to £11,500 in year five when a full redecoration is also included.

Other running costs, including rent, heat and light, insurance, staff salaries and training, the purchase and ongoing replacement of equipment (e.g. inflatables), and chemical testing of the water are estimated at £37,500 per year, bringing the total average annual cost to £42,850.

## **7. Risks**

The key risks of the renovation and ongoing running of the business are:

- There is a risk of failing to secure the asset transfer of the pool and building.
- There is a risk that insufficient capital funds are raised, resulting in the project failing and the pool remaining closed.
- There is a risk that the pool doesn't generate the expected level of income to cover the ongoing running costs.

These, along with other strategic and operational risks have been documented in the Risk Register, which is included in the Appendix, along with the proposed mitigations and an action plan.

## **8. Leadership and governance**

Over the past 12 months, Joanna Bowen has sought out guidance and advice from several other community pools in the surrounding area, including Stamford Bridge Community Pool, Helmsley

Community Pool, and Wirksworth Community Pool in Derbyshire. Each of these community pools is run in a slightly different way but each has been very helpful in offering their experience and suggestions regarding our project.

The pool will operate as a Charitable Incorporated Organisation and, once established, we will aim to comply with the Charity Governance Code 2017. Formal Trustee meetings will be held bi-monthly to start with, though it is anticipated that these will reduce in frequency (perhaps to quarterly) once the pool is fully up and running.

The CIO includes three Trustees. Their skills and experience are detailed below. We are also proactively seeking to recruit an older person to ensure that the view of this key group of potential pool users are represented in future decision making and the governance of the pool.

### **Joanna Bowen**

Joanna will be the Chair of the charity and has a passion for swimming, having enjoyed this activity all her life. She also has two young children, who also both love swimming. One (aged 5 years) is learning to swim and the other (aged 6 years), though already swimming, is now developing skills by learning proper strokes. Joanna is a Senior Administrator and Manager at the University of Leeds so brings strategic leadership skills to the group, as well as Project Management expertise.

### **David Chapman**

David is a believer that exercise and nutrition play a major role in the maintenance of optimal physical and mental health. He has two young children, aged 5 and 3, who have both been involved in swimming classes since they were around six months old. Both hope to benefit from the refurbished swimming facilities at the school. Previous fundraising efforts include an unsupported bike ride from Land's End to John O'Groats (yes, that's right, they even did it uphill!), a twenty-four-hour challenge to walk the National Three Peaks (Ben Nevis, Scafell Pike & Snowdon) and a two-mile swim in Loch Lomond to raise awareness and funds for this project. David qualified as a Chartered Certified Accountant in 2008 and is Treasurer for the group.

### **Claire Khouja**

Claire has a five-year-old, who would like to learn to swim at Copmanthorpe Community Pool, and three older children, who learnt to swim in the pool when it was run by Copmanthorpe Primary School. Claire is currently Chair of the Friends of Copmanthorpe Primary School, providing a link between the school and the swimming pool committee. She has been involved in fundraising as Chair of Panda Playgroup, as Secretary for Tadcaster Grammar School Parents' Association, and as secretary for Copmanthorpe Carnival committee for many years. In a personal capacity, Claire has raised money for the Motor Neurone Disease Association by cycling from London to Reims, and Coast to Coast. She currently works part-time at the University of York as a Research Fellow. Previously, she has been self-employed, organising events for York Professional Initiative. She enjoys swimming and is keen to go to regular swimming sessions, in the village, once the pool is refurbished, both for exercise and for family swimming.

All Trustees have signed the Fit and Proper Persons Declaration: copies available on request.

## **9. Appendices**

Pool Timetables

## Risk Register

## Pool Timetables

TIMETABLE FOR TERM-TIME																					
	09:30	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00	16:30	17:00	17:30	18:00	18:30		
Mon	Baby & Toddler					Public swim	Baby & Toddler							Swim lessons					Public swim		
Tue	Baby & Toddler					Public swim	Baby & Toddler							Swim lessons					Aqua fit		
Wed	Schools					Public swim	Schools							Swim lessons					Public swim		
Thu	Baby & Toddler					Public swim	Baby & Toddler							Swim lessons					Aqua fit		
Fri	Baby & Toddler					Public swim	Baby & Toddler							Swim lessons					Public swim		
Sat	Swim lessons										Private hire			Public swim							
Sun	Swim lessons										Private hire			Public swim							

TIMETABLE FOR SCHOOL HOLIDAYS																					
	09:30	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00	16:30	17:00	17:30	18:00	18:30		
Mon	Swim lessons					Public swim					Public swim								Public swim		
Tue	Swim lessons					Public swim					Public swim								Aqua fit		
Wed	Swim lessons					Public swim					Public swim								Public swim		
Thu	Swim lessons					Public swim					Public swim								Aqua fit		
Fri	Swim lessons					Public swim					Public swim								Public swim		
Sat	Swim lessons										Private hire			Public swim							
Sun	Swim lessons										Private hire			Public swim							

## Risk Register

Risk Summary Results - October 2018					Risk weighting for impact and likelihood						
Risk Area	Number	Green	Amber	Red	Impact	Major	4	4	8	12	16
						Serious	3	3	6	9	12
Strategic Risks	3	1	4	1		Significant	2	2	4	6	8
Operational Risks	5	0	0	0		Minor	1	1	2	3	4
								1	2	3	4
Total	8	1	4	1				Remote	Unlikely	Likely/Possible	Very likely
							Likelihood				
Review Period	Strategic Risks	3-5 years					Likelihood				
	Operational	18 months					Score	Definition	Likelihood of occurrence		
							Remote	Rare/may occur in exceptional circumstances	1-15%		
							Unlikely	Could occur at some time	16-45%		
							Likely/Possible	Will/might occur at some time	46% - 85%		
							Very likely	Almost certain/is expected to occur in most circumstances	86%+		

## Strategic Risks (S)

Risk Area	Name	Description of Risk	Inherent (Gross) Risk				Current actions	Residual (NET) Risk				Direction	Actions Required / Notes	Responsibility
			Risk Impact	Risk Likelihood	Risk Score			Risk Impact	Risk Likelihood	Risk Score				
S1	Fundraising	There is a risk that fundraising initiatives are not fully considered or risks evaluated, resulting in a financial loss and failure to meet the requirements within the Code of Fundraising Practice.	3	3	9	◆		3	3	9	◆	No Change	Register with Fundraising Regulator. Review Fundraising Code, complete gap analysis and implement actions.	Board of Trustees
S2	Insufficient unrestricted reserves	There is a risk that insufficient reserves are held resulting in the organisation being unable to respond to urgent action, or being able to sustain itself during a period of reduced or lost income.	4	3	12	●		4	3	12	●	No Change	Reserves policy to be implemented.	Board of Trustees
S3	Inadequate governance	There is a risk that trustees are not sufficiently aware of their duties or responsibilities, or fail to execute them, resulting in inadequate governance and poor decision making.	4	3	12	●		3	1	3	■	No Change	Robust recruitment, induction and appraisal policies in place. Clearly defined policies. Benchmarking against new Charity Governance code. Issue Trustee Handbook and Charity Commission Guidance to Trustees.	Board of Trustees
S4	Insufficient capital funds	There is a risk that insufficient capital funds are raised resulting in the project failing and the pool remaining closed.	4	3	12	●	Fundraising plan in place for individual giving. Access to GrantFinder to establish trusts and foundations to apply to for capital funds.	4	2	8	◆	No Change	Business plan being developed.	Board of Trustees
S5	Income generation	There is a risk that the pool doesn't generate the expected level of income to cover the ongoing running costs.	4	2	8	◆	Review of previous accounts suggests that pool was profitable.	4	2	8	◆	No Change	Business plan to include 3 year forecast of income and expenditure. Marketing plan being developed. Consider applying for grant for year 1 running costs. Reserves policy to be developed.	Board of Trustees
S6	Asset transfer	There is a risk of failing to secure the asset transfer of the pool and building.	4	2	8	◆		4	2	8	◆	No Change	Ensure we meet the criteria for asset transfer by: Applying for CIO status. Evidencing sustainability and use for whole community via the business plan.	Board of Trustees

Operational Risks (S)														
Risk Area	Name	Description of Risk	Inherent (Gross) Risk				Current actions	Residual (NET) Risk				Direction	Actions Required / Notes	Responsibility
			Risk Impact	Risk Likelihood	Risk Score			Risk Impact	Risk Likelihood	Risk Score				
O1	Breach of physical security	There is a risk of a breach of physical security, caused by inadequate security controls, resulting in serious disruption of the organisation's operations.	3	4	12	●		3	4	12	●	No Change	Controlled access to premises. Out of hours security patrols. Security alarm to be installed. Insurance cover to be arranged.	Board of Trustees
O2	Failure to comply with Health and Safety regulation	There is a risk that the organisation does not meet or comply with Health and Safety legislation, resulting in injury and/or financial penalty.	4	2	8	◆		4	2	8	◆	No Change	Health and Safety policy to be introduced. Regular fire drills to be introduced. Relevant insurances to be in place. Risk assessment to be completed. Terms and conditions of use of the pool to state that user is responsible for health and safety.	Board of Trustees
O3	Failure to meet Data Protection requirements	There is a risk that the organisation does not meet the requirements of the Data Protection Act/General Data Protection Regulations caused by inadequate controls, resulting in financial penalty or legal action.	4	3	12	●		4	3	12	●	No Change	Data Protection Officer to be appointed. Data Protection policy to be implemented which includes how the organisation uses and stores personal information and how consent is gathered.	Board of Trustees
O4	Fraudulent use of funds	Funds may be used fraudulently caused by inadequate controls in place to prevent fraud, resulting in loss of funds.	2	3	6	◆		2	3	6	◆	No Change	Review internal controls around financial transactions. Fraud policy to be implemented.	Board of Trustees
O5	Further deterioration of the pool and building	The longer the project takes to start, the more the pool and building will deteriorate, potentially adding to the overall costs	3	2	6	◆		3	2	6	◆	No Change	Develop clear timelines and milestones for the project. Ensure adequate insurance is in place.	Board of Trustees
O6	Building project falls behind schedule	There is a risk that the project falls behind schedule because vehicular access (for contractors) is across the Upper School playground, so will be very limited during term time.	3	2	6	◆		3	2	6	◆	No Change	Utilise specialist Project Management expertise via LHL Group to ensure tight scheduling of construction work during School Holidays.	Board of Trustees

<b>Action Plan</b>				
Risk Area	Risk Title	Actions	Responsibility	Due by
S1	Fundraising	Register with Fundraising Regulator.	Board of Trustees	Jan-19
		Review Fundraising Code, complete gap analysis and implement actions.	Board of Trustees	Jan-19
S2	Insufficient unrestricted reserves	Reserves policy to be implemented.	Board of Trustees	Jan-19
S3	Inadequate governance	Robust recruitment, induction and appraisal policies in place.	Board of Trustees	Nov-18
		Clearly defined policies.	Board of Trustees	Nov-18
		Benchmarking against new Charity Governance code.	Board of Trustees	Jan-19
		Issue Trustee Handbook and Charity Commission Guidance to Trustees.	Board of Trustees	Nov-18
S4	Insufficient capital funds	Business plan being developed.	Board of Trustees	Nov-18
S5	Income generation	Business plan to include 3 year forecast of income and expenditure.	Board of Trustees	Nov-18
		Marketing plan being developed.	Board of Trustees	Nov-18
		Consider applying for grant for year 1 running costs.	Board of Trustees	Jan-19
		Reserves policy to be developed.	Board of Trustees	Jan-19
S6	Asset transfer	Apply for CIO status.	Board of Trustees	Nov-18
		Evidence sustainability and use for whole community via the business plan.	Board of Trustees	Nov-18
O1	Breach of physical security	Controlled access to premises.	Board of Trustees	Feb-20
		Out of hours security patrols.	Board of Trustees	Feb-20
		Security alarm to be installed.	Board of Trustees	Feb-20
		Insurance cover to be arranged.	Board of Trustees	Jan-19
O2	Failure to comply with Health and Safety regulation	Health and Safety policy to be introduced.	Board of Trustees	Feb-20
		Regular fire drills to be introduced.	Board of Trustees	Feb-20
		Relevant insurances to be in place.	Board of Trustees	Feb-20
		Risk assessment to be completed.	Board of Trustees	Feb-20
		Terms and conditions of use of the pool to state that user is responsible for health and safety.	Board of Trustees	Feb-20
O3	Failure to meet Data Protection requirements	Data Protection Officer to be appointed.	Board of Trustees	Nov-18
		Data Protection policy to be implemented which includes how the organisation uses and stores personal information and how consent is gathered.	Board of Trustees	Nov-18
O4	Fraudulent use of funds	Review internal controls around financial transactions.	Board of Trustees	Nov-18
		Fraud policy to be implemented.	Board of Trustees	Nov-18
O5	Further deterioration of the pool and building	Develop clear timelines and milestones for the project.	Board of Trustees	Nov-18
		Ensure adequate insurance is in place.	Board of Trustees	Jan-19
O6	Building project falls behind schedule	Develop clear timelines and milestones for the project.	Board of Trustees	Sep-20