

An illustration of a lido. In the foreground, there is a large blue swimming pool with a white rope railing. To the right, a concrete structure with a ramp and stairs leads down to the water. In the background, there is a red building with a white roof and a balcony, surrounded by green hills and trees. The sky is light blue with stylized clouds and three birds flying.

SAVE GRANGE LIDO LTD

REPORT AND BUSINESS PLAN

A sustainable vision for the future

THE
LIDO

GRANGE - OVER - SANDS



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USEFUL LINKS

1. History of Swimming in Grange

<https://www.savegrangelido.co.uk/wp-content/uploads/2018/09/lido-timeline.pdf>

2. Economic Impact of Tourism – Visitor Volume and Value 2017

<https://www.cumbriatourism.org/what-we-do/research/economic-impact-of-tourism/>

3. Active Cumbria Insight and Data

<https://www.activecumbria.org/about-us/resources/>

4. Cumbria Intelligence Observatory

<https://www.cumbriaobservatory.org.uk/>

5. Stratford Park Lido Feasibility Study

<https://www.stroud.gov.uk/media/557963/stratford-park-lido-final-report-v7-09112017.pdf>

6. Greenwich Leisure Ltd Spa Centres

<https://www.spaexperience.org.uk/spa-treatments/thermal-spa-experience>

7. Arundel & Downland Community Leisure Trust - Arundel Lido

<http://www.arundel-lido.com/>

8. Cleveland Pools to be restored

<https://www.heritagefund.org.uk/news/uks-oldest-open-air-pools-be-restored-their-former-glory>

1. EXECUTIVE SUMMARY

- Financial projections show the re-modelled Lido will run at a surplus and will cease to be dependent on local taxpayers. It offers excellent value and a good return on investment.
- Opportunity for a prestigious destination tourist attraction whilst also being an outstanding and safe facility for the local community.
- A substantial local and regional market exists. There has never been a better time to re-open the Lido due to the large increase in the popularity of outdoor swimming and national lido renaissance.
- The fate of the historic Lido should not be tarnished by the failed Berners Pool project. SGL will avoid the pitfalls it demonstrated.
- Restoration with a pool will unlock considerable external investment, bring economic benefits and new opportunities for local people to create businesses within the Lido buildings and in the area. Positive community engagement will be encouraged through creating a space for use by social enterprises and community organisations.
- Ties in with the wider regeneration of Morecambe Bay including the new Eden Project (North).
- The pool is an integral part of the listing and of considerable historic significance. Preserves heritage and creates positive social impact.
- There is a need for health and well-being facilities in the community of Grange. Considerable social, health, well-being and cultural benefits to Grange and South Lakeland. Of particular benefit to young people and swimming clubs across the region who do not have easy access to a 50m pool.
- Will develop partnerships with a range of public, private and third sector bodies. Maximum positive social value and impact will be realised through how we procure and manage the project.
- Need to retain and improve the Lido Car Park and develop a transport and access improvement strategy.
- Viable options exist for ensuring water quality and environmentally sustainable heating.
- Creates a successful modern business and draws income from a range of sources including swimming, restaurant, café, spa, events, charitable giving and the car park.
- Pursuing restoration without a swimming pool with no business case, function or established demand risks creating a facility which falls into disrepair and becomes a magnet for antisocial behaviour.

2. DEFINITIONS

SGL	–	Save Grange Lido Ltd Community Benefit Society
SLDC	–	South Lakeland District Council
NLHF	–	National Lottery Heritage Fund

3. SOURCES

This plan is based on the considerable number of reports that have been commissioned by SLDC and other key organisations over recent years.

These include:

1. South Lakeland District Council Feasibility Study, Grange-over-Sands Lido, Max Associates, May 2014 “SLDC Feasibility Study”
2. Structural Condition Survey, 2017 Addendum, R & G Parkins & Partners Ltd
3. Grange-over-Sands Options Analysis, Lambert Smith Hampton, 3 January, 2017
4. Grange-over-Sands Open Air Swimming Pool, Chief Technical Officer, Life Expectancy and Running Costs Report February 1993
5. The proposed Heritage Lottery Fund project for the lido at Grange-over-Sands, Options Appraisal, Neo Now, September 2013 “Neo Now Report”
6. Grange Lido Renaissance, Stage 1 report, IBI, August 2017
7. Grange-over-Sands Regeneration Study, 2007
8. A New Vision for Northwest Coastal Resorts, Summary Report

We have also supplemented this information with direct research from a number of lidos and not-for-profit organisations across England, Scotland and Wales. They have very kindly provided us with information including figures, copy business plans and advice.

Members of the team have visited many lidos and spoken to key personnel. We have particularly focused on Penzance and Stonehaven as they are similar-sized, historic Art Deco lidos in non-urban locations and, with comparable climates; they are also good examples of best practice.

We have considered Hathersage and Buckfastleigh Lidos because they are very small towns and yet have thriving lidos.

In addition, we have looked at the Brewery Arts Centre and Theatre by the Lake in Keswick as examples of successful not-for-profit organisations in the Lake District.

We have also spoken to leading experts in leisure management, tourism, lidos and pool services.

Pools from which we have collected information include:

Jubilee Sea Pool, Penzance	Stonehaven, Aberdeenshire
Portishead Open Air Pool	Bristol Lido
Lido Ponty, Pontypridd	Faversham Pools
Tinside, Plymouth	Shap Pool
Thames Lido, Reading	Saltdean Lido, Sussex
Broomhill Lido, Ipswich	Tooting Bec Lido
Lymington Sea Water Pool	Hathersage Lido
Arundel Lido	Buckfastleigh Lido
Victoria Baths, Manchester	Ironmonger Row Baths, London
London Fields Lido	Parliament Hill Lido, London
Helmsley Open Air Pool, N Yorkshire	



*^ Water exercise at Helmsley Pool
< Water dancing to live music at Stonehaven*

4. INTRODUCTION

The 26 years since the closure of Grange Lido have seen major changes in leisure and holidaying in the UK. In recent years, there has been a large increase in the number of visitors to the Lake District. At the same time, the popularity of outdoor swimming has also increased dramatically and there has been a renaissance of interest in lidos nationally.

While the closure of the lido was perhaps understandable in 1993, the timing could not be better to open a new, re-modelled, swimming facility and tourist attraction which will also offer a wide range of economic, social, health and cultural benefits to the local community.

Grange Lido is very favourably positioned to take advantage of the large number of day-trip and longer-stay visitors coming to the area, currently estimated at 41 million each year as against 12 million visitors a year in 1994 (All Parks Visitor Survey). It is well-served by both the motorway and railway networks.

The local market in the town may itself be small, but the catchment for a revitalised lido-based attraction is large. There is considerable evidence from other similar lidos of people being willing

to travel 1 hour plus. The potential catchment includes the whole of the South Lakes area and much of the northern conurbation. Circa 3.5 million people live within a 60 to 90-minute journey of the Lido.

Whilst visitors to the area will be encouraged, careful consideration will be needed to positively impact and get the balance right with the local community. The re-creation of a 50m pool will be a considerable benefit to swimming clubs in the region who currently have to travel considerable distances to train.

Grange Lido is unique. It is the last surviving great British Art Deco lido in the north of England and has huge potential to be promoted as a destination tourist attraction. It is an iconic, much-loved landmark in Grange.



The Promenade is a popular area for families: a restored Lido would encourage more visitors and benefit existing and future businesses

Case studies, previous SLDC reports, and information from other lidos like Jubilee Sea Pool, Broomhill, Tinside, and Saltdean show that there is good precedent for the raising of the significant funds needed to restore the Lido, and that the Lido complex would run with a modest surplus soon after opening. The evidence from elsewhere, especially Lido Ponty and Jubilee Sea Pool, show the considerable economic and social benefits that lidos have brought to their surrounding areas.

The investment of c.£1.8m by SLDC for the phase 1 project of restoration of the buildings and structures, is likely to unlock further funding options from the National Lottery Heritage Fund, Sport England, Architectural Heritage Fund, Coastal Communities Fund etc, and private fundraising.

A restored Lido complex including a swimming pool offers excellent value for local taxpayers, and represents by far the best economic outcome of any of the available options. It will provide a unique, safe, health and well-being facility whilst not being a burden on SLDC.

Those who have considered the local swimming market for the Lido as the main income source have missed the huge potential for the Lido to be a unique visitor attraction and a destination in its own right containing a variety of income-generating businesses.

The climate in the North of England is often cited as a reason the Lido would not attract visitors but, in fact, Grange has a good local micro-climate and compares favourably with the weather experienced at other successful lidos in the North of England and Scotland, e.g. Stonehaven in Aberdeenshire some 200 miles further north.



Stonehaven Lido operates successfully despite being 200+ miles north of Grange

Previous studies have considered opening the Lido in the same form as it was when it closed in 1993. They have missed the potential offered by the good range of buildings adjacent to the pool. These can be re-modelled and extended to modernise the offer and create a business focused on income-generating activities that will make the whole complex viable. This is the key to our business case.

Case studies for other lidos show that up to 60% of their income comes from non-swimming activities and car parking, with catering being the biggest income source. Catering and other non-swimming activities can generate income even when the pool is closed for swimming.

The restoration of the Lido with a swimming pool will bring considerable economic benefits to the South Lakes. A prestigious new tourist attraction will attract fresh visitors to Grange and the surrounding area. The Lido will bring extra business to local shops, restaurants, hotels and accommodation. At a time of economic uncertainty and struggling high streets, it will be a valuable addition to the local offer. It will create new full- and part-time employment through direct and indirect job creation.

The Lido will bring a range of social and cultural benefits to all sections of the local population, including families with young children, teenagers, young adults and older people. There are also opportunities for synergies with the local health centre generating a wide range of health benefits.

The Lido business plan outlined here is fully aligned with the philosophy of localism and SLDC's objectives in relation to community development, community partnership and health promotion. In particular, it will promote 'health improvement through healthy lives', 'physical activity' and 'health protection'.

5. THE LIDO VISION: A FULLY RESTORED LIDO AS A UNIQUE REGIONAL ATTRACTION

The magnificent and unique Art Deco lido complex at Grange-Over-Sands will be a regional attraction. The only seafront lido of its kind in the North of England, it will attract people of all age groups from a wide geographical area.

The Lido complex will offer opportunities for swimming, dining, spa-based activities, aqua sports, triathlon activities, kayaking and other special events. As a significant community resource, it will offer a range of economic, social and cultural benefits to Grange.

The Lido will provide a boost for the tourist industry in South Lakeland. It will increase footfall in the town with consequent benefits for all local businesses. New businesses would be likely to take the place of empty shops on Main Street as a result of the anticipated increased footfall.

The Lido complex will help Grange position itself as a major health and well-being centre offering swimming, fell walking and golf, alongside sophisticated dining and a thriving café culture.

The pool will be a valuable swimming asset, one of just a few 50m competition-length facilities in the North of England and the only outdoor one. It will attract serious and casual swimmers, be a focal point for outdoor swimming organisations and local swimming clubs, and a major local asset in training competitive swimmers for national and international championships.

Lidos also attract people who do not see themselves as swimmers, being ideal places for a family day out or to pass a relaxing hour or two.

The Lido will support, and be supported by, the other attractions on the promenade at Grange and across Morecambe Bay. It fits in with the Art Deco heritage which is promoted around the bay, focused on the successful Midland Hotel and the new plans for Morecambe's Eden Project. It will be an icon and unique selling point (USP) for both the town and the region. It will truly put Grange back 'on the map'.

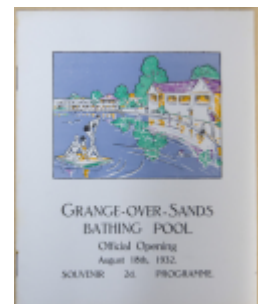


The proposed Eden North Project at Morecambe and the restored Lido at Grange would create a huge visitor attraction for the Morecambe Bay area

6. BRIEF BACKGROUND AND HISTORY

The Lido was designed by the Grange Urban District Council Surveyor, Thomas Huddleston, and opened to the public in August 1932. It is reported to have attracted up to 60,000 visitors per season.

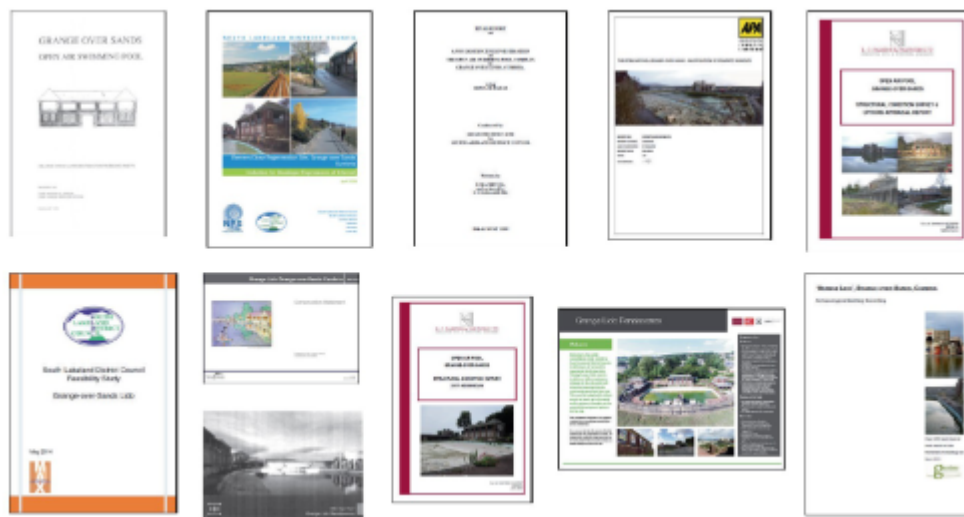
Anniversary galas were held in 1972 and 1982, and it was clearly still a popular and much-loved community asset. The circumstances of its eventual closure in 1993 are somewhat vague and centred around the discovery of a leak, the extent and significance of which remains unclear.



Construction began on the outdoor pool in 1931 and it was officially opened in 1932

Council minutes show the closure was largely an economic decision.

The 25-year period since then has been marked by consultations, reports and proposals for alternative uses of the site, all of which have so far come to nothing.



A selection of the many Reports and Consultations undertaken on the Lido

7. PUBLIC CONSULTATIONS AND REPORTS

The latest round of consultations and reports began in 2013. A consultation on the future of the Lido was undertaken by Neo Now in July and August 2013 to inform an application to the Heritage Lottery Fund.

The key findings of the consultation were very positive:

- 91% of respondents supported or strongly supported the principle of restoration and development of the Lido.
- 77% of respondents considered the Lido to be an important part of the heritage of the town. Only 5% said they did not think it was important.
- When asked “what would you like to see happen to the Lido” 73% said “a lido.”
- When given a list of 16 ideas for the use of the Lido 74% said they would be interested in swimming.

The consultation report by Neo Now stated ⁽¹⁾:

‘The lido at Grange-over-Sands is the last of the great British Art Deco lidos in the North, the others having been long filled in and disappeared. It is perhaps the lack of local action, development and funding over the years, combined with a degree of local protection amongst some quarters of the community for the site, which has almost unnoticeably delivered up an icon and USP for the town, the region and the North’.

(1) Neo Now - Options Appraisal p8 September 2013

'Our conversations with other lidos and open-air pools elsewhere in the UK, which have centred on their running costs and income streams, have confirmed that it is financially sustainable to operate a lido or open-air pool. We have researched 20 such lidos and discussed costs and income in detail with 11 of these: Leamington, Bristol, Brockwell, Hillingdon, Hampton, London Fields, Newcastle (County Down), Charlton, Chesham and Guildford. There are no lidos in the North, and the majority of the lidos can best be described as open-air pools; an original 1930s Art Deco lido is rare, but the running costs and income experiences of these other pools is still valid in projecting expenditure and income for a restored lido at Grange.'

According to the SLDC website the latest survey and consultation was undertaken in 2016 by commercial property experts Lambert Smith Hampton (LSH), supported by Amion Consulting and IBI Group. Although this consultation specifically excluded pool options, it continues to inform official thinking.

8. THE HERITAGE STATUS OF THE LIDO

The Lido is of regional historic importance and is Grade II listed.

Historic England's list entry describes the principal reasons for the listing as:

- **Completeness:** as an example of a 1930s lido with survival of all the key ancillary buildings and structures.
- **Pool:** for the unusually shaped pool, designed for multiple uses, which retains its original stepped diving stage.
- **Historic:** as an evocative reminder of the former popularity of seaside towns such as Grange-over-Sands and the inter-war cult of fresh air, fitness and mass leisure.

The restoration of a swimming pool at the heart of the Lido will secure the heritage status of this listed Art Deco building for generations to come.



The "mushroom slice" shaped pool and the diving platform are both important parts of the Historic England listing

The listing by Historic England clearly demonstrates that the pool is the focal point and an essential element of heritage Lido. Working with SLDC, SGL aims to bring forward a second phase of restoration after completion of SLDC's Phase 1 work. It is proposed that Phase 2 by SGL will include the restoration of the pool and plant, heating of the small basin, fitting out of the changing rooms and extensions to the central pavilion. In order to avoid unnecessary expense, it is important that Phase 1 is done in a way which is fully compatible with Phase 2.

SGL's proposal restores all the remaining listed elements and re-instates the Lido's initial function. Preliminary discussions with Historic England have established that they are supportive of SGL's proposals and keen to see the Lido restored to its original use.

The restoration of the whole complex, including the swimming pool, is likely to attract financial support from heritage-focused grant providers such as the National Lottery Heritage Fund and the Architectural Heritage Fund. The Architectural Heritage Fund has already provided SGL with grant funding for project viability work.

9. CAPITAL EXPENDITURE AND PHASE 2 PLANS

This report focuses on the viability of the Lido once restored and on limited capital expenditure, subject to some commercial confidentiality.

The plans produced for SGL by Studio Octopi show two key elements to SGL's Phase 2 proposals. Firstly, the re-profiling and division of the existing swimming pool and secondly, the addition of two subservient wing buildings to the central pavilion.

9.1 Swimming Pool

The re-profiling and division of the existing pool tank is designed to bring a number of advantages:

1. Division of the tank into a large 50m pool, a smaller 30m pool, a paddling pool and a splash pool. Having different sections makes management of swimmers much easier, allowing different activities to run in different pools. It also brings the flexibility to have the small heated pool open to swimmers during the colder winter months.

The smaller pool will have a manageable volume of water making it relatively affordable to heat and filter. It may be that heating the larger tank can be considered in the future but at this stage the capital and running costs are thought to be too high. Figures relating to the capital and running costs of heating are contained in the estimate from Certikin International (copy in Appendices Part II).

Discussions with other lidos have shown that heating adds enormously to the attractiveness of the lido and popularity with visitors out of season. Heated lidos are finding that they can attract swimmers for longer seasons and some are opening all year round. Portishead and Hathersage, for example, are extending their seasons and adding heated swimming events at weekends and in school holidays outside the main summer season.

The splash pool and paddling pool will enable more options for children and families. It is anticipated that the paddling pool will be shallow for toddlers to play, and the splash pool a little deeper for older children learning to swim and play.

2. Re-profiling to remove the very deep sections. We have received clear advice that whilst it would be good to retain high diving at the Lido, it would not comply with modern safety standards as the pool is not deep enough. There are reports of accidents at the pool before it closed. Removal of the deeper sections makes the pool safer for general swimming and reduces the volume, which reduces the capital costs of the plant and heating, and the running costs of filtration and heating. We are proposing that the large pool will be 1.2m at its deepest (the profile is irregular due to the existing profile of the pool) and the small pool will be 1.5m uniform depth.

There are two possible philosophies to the restoration of the pool basin. One option is to repair and rebuild the concrete pool and the second is to add stainless steel panels around the perimeter and then add a lining to the pool. There are examples of both approaches across the restored lidos. Saltdean and Jubilee Pool opted for re-building and restoring their concrete pools while Ponty and Parliament Hill have opted for panels / liners.

In relation to the panel / liner option, we have obtained a budget price from Wrightfield Pools (copy in Appendices Part II) of £985,000 plus VAT (which will be recoverable). One advantage of this approach is that it enables the main pool length to be slightly shortened to become 50m which adds to the appeal of the pool to swimming clubs.

SGL is currently in discussion with a company which specialises in restoring concrete pools to explore this option further. It is expected to be more expensive but it may be more attractive to heritage funders and have a longer life expectancy.

There are likewise different options for the restoration of the plant. One is to remove everything from the plant room and start afresh. Wrightfield Pools have provided figures for a completely new system. This approach has the advantage of providing a system that can carry a guarantee and with established running costs.

There are also good examples of pools restoring their original filters and replacing much of the other plant. The filters need surveying to see if they are sound. This approach has been successful at Parliament Hill and Eaton. It tends to cost less as key elements are re-utilised and retains more of the heritage of the pool. DG Pools and Leisure have provided budget figures for this option (copy in Appendices Part II).

Such an approach would work particularly well if the very deep sections of the pool are re-profiled and a separate smaller heated basin created. This would mean that the 50m basin could have one system re-utilising the existing filters and the smaller basin could have a new stand-alone system with heating.

The reduction in water volume resulting from the re-profiling and separation of the smaller basin means that the water turnover times can be reduced to meet modern water-quality expectations.

9.2 Extension of the Central Pavilion

A key element of this business plan focuses on maximising the food and beverage income derived from the central pavilion. In order to do this SGL plan to use the whole of the historic pavilion as the café and restaurant space. Extensions to the pavilion will provide the space needed for ancillary uses such as kitchens, pool entrance, disabled lift, WCs.

This solution not only maximises the income generating space but has the advantage of not needing to subdivide the historic spaces; the ancillary uses can then be accommodated in new bespoke buildings.

The extensions will be light-weight structures subservient to the original pavilion in a contrasting palette of materials in order to differentiate the historic elements. They will be connected by glass link sections to respect the original forms, reduce the massing and the impact of the new buildings on the Promenade side. The use of glass will enable people on the Promenade to get glimpses of the Lido and improve the sense of connection to its surroundings.



Artist's impression of how the Lido complex could look after restoration

10. THE MARKET FOR AN OPEN-AIR POOL IN GRANGE

The SLDC 2014 Feasibility Study prepared by Max Associates provides much useful data about markets and market segmentation. That report concluded that the facility would require an annual subsidy of between £30,000 and £80,000 per annum (less than £1/per resident of South Lakes). It is noted that the need for such a subsidy only arose when all contingent factors were taken into account. Without those contingencies, the forecasts were that the Lido would operate at a small surplus after the 3rd year of operation.⁽²⁾

Given the considerable social, health and economic benefits that the Lido would bring, such a subsidy (if necessary) would represent good value for money and be justifiable.

(2) Max Associates - Report May 2014 p21

The study, however, underestimates demand in a number of specific ways. It concludes that there will be a local demand for "swimming, swimming lessons and other water-based activities..." but assumes that this demand only applies to those living no more than 15 minutes' drive away from the Lido. Those living further away, it suggests, will generally prefer to travel to Ulverston or Kendal rather than Grange for swimming facilities.

This assumption fails to take account of the fact that the Lido will have the only 50m pool in Cumbria. At present, members of swimming clubs in the county have to travel as far afield as Manchester, Liverpool, Leeds and Stockport to gain experience of training and swimming a competition length pool, often at great expense and inconvenience. A local 50m pool would be a considerable attraction to the district's swimming clubs (both junior and masters' clubs) and to Triathlete Clubs.

The assumption also takes no account of the unique attraction of an Art Deco open-air lido on a seafront position. As a result, that part of the market segmentation analysis in the Max Associates' report which estimates there would only be 1,029 regular swimmers⁽³⁾ is incorrect because it excludes some of the most highly populated areas of the Lido's potential catchment and also fails to take account of the demand from swimming clubs and fitness enthusiasts alike from further afield for a 50m outdoor pool.

Whilst it would seem unlikely that people currently travel large distances to swim in Ulverston or Kendal indoor swimming pools, this does not imply that people will not travel longer distances for a unique attraction such as the Lido. It also ignores the fact that swimming clubs already travel long distances to train in 50m pools. To rely solely upon on data from local indoor swimming facilities in forecasting the market for an outdoor Art Deco Lido is erroneous.

In the period since 2014 the Netherwood Hotel has lost its pool and the population of Grange-over-Sands has grown due to the development of new areas of housing. These changes are likely to have increased the number of potential regular users of the Lido pool. Also, in the period since 2014, Penzance, Ponty, Bristol, Thames, and Saltdean lidos have all re-opened and have provided new data about the growing demand for historic lidos. Many of these lidos have visitor numbers which far exceed their initial expectations.

What we know from the past is that swimmers and families regularly travelled from the whole surrounding area extending to Kendal, Barrow, Lancaster, Morecambe and Preston to use the Lido, and that it attracted up to 60,000 swimmers per season.

The upsurge in the popularity of open-air swimming in recent years also needs to be taken into account. The proximity of the Lake District, which is famous for outdoor recreation and water sport, increases the market for such activity.

The fact that the Lido is the last of its kind in the North of England suggests that the catchment will be considerable. Information from other Lidos, and our research from people on social media, show that people regularly travel for an hour plus to visit a lido for a day trip. This travel time extends the catchment to Kendal, Barrow, Lancaster, Preston, Carlisle, Liverpool, Manchester and the towns in-between.

(3) Max Associates - Report May 2014 paragraph 4.3.8

There are circa 3.5 million people living within a 60 to 90-minute journey time of Grange. By way of comparison, there are approximately 400,000 people living within a similar journey time to Jubilee Sea Pool and yet this pool receives in excess of 40,000 swimmers each year. Stonehaven Lido is also very remote with a small local population yet attracted 38,000 swimmers last year.

The Lake District attracts in excess of 41 million visitors per year (Cumbria Tourism), which shows the potential for a heritage attraction to tap into tourist visits. By way of comparison, Cornwall attracts 19 million visitors annually (Cornwall Visitor Survey 2016).

Grange also benefits from an excellent micro-climate with higher annual sunshine and lower rainfall than the rest of the Lake District. Its climate also compares favourably with that of the Jubilee Sea Pool which is exposed to the Atlantic, and that of Stonehaven which is some 200 miles north of Grange on the North Sea coast of Scotland.

Evidence from other lidos shows that during the summer months the Lido is likely to be operating at capacity at peak times. Evidence also shows that the market for, and interest in, lidos and outdoor swimming has increased considerably since 1993 when the lido closed.

Other lidos show considerable demand from cold-water swimmers, triathlon clubs, scuba diving clubs, aqua aerobics and kayakers for club-based use of the pool in the off-season. Lidos like Portishead have had considerable success generating income from galas, night swims, and even Christmas swimming. Many lidos also generate income from non-swimming activities such as cinema or concerts.

SGL's plans to restore the pool basin with a 50m unheated competition pool and a smaller heated section will ensure that the facility remains attractive to swimmers even during the off-season months when weekend and school holiday openings will be planned. Information from other heated lidos suggests it may be viable to heat the 50m pool basin but this can be considered as a future step.

Chillswim, Kendal and Ulverston Amateur Swimming Clubs and others have all indicated that they would like to use the Lido for training and events, and SGL's plans have received the endorsement of Swim England (see the letters in Appendix 1).

These factors all have a significant impact upon the feasibility of the Lido, as assessed in the Max Associates' Study, and the financial projections in Section 20 demonstrate a business running in surplus from the beginning.

11. ACCESS TO THE LIDO

There will need to be careful transport planning to ensure the successful running of the Lido, maximise the economic benefit of the Lido to the town, and minimise any negative impact of car traffic.

On Foot

Those choosing to walk to the Lido can access it from the station underpass, the main car park or

Clare House Bridge. From the station underpass it is a 15-minute walk, from the main car park underpass it takes 11 minutes, and from Clare House Bridge it is only a couple of minutes. From all directions the walk takes in spectacular views and will be one of the attractions of a visit to the Lido.



The Promenade offers an easy level approach to the Lido from most directions

By Rail

The most enjoyable way to travel to Grange is by train. Rail travel enables visitors to enjoy spectacular views and avoid petrol and car parking costs. The Lido is very well-served by the rail network with direct services to Barrow, Lancaster, Preston and Manchester. The current problems experienced by travellers on Northern Rail are well known. However, even with the current level of service trains run approximately hourly between Barrow and Lancaster with a more frequent (approximately 45 minute) service operating in the morning between 7am and 9am and the early evening between 5pm and 8pm.

Current journey times to Grange by rail are as follows:

From	Time in minutes
Arnside	8
Barrow	32
Cark and Cartmel	8
Carnforth	16
Dalton	24
Kents Bank	4
Lancaster	25
Preston	39
Roose	28
Silverdale	10
Ulverston	11

Looking to the future, it is anticipated that by the time the Lido is open, the number of train services will have increased by at least 12.5 % and new rolling stock will be available. Services to and from Grange should also benefit from the Northern Powerhouse initiative, making rail travel increasingly attractive.

Rail travel can be expensive but discounted fares are available for 16-25 year olds, disabled people and those holding one of the many railcards.

On arrival at Grange there is direct access to the Promenade from the railway station and a pleasant 15-minute walk along the Promenade takes you to the Lido.

By Bus

The X6 bus service connects Grange to Kendal and Ulverston, and also passes through the villages of Witherslack, Lindale, Greenodd and High Newton. Bus services run approximately hourly throughout the year. The journey time from both Kendal and Ulverston by bus is around 30 minutes and represents a very reasonable alternative to a car journey.

Young children and older people can travel free on buses, and a range of attractive discounts are on offer to other groups of people, including the Day Rider fare which provides unlimited travel for one day for all those under 19.

The X6 bus stop is outside the railway station and those arriving by bus can therefore take the same 15-minute walk along the Promenade as those arriving by train.

The 531 provides a valuable local bus service between Grange, Allithwaite and Cartmel. However, this service is currently very limited. If the number of buses on this route were increased, at least during the summer months, there would be less need for local people from these areas to use their cars to visit the Lido.

By Bicycle

The Promenade forms part of the National Cycle Route network. No figures are available for the number of people who cycle through Grange but according to Sustrans the numbers using this network are increasing all the time. The opportunity to spend a few hours relaxing at the Lido will be very attractive to those using National Cycle routes 6 and 70.



Local people may also choose to visit the Lido by bicycle. It is anticipated that cycling will be an attractive option for young people from Cartmel, Allithwaite, Lindale and Flookburgh who are too young to drive or who do not have access to their own cars, as well as those who may simply prefer to cycle. Many older people also cycle regularly and the increased popularity of electric bicycles has increased the number of these cycling in Grange and its surrounding areas.

Access to the Promenade by bike is very straightforward and it is possible to cycle along the Promenade directly to the Lido. At least 15 bicycle racks will be positioned directly outside the entrance to the Lido to make it easy for cyclists to visit, and other cycle racks can be built in the Lido Car Park with recharging facilities for electric bike users.

By Car

Journey times by car to the Lido are dependent on traffic but approximate times are given below:

From	Minutes
Barrow	56
Kendal	25
Lancaster	40
Preston	60
Ulverston	39
Windermere	30

While many people in the area have the option of public transport, and for some, such as those living in Arnside and Silverdale, it makes much more sense than using their cars, it remains the case that parts of South Lakeland, such as Windermere, are not well connected to Grange by either bus or train. Although much can be done to encourage Lido goers to make use of public transport, a significant proportion of those using the Lido will either need or prefer to travel by car.

For car users, journey times are only part of the equation. Adequate and affordable car parking is another important factor. Grange has five car parks, two of which are positioned conveniently for the Lido; the main town car park and the Lido Car Park in Berners' Close.

The main town car park lies between the railway station and the Lido. An underpass takes you directly from there to the Promenade and then it is an 11-minute walk to the Lido.

The Lido Car Park lies directly opposite the Lido on the other side of the railway line. It used to be directly connected to the Lido by a footbridge but unfortunately this was demolished some years ago. At present access to the Lido involves walking a path to Clare House Lane footbridge which has a ramp to the Promenade. The walk takes no more than 8 minutes and, although exiting the car park involves a slope, all of it is fully accessible by wheelchair.

Reinstating the bridge which originally stood at the base of the car park would reduce the length of this walk from the Lido Car Park to a couple of minutes but it is recognised that this is a very expensive option and unlikely to be cost effective. One argument in favour of reinstating the bridge is that it would generate savings during the construction phase of the Lido.



The former bridge connecting the Lido Car Park with the Promenade

The Lido Car Park is mentioned in the opening programme of the Lido in 1932. Until recently it covered a larger area than it does at present and had a capacity of 200 cars.



Plan showing location and size of the Lido car park, the former footbridge across the railway line, and the Lido

The current Lido Car Park can hold up to 90 cars while retaining the extensive recycling facilities currently situated at the bottom of the car park. Provision could also be made for coach and bus services.

With agreement from SLDC there is also potential to extend the car park to utilise the vacant nursery site. This land is particularly attractive as a Lido Car Park because it is so close and, whilst it is a little walk to the Clare House Lane Bridge, it has the psychological advantage that visitors can see the Lido when they park. The site could potentially be part of a commercial arrangement to raise revenue for SLDC to spend on other projects or purchasing land elsewhere. Sale of the site may be practical as the development potential of the land is limited due to its proximity to the railway.

Usage figures show that at present the Lido Car Park is under-used. It is particularly quiet at weekends when the Lido would be busiest. Usage has increased somewhat over the years but is well below that of the other car parks in the town.

Car Park	Vehicle Capacity	Income for 2017/18	Inc per space 2017/18	Average daily income per space 2017/18	Income for 2016/17	Inc per space 2016/17	Average daily income per space 2016/17	Income for 2015/16	Inc per space 2015/16	Average daily income per space 2015/16
Berners Close	90	£24,855.88	£276.18	£0.76	£20,322.31	£225.80	£0.62	£13,635.97	£151.51	£0.41
Hampstead Road	24	£14,033.98	£584.75	£1.60	£14,379.38	£599.14	£1.64	£8,604.89	£358.54	£0.98
Kents Bank	56	£37,290.60	£665.90	£1.82	£34,088.75	£608.73	£1.67	£33,071.90	£590.57	£1.61
Main Street	84	£96,102.99	£1,144.08	£3.13	£95,623.04	£1,138.37	£3.12	£98,530.59	£1,172.98	£3.20
Windermere Road	65	£38,196.15	£587.63	£1.61	£41,119.56	£632.61	£1.73	£42,451.14	£653.09	£1.78
Totals (SLDC)	319	£210,479.60	£659.81	£1.81	£205,533.04	£644.30	£1.77	£196,294.49	£615.34	£1.68

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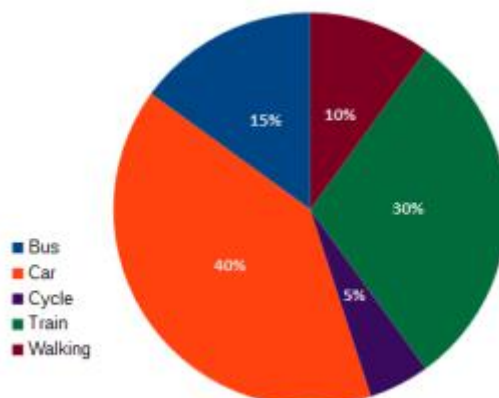
Car Park	Vehicle Capacity	Income for 2014/15	Inc per space 2014/15	Average daily income per space 2014/15	Income for 2013/14	Inc per space 2013/14	Average daily income per space 2013/14	Income per car park 2014-2018	Income per space 2014-2018	Average daily income per space 2014-2018
Berners Close	90	£11,369.08	£126.32	£0.35	£17,507.85	£194.53	£0.53	£87,691.09	£974.35	£0.53
Hampfell Road	24	£16,375.15	£682.30	£1.87	£16,203.57	£675.15	£1.85	£69,596.97	£2,899.87	£1.59
Kents Bank	56	£31,743.18	£566.84	£1.55	£28,626.78	£511.19	£1.40	£164,821.21	£2,943.24	£1.61
Main Street	84	£93,981.95	£1,118.83	£3.07	£84,437.52	£1,005.21	£2.75	£468,676.09	£5,579.48	£3.06
Windermere Road	65	£38,578.47	£593.51	£1.63	£33,423.61	£514.21	£1.41	£193,768.93	£2,981.06	£1.63
Totals (SLDC)	319	£192,047.83	£602.03	£1.65	£180,199.33	£564.89	£1.55	£984,554.29	£3,086.38	£1.69

Income figures for SLDC car parks in Grange 2013-2018 based on data supplied by SLDC under a Freedom of Information request

A restored Lido will increase use and revenue significantly. In view of the fact that much of the income from the Lido Car Park will be from Lido users and that the Lido was built with a car park in 1932, it is proposed that the income from the Lido Car Park is allocated to support the Lido project. There is considerable precedent from other lidos and community facilities across the country of council's allocating the income from their car parks to go towards the facility's income.

The re-opening of the Lido will need careful transport planning including a traffic management plan and car parking review.

We have developed our own outline travel plan which we intend to use as the basis for on-going discussions with rail and bus companies and local government. As a first step we have set initial targets for visitors to the Lido (expressed as relative proportions of the number of swims) as follows:



In the future we would like to see a reduction in the percentage of car use and an increase in the percentage of those arriving by other means.

Access for Disabled People

The area around the Promenade benefits from good provision in relation to mobility issues. All three entry points to the promenade have full wheelchair access and the Promenade is already a popular area for wheelchair users. The fact that cars are not normally allowed on the Promenade makes it a particularly safe route to the Lido for those who are sight or hearing impaired, as well as for wheelchair users. The Lido complex itself will be fully accessible and we plan to provide ramps, a pool hoist, lift and specially equipped changing facilities.

12. WATER AND HEATING

12.1 Water Quality

The pool was previously filled with sea water. At high tide water was allowed into large settlement tanks under the terraces. Water was then filtered and transferred into the pool basin.

Natural changes in the estuary mean that the tide does not reach the Lido as often as it did in the past. Although this is changing once again, we understand that the sea-water tanks are also in poor condition and likely to be beyond economic repair.

The system relied on regularly replenishing and replacing the water at high tide. Once in the system the capacity of the filters produced a turnover rate of approximately 8-9 hours. Modern hygiene standards aim for a turnover of 2-3 hours.

Whilst there are people who would prefer the pool to remain salt water, it is felt that the system needs to become fresh water due to the high cost of trying to restore the sea tanks and existing system. Fresh water is also considerably less corrosive and so the life expectancy of the pool liner, pipework and plant is longer (and hence reduces costs).

The proposed re-profiling of the pool basin to remove the unnecessarily deep diving sections will reduce the volume of water and help reduce capital and running costs. The pools will need a new filtration and purification system, although it may well be economic to restore and re-use the large horizontal filters as has been done at Parliament Hill and Eaton⁽⁴⁾.

We have taken preliminary advice from D&G Pool and Leisure Ltd who have experience of water systems for other lidos. In the winter of 2016/2017 they completely replaced the plant system for Portishead at a cost of around £130,000, as part of a renovation of their pool tank, plant and pipework that had a total expenditure value of around £250,000 (there is a copy of their costings for Grange in Appendices Part II).



Portishead Open Air Pool's new plant system by D & G Pool and Leisure Ltd

(4) See section 9.

Stonehaven is a similar sized lido to Grange with a 55 x 20 yard pool built to the Olympic standard of the day. Their lido is filled annually from the sea over the course of a week, and the water is continually filtered via a modern plant system installed in 2017 at an approximate cost of £120,000.

We are currently developing our proposals for the water systems and are confident that there are feasible and economic options available.

12.2 Heating the Water in the Pool

There are examples of successful heated and unheated lidos and outdoor pools. The most common methods of heating are gas and oil, with bio-mass, solar and air source heat exchangers also playing a role at some pools. The Neo Now Report stated that a heated pool could be achievable and recommended an environmentally friendly sustainable approach to the project, using solar and geo-thermal energy.

Jubilee Sea Pool has recently secured funding for geo-thermal heating of a section of their pool. Many lidos like Portishead and Hathersage are extending their opening seasons and adding off-season and weekend swimming thanks to their heating. London Fields Lido envisaged being open seasonally but due to delays in their program opened late in the season and found that the demand for swimming “out-of-season” was such that they now open 365 days a year. Winter and night swims are very popular.

We would like to take an environmentally sustainable approach to heating and in general as it fits with the philosophy of the project. The proposals to line the pool offer the option of adding insulation which increases the ambient temperature of the water and makes heating more efficient.

Heating both the larger 50m pool and the smaller 30m pool would be expensive and is unlikely to be practical due to the high capital and revenue costs. However, heating the smaller pool basin is both feasible and affordable. A single air-source heat pump would cost approximately £52,000, with running costs of approximately £5,500 for 6 months. This cost could potentially be reduced if photovoltaic panels were added. (See the report from Certikin International in Appendices Part II for more details.)

It would seem sensible to allocate space and make provision for pipework and services should heating of the 50m tank be pursued in the future. This warrants further investigation given the considerable success of some fully heated lidos in attracting larger swimmer numbers; it could form part of a later phase of development.

Cold-water swimming is also very popular and increasing so having a heated and an unheated tank attracts both markets.

12.3 Energy Efficiency and Historic Buildings

Historic England published a guidance note in December 2017 entitled *Energy efficiency and historic buildings*, which states:

“Historic England supports the Government’s aims to improve the energy efficiency of existing buildings through Part L of the Building Regulations. Many improvements can be carried out, often at a relatively low cost, significantly enhancing the comfort of the building for its users, as well as providing savings on fuel bills and helping to meet greenhouse gas emission reduction targets. Improving energy and carbon performance may also give a welcome opportunity to protect and enhance a historic building and ensure that it remains viable into the future.”

“For historic buildings a balance needs to be achieved between improving energy efficiency and avoiding damage both to the significance of the building and its fabric. Taking a ‘whole building approach’ can achieve significant improvements in most cases, although not always to the standards recommended in the Regulations. Achieving an appropriate balance requires an understanding of the Regulations and the building, particularly the point at which alteration to the building’s character and significance becomes unacceptable”.

It is therefore appropriate to consider how energy efficiency measures could be incorporated in to the restoration of Grange Lido to mitigate rising energy costs.

Such measures could include:

- Heat pumps (ground, air, water) linked to underfloor heating;
- Photovoltaic (PV) system for electricity generation;
- Solar water heating system for use in sinks and showers;
- Energy efficient lighting (LED and motion sensors);
- Mechanical ventilation with heat recovery (MVHR);
- Insulation for roofs, walls and floors; and
- Windows and glazing; and
- Water harvesting (rain and grey water) for use in toilets.

13. THE BUSINESS MODEL AND STRUCTURE OF THE LIDO COMPLEX

Research from other comparable lidos shows that, whilst swimming offers a considerable income stream, the key to their success is establishing a business that offers more than swimming. The location of the Lido means the focus here at Grange has to be a strong community swimming hub plus a destination tourist attraction that makes its income from a range of business activities, including a cafe, a restaurant, events, spa, car parking and donations.

The business model proposed here is based on that pursued by other similar successful lidos, both in community and private ownership. The model is also similar to that of other tourist attractions that draw visitors with their unique offering while making additional income from their catering and retail offers.

We have also noted that local not-for-profit organisations such as the The Brewery Arts Centre and Theatre by the Lake generate income from very successful friends / membership schemes, regular giving, legacies and donations. The very high levels of affection and support for the Lido show the potential of such a scheme to become a reliable income stream.

The Lido is fortunate to have a good range of buildings with space for extension.

SGL has appointed Studio Octopi, an architecture firm with expertise in outdoor swimming facilities. They are an integral part of the Thames Baths campaign, working to bring a floating, heated lido to the River Thames and are also advising on the campaign to reinstate Peckham Lido. They have undertaken a high-level appraisal of the spaces available at Grange to look for the best way of maximising income from swimming and non-swimming activities, which will make the Lido financially independent. The preliminary plans produced by Studio Octopi have recently been published and may be seen in Appendix 2.

Research into different lidos and organisations show that some businesses let spaces on commercial terms, others franchise their catering, and some opt for in-house operation of their all their facilities. Some have tried both approaches: Jubilee Pool and Portishead have both let their catering facilities in the past and have ultimately opted for in-house operations. However, Saltdean Lido is proposing to let out its health and fitness suite, and Parliament Hill lets out its café area and gym. More locally, both the Brewery Arts Centre and the Theatre by the Lake franchise their food and drink offers.

Likewise, in relation to the pool business there are examples of direct operation like Portishead and Jubilee Pool, and others have agreements with operators like GLL and Fusion Lifestyle, for example Saltdean and Broomhill.

Grange Lido has more buildings than many lidos. The fact that the buildings front onto the Promenade also gives the option of individual entrances to enable the buildings to be operated relatively independently. SGL therefore proposes a solution where some spaces are retained for the pool business, while the central pavilion and the upper storeys of the north and south pavilions are let out to individual tenants.

Whichever solution is adopted it is important that the businesses operating within the complex need to fit with the philosophy of a community lido with a strong local brand image. The catering offer needs to be healthy, locally-sourced, and become a destination in its own right.

SGL has taken preliminary advice on rental levels and considered the comments from SLDC in response to the publication of the original business plan. The rental figure has been reduced to £10 and £12 per square foot. In addition, the forecasts allow for the tenant to have 6 months rent-free at the beginning of the term to allow for fit-out costs. The success of these businesses will be important to the success of the Lido as the whole complex.

It may be that rentals will increase as the business becomes established or that there could be a 'turnover' type provision in the leases. Alternatively, franchise type arrangements could be looked at similar to those used by the Brewery and Theatre by the Lake.

Following discussions with other similar operations, and after taking advice, SGL has incorporated as Community Benefit Society (CBS). Such an arrangement best fits the aspirations of the community as a whole and enables SGL to operate as charity. It provides several options for fundraising, through membership schemes and community share offers, to help with capital projects and to support running costs. It is expected that SGL as a CBS will have overall responsibility for the Lido complex, holding that on long lease from SLDC at a peppercorn rent.

SGL will derive rental income from the commercial operations but the core charitable objective of

the CBS will be the running of the swimming pool.

SGL will also be able to generate income from the range of activities set out in the following sections. The surplus from these activities will be retained by SGL to enable it to fulfil its core charitable objectives. This business structure is similar to that operated by other charities and will protect the CBS from the additional costs of VAT and Business Rates. It is reflected in the management structure described in Section 22.

14. THE POOL BUSINESS

The Pool Business covers all the core activities of SGL. It will derive income from seasonal swimming along with weekend and holiday opening during the off-peak months. It is expected that the seasonal opening will be from mid-April to mid-October (6 months) and that, following the examples of other lidos, there will be weekend and holiday opening during the off season. SGL anticipates that there will also be one-off openings and hires for swimming galas, cold-water swimming, canoe training, scuba diving etc. In addition, there will be income from smaller-scale catering around the pool, selling drinks, snacks, ice creams, plus the retail of lido merchandise and swimming-related items.

The plans at Appendix 2 provide for the Pool business to utilise the new extensions on either side of the central pavilion for the lido reception, shop, café, kitchens and WCs, with the existing South Pavilion utilised as a changing village and shower area for swimmers.

The 2013 Neo Now Report stated, *“Our conversations with other lidos and open-air pools elsewhere in the UK, which have centred on their running costs and income streams, have confirmed that it is financially sustainable to operate a lido or open-air pool. We have researched 20 such lidos...”*.

Neo Now did not research other lidos in the North of England or Scotland or have the benefit of figures from the newly re-opened lidos; SGL’s research underlines their assertion.

The SLDC Feasibility Report stated that expressions of interest had been received from outdoor swimming clubs who would be interested in hiring the pool either on an *ad hoc* or regular basis. These included Head to the Hills and Active Blu, and SGL has been in contact with Chillswim, Kendal and Ulverston Amateur Swimming Clubs, Ulverston Tri Club and others who have also confirmed their interest (see Appendix 1). The attraction to swimming clubs of a 50m competition length pool cannot be underestimated, and we have included income from pool hire to clubs in our projections. There is clearly scope to develop an income stream from hiring the lido to clubs and groups when it is not open for general swimming.

The Max Associates Report in May 2014 stated *“Due to the location of the Lido in vicinity to the Lakes, it is believed there would be a higher than average demand for outdoor swimming...”*. That report considered the demand for open-water swimming weekends and the companies that offer such activities and concluded, *“this type of local activity is likely to increase swimming in the lido”*.⁽⁵⁾

Safety and lifeguarding are key issues for any swimming operation. *Managing Health and Safety in*

(5) Max Associates - report paragraph 4.4.4

Swimming Pools (HSG 179, 4th Edition, HSE) states that a 50m x 20m pool needs up to 6 lifeguards at busy times.

We have based our projections for lifeguard costs on the guidance laid down in HSG 179 and have factored in lifeguard costs during times the pool is open. Safety fences will be installed to zone and protect the different spaces so that lifeguards will only be needed when the pool is open for swimming. This will help to ensure that lifeguarding costs are covered by swimming revenue. The planned re-modelling of the pool depth will also help manage the lifeguard costs.

15. CAFÉ AND RESTAURANT BUSINESS

A key income-generating activity in the re-modelled Lido complex is a new café and restaurant with a large pool-side terrace created by extending the central pavilion. The offer has to be of high quality to ensure the café and restaurant become established as destinations in their own right. We will seek appropriate commercial tenants for this prime space.

The café and restaurant are positioned to get maximum benefit from the view over the restored pool by day, and by night over the pool with underwater lighting. The building and terrace will offer an exceptional space to dine, and would operate into the evenings and year-round, even when the swimming pool is closed to swimmers.

The restaurant will be positioned on the upper tier of the building with outstanding views across the bay. It will focus on mid-range fine dining with an emphasis on local products and ingredients complementing the health and wellness theme of the Lido complex.



*Café Lido at
Portishead Open Air Pool*

The café and restaurant building will have its own entrance from the Promenade, plus separate kitchens, enclosed terrace and WCs. This allows it to operate independently.

It is proposed that the building is let out to generate a reliable income stream for the Lido. Alternatively, a franchise type arrangement can be sought.

16. SPA BUSINESS AND COMMERCIAL SPACE

SGL's plans allocate the upper sections of the north and south pavilions plus their terraces as space to be let out to generate additional income. They will have separate accesses from the Promenade and can operate independently. They could be used for a range of tenants but ideally will be let to businesses able to complement the Lido's offer.

There is good potential for a spa business to operate alongside the Pool Business. A number of

expressions of interest have been received from spa operators and we have looked at examples of spas operating within heritage pools. In Ironmonger Row Baths the spa is operated by GLL as a separate business with its own reception and charges. A link to their website is on Page 2. Victoria Baths have recently reached agreement with Fusion Lifestyle to operate their Turkish Baths and Fusion are investing a considerable sum in the facility.

SGL anticipates that a sauna, steam room, treatment rooms and hot tubs will be offered by the spa operator using the upper part of the south pavilion and its terrace. The operator will pay a rental to add another reliable income stream for the Lido. The second commercial space in the northern pavilion could be let to a personal trainer, coaching company etc.

17. FRIENDS, DONORS, SPONSORS AND THE COMMUNITY SHARE ISSUE

17.1 Friends / Membership Scheme

Many not-for-profit organisations like the Brewery Arts Centre in Kendal and the Theatre by the Lake in Keswick have successful friends / membership schemes to augment their income and increase engagement of individuals and businesses. The Brewery Arts Centre is a charitable trust which was created in 1972 and has a membership scheme for individuals and businesses with c.500 members contributing £33pa (direct debit) or £36 (card/cash) along with a regular giving scheme and encouraging *ad hoc* donations. The Theatre by the Lake has a large friends scheme of some 2,000 members and generates a substantial income.

A Friends of Grange Lido Scheme and a regular giving scheme will be set up at the early stages of the Lido project. It is envisaged that it will continue on through the construction phase and after the Lido has opened to the public. It is designed to enable those who wish to support the Lido and receive regular updates about its on-going development, but who either do not wish or are unable for a variety of reasons to participate in its governance through ownership of community shares. Friends will pay a modest annual subscription and our initial target is to recruit 500 members by the end of the five-year business cycle.

17.2 Donations and Legacies

A donation scheme is already in existence but will be re-launched when Save Grange Lido can start to operate Gift Aid. Donations and legacies will be sought during the restoration of the Lido and the scheme will be continued long term.

17.3 Sponsors

Save Grange Lido has received considerable support from local businesses. Formalising this support through a sponsorship scheme will enable businesses to receive name recognition for their support and for their businesses to be linked to the Lido brand and its close association with health, well-being, sport, exercise and relaxation.

17.4 Community Share Issue

Unlike the other schemes the community share issue will take place at a single point in the project

and so does not represent recurrent income. However, it is mentioned here as it will generate a substantial amount of money during the construction phase.

18. STAFF, VOLUNTEERS AND JOB CREATION

Currently in the business plan it is assumed that all the staff are employed, hence creating new job opportunities in the area.

The Board of the CBS is voluntary and will remain so for the foreseeable future.

In the Pool Business budget, we have allowed for:

- A full-time manager
- 2 seasonal ticket salespersons
- 6 seasonal life guards (average, higher at busy times, lower when quiet)
- 1 seasonal shop attendant
- 5 seasonal workers in the swimmers' café
- 1 seasonal cleaner



One of the priorities will be to positively impact the social value out of investment in the project through such job creation. This can be done in many ways, one of which will be to look at and encourage tenders from social enterprises and community organisations. Another consideration will be writing into contracts a certain requirement to take on for example the unemployed and / or disabled. This will be very much a “How we employ” and “Who we employ” approach.

Whilst not included at this stage, the engagement of local volunteers will be encouraged, but for the purpose of the figures it is not included here. However, it is something that will be looked at and prioritised as the project develops.

19. BENEFITS

19.1 Economic Benefits

The 2007 *Grange-Over-Sands Regeneration Study* concluded that the town “needs to continue to evolve and invest to ensure quality and high standards so as to deliver positive economic return from the leisure/tourism sector and it may be necessary to attract additional services into the town”.

The Study also identified the Lido and its surrounding area as a key focus for this investment. The Study concluded that the area around the Lido had seen a general decline in economic activity that could be dated from the closure of the Lido and the removal of essential infrastructure, including the pedestrian bridge connecting the Lido Car Park with the Lido. The report clearly identified these infrastructure problems as having an effect not only on the immediate area but on the whole way in which the economy of the town operated.

Much of the evidence for this came from local businesses. When interviewed in 2007 their key issues included improvements to the Promenade, the Lido and the bridges linking them to the town centre.

It follows that the re-opening of the Lido, together with the opening of the new businesses associated with it, will be likely to have a major beneficial impact on the economy of the whole town. In particular, it will arrest and reverse the decline of the immediate area and create a new focus for visitors. If the re-opening of the Lido is linked to a new pedestrian bridge and investment in the nearby Promenade then this impact will be likely to be even more marked.

The re-opening of the Lido will therefore make a major contribution to solving the structural issues identified in 2007 as holding back the economic development of Grange.

In addition, the presence of a Lido with a swimming pool, and a range of associated facilities including a new café and restaurant will draw more visitors into the town and encourage all visitors to spend more time and money there.

As a regional attraction the Lido will significantly increase visitor footfall in the area. Visitors will spend money and this will bring benefits to the immediate Lido businesses and to all other businesses in the town. This additional spend will help to encourage new business and employment opportunities.

The Rhondda Cynon Taff local authority have noted such a discernible economic benefit to the town of Pontypridd from Lido Ponty, a facility that is set in a park and has no car parking of its own, that it continues to maintain ticket prices at £2 per adult with under-16s going free. This encourages a large number of users, some of whom travel considerable distances to visit. Lido Ponty is Wales' only lido, and Pontypridd lies in one of Wales' most economically disadvantaged areas and has a relatively small local population. It therefore provides evidence that developing a heritage visitor attraction can, and does, generate ancillary economic benefits for the local community (see Appendix 3). Grange could similarly benefit from the restoration of its Lido.

The 2007 study showed that self-employment in Grange is well-above the national average and an increase in visitor numbers and general business activity will provide the impetus for the many self-employed people in the area to increase the scale of their businesses and perhaps start to employ others in line with the recommendations in that study.

New opportunities for young people to develop their careers in the town, either with existing businesses or with their own business start-ups, will help to arrest the flow of young talent away from the local area and into the major urban conurbations; an issue that has already been recognised by SLDC through its contribution to the new Great Places initiative.

19.2 Health Benefits

The health benefits of swimming are well known, more recently the benefits of outdoor swimming have been acknowledged. From boosting metabolism and building and maintaining a strong immune system, right through to encouraging good sleep and improving mental health, the benefits to health are considerable.

The creation of a new hub for swimming and other forms of exercise will provide excellent health and well-being benefits for all of the community. Everyone will benefit from the provision of swimming and exercise facilities on their doorstep, instead of having to travel many miles away to enjoy it.

The Lido will be effective as a public health initiative as well as a sporting and leisure facility, whilst also being a unique heritage asset to the community, with the focus remaining as an overall health and well-being community hub for the people in Grange and the surrounding areas.

The community of Grange will be encouraged to use the facilities, emphasis will be given to developing partnerships and relationships with businesses, social enterprises, charities and medical providers in the area, with local residents' discounts and incentives to use the facilities.

One such example is the close proximity of the Health Centre in Berners Close which provides opportunities for imaginative synergies by, for example, linking health promotion and preventative health work to swimming pool and gym-based activities. This partnership could be extended to targeted exercise classes for those with particular problems, for example those suffering from rheumatism and arthritis or those recovering from injury.

19.3 Social Benefits

In addition to the specific health benefits of a local pool and gym, opening the Lido is a wonderful opportunity to create a safe environment for all.

For families, it is a safe place for them to spend time in beautiful surroundings enjoying the outdoors actively socialising together. Children can play and have fun, whilst also developing health and well-being.



Evening and moonlight swims provide social opportunities for different age groups to enjoy time together.

It is acknowledged there is a lack of facilities for young people in the area and this is of concern to many residents. A restored Lido would provide an attractive option for them, in comparison to the “street corner” mentality, by providing a haven from the potential of drug or substance abuse. With creative thinking and a multi-agency approach, the opportunities for the young people of the area here are endless.

People of all ages suffer variable health, are lonely, or are socially isolated, but by working with local community groups and utilising the Lido as a community hub, these issues could be tackled effectively. Shared physical activities are a great way of breaking down isolation and providing enjoyable social experiences. New swimming or sports clubs for older people linked to Lido provision will be encouraged and promoted.

While Grange already has a range of facilities for young children and older people, teenagers and young adults are not well catered for. The provision of a Lido will provide new opportunities for them not only to take exercise, but also to learn new skills such as rookie lifeguarding and to participate in a wide range of sporting activities including mini-triathlon events and kayaking.

In addition, a Lido offers young people an opportunity to meet up and create their own social opportunities in a safe space. New swimming or sports clubs for young people linked to Lido provision will be encouraged and promoted.

To ensure that all these benefits are received by those most in need of them the Lido will work closely with SLDC and the local health authority to offer a range of discounts for those in receipt of specific benefits or receiving specific services.

Grange benefits from a direct rail service linking the town to destinations along the Cumbrian coast and also to the major population centres of Lancaster, Preston, Manchester etc.

A restored Lido with a spectacular open-air swimming pool, easily accessible from the railway station, could generate an increase in passenger numbers and help to make the case for better and more frequent trains to and from Grange. This will benefit all current rail users, including those without cars or unable to drive, and encourage others to leave their cars at home.

19.4 Cultural Benefits

A new film and concert venue at the Lido will enhance the cultural experience of those living in Grange and add to the value of Grange as a holiday destination.

There will also be opportunities to use Lido buildings as short- and long-term exhibition spaces for both art and heritage assets.

Enabling local artists to showcase their work in the Lido complex will add an extra element to the visitor experience and contribute to the growth of the local creative economy.

See the expression of interest from Northern Morris Associated Cinemas in Appendix 4 concerning outdoor cinema opportunities.

20. FINANCIAL PROJECTIONS

20.1 Sources of Figures

The figures in this section are estimates based on comparisons with peers. We focused principally on Jubilee Sea Pool, Saltdean and Stonehaven as the best comparable seaside historic lidos of similar sizes which are not in major cities. We have also taken figures from the various other reports prepared for SLDC by professional companies.

They constitute the first 5 years of operation starting in 2020 and finishing in 2025.

The following sections describe the position as it is estimated to be from a mature set of businesses in the fifth full year of operation. The tables provide a year-by-year analysis for the whole five-year period from 2020 to 2025, demonstrating the trajectory of these businesses and their impact upon SGL.

20.2 Income from the Pool Business

The SLDC Feasibility Study by Max Associates estimated swimmer numbers at 41,000 pa.⁽⁶⁾ Other Lidos have reported increasing attendances in recent years. Jubilee Pool attracted in excess of 40,000 in the year it re-opened (2016), has increased numbers steadily and is projecting a considerable increase in the future. Saltdean likewise attracted in excess of 40,000 in its first year of re-opening (2017), Stonehaven attracted 38,000 swimmers in 2017, whilst Lido Ponty's visitor numbers in 2017 topped 72,500. Summer 2018 saw record numbers in lidos across the country with even smaller lidos like Portishead attracting over 50,000 swimmers.

For the purpose of our projections, we have adopted the conservative swimmers number of 41,000 from the Max Associates report. We have allowed for reduced prices for children, concessions and discounted admissions. The projection assumes that admission prices are increased by 5% annually from year 3 onwards.

There is also provision for hire of the 50m pool by swim clubs at 7 hours per week during April to October (during off peak times) and of the smaller heated pool at 2 hours per weekend during the off-season. We are confident that these are conservative estimates of the demand for hire by swim clubs.

By year 5 of the Business Plan, gross income from the various aspects of the Pool Business (with no allowance for inflation) are projected to be:

- Entrance fees: £213,582 (41,000 swims at an average of £5.21)
- Swimmers' Café: £51,250, (sales assuming 50% of the 41,000 visitors spending an average of £2.50 per head)
- Gift shop: £15,000 (sales)
- Events: £8,000
- Swim club hires: £26,961

Total Pool Business Income: £314,793

(6) Max Associates - Report May 2014 paragraph 6.5

20.3 Rental Income from Non-Pool Businesses

Café (ground floor central pavilion) and terrace

- Building 1335 ft² @ £10 per ft² £13,350
- Terrace 1883 ft² @ £2 per ft² £3,666

Restaurant (upper storey of the central pavilion)

- Building 1335 ft² @ £10 per ft² £13,350

Upper section of south pavilion (spa or other commercial)

- Building plus terrace 861 ft² @£12 per ft² £10,332

Upper section of north pavilion (commercial unit)

- Building plus terrace 785 ft² @£12 per ft² £9,420

Total Rental income £50,118.

20.4 Income from other sources

This includes all the income-generating activities identified in Section 16 and other forms of fund-raising available to a Community Benefit Society

- Filming: £2,000 (4 days at £500 per day)
- Films and Concerts: £12,000 (6 events pa).
- Car Park: £25,000
- Heritage tours: £1,000

Total Income from Other Sources £40,000.

SGL anticipates receiving regular sums through donations, legacies, a friends' scheme and commercial sponsorship. We have projected 500 friends at £25 pa plus Gift Aid. We have not included other donations, legacies and sponsorship in the figures but it seems likely that there will be some income from them.

Total Income from Friends Scheme £15,625.

20.5 Estimated Year on Year Income Calculations

These calculations are based on two assumptions:

- Rental income is discounted by 6 months in the first year;
- All other income streams in Year 1 are 85% of what they will be in Year 5 in order to start at a conservative attendance figure.

20.6 Estimated Expenditure

Figures in the expenditure table below are drawn either from the SLDC Feasibility Study with a 5% inflation uplift or from our own independent research.

The key points to note are:

- We have increased staff costs and will rely on paid staff rather than volunteers. This does not preclude volunteering but for the purpose of the Business Plan does not rely on it. Year 1 staff costs have been reduced to reflect the process of people coming into post over the first few months of the year.
- We have increased the insurance figure, and cleaning and water quality figure, in line with information from other lidos.
- We have reduced the utilities figure to make provision for heating the water in the smaller pool only in accordance with the figures from Certikin International (copy in Appendices Part II).

To reflect SGL's status as a charitable Community Benefit Society we will not be liable to pay VAT (please see the note on our business structure in Section 13 for an explanation of this), and we will be entitled to an 80% discount on NNDR (Business Rates). It is assumed that SLDC will exercise their discretion in our favour for the remaining 20% as is common practice for charities existing solely to provide a community benefit. For these reasons those lines in the expenditure table are shown as zero.

20.7 Year on Year Income Against Expenditure

If we plot income against expenditure over the five-year period it can be seen that after a modest surplus in the first year of operation, the Lido generates a rising surplus from year 2 onwards. There are of course risks and uncertainties in any business plan but these are addressed in this plan by a substantial 10% contingency each year and the conservative 85% of potential assumption in the first year.

In the longer term these annual surpluses will enable reserves to be built up for large-scale future investment and / or major infrastructure costs and to provide SLDC with the guarantees and assurances required that the Lido will not be a burden upon local taxpayers. This plan assumes that the accumulated surplus carried forward at the end of year 5 will be of the order of £188,000.

20.8 Capital Costs

SLDC has committed to capital spending of approximately £2 million for Phase 1 of the renovation of the Lido complex. To enable SGL to be given time to raise the capital funds needed for the restoration of the pool basin, SLDC has agreed that any work which may involve landscaping of the pool will not take place until the end of their Phase 1 renovation works.

SGL has obtained quotations for the work needed to the pool basin, plant and equipment at an

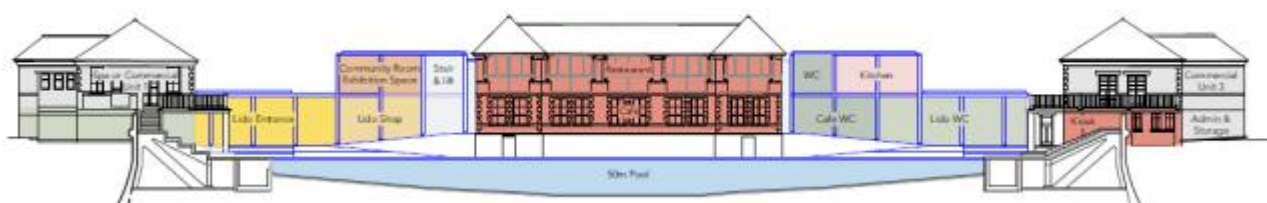
estimated cost of £1.2 million. This work would involve the creation of a six-lane 50m pool, a smaller 30m x 5m pool adjacent to the diving platform, and 2 small splash / paddling pools in front of the central pavilion (see the detailed plans at Appendix 2).

SGL intends that the smaller 30m x 5m pool is heated using an air source heat pump, with an initial capital cost of £52,000 and annual running costs of approximately £5,500 at current rates.

In addition to the building works to be carried out by SLDC, SGL's plans include the construction of two additional two-storey buildings adjacent to the central pavilion to provide the Lido reception, shop, kitchens and WCs. There will also be costs associated with the fit-out of the changing rooms. We have estimated the costs of the extensions and fit-out at £800,000.

It is expected that the total capital requirement for the implementation of SGL's plans will be of the order of £2 million. SGL confidently expects to be able to raise the capital sums needed through:

- A community share issue
- Grants
- Donations
- If necessary, through loans obtained via the Co-operatives UK network



Architect's drawing showing location of the additions to the central pavillion

20.9 Income and expenditure tables:

Summary

Year	1	2	3	4	5
Total income	£319,256	£381,183	£394,153	£407,835	£420,536
Total expenditure inc. 10% contingency	£298,373	£340,742	£352,555	£364,834	£377,600
Surplus/deficit	£20,882	£40,441	£41,598	£43,001	£42,936
Reserves					
Surplus/deficit c/f	£20,882	£61,323	£102,921	£145,922	£188,858
Balance	£20,882	£61,323	£102,921	£145,922	£188,858
Summary without contingency					
Total income	£319,256	£381,183	£394,153	£407,835	£420,536
Total expenditure exc. 10% contingency	£271,248	£309,766	£320,504	£331,667	£343,272
Surplus/deficit	£48,007	£71,417	£73,648	£76,168	£77,263

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Income

Year	1	2	3	4	5
Type of income					
Pool	£156,825	£184,500	£193,725	£203,411	£213,582
Swim club income	£19,797	£23,290	£24,455	£25,677	£26,961
Swimmers Café	£51,250	£51,250	£51,250	£51,250	£51,250
Gift Shop	£11,250	£12,094	£13,001	£13,976	£15,000
Events/Hires	£6,800	£8,000	£8,000	£8,000	£8,000
Café and terrace rent rcvd	£8,508	£17,016	£17,016	£17,016	£17,016
Restaurant rent rcvd	£6,675	£13,350	£13,350	£13,350	£13,350
South pavilion plus terrace rent rcvd	£5,166	£10,332	£10,332	£10,332	£10,332
North pavilion plus terrace rent rcvd	£4,710	£9,420	£9,420	£9,420	£9,420
Filming	£1,700	£2,000	£2,000	£2,000	£2,000
Film and Concert	£10,200	£12,000	£12,000	£12,000	£12,000
Car park	£20,000	£21,500	£23,113	£24,846	£25,000
Heritage tours	£750	£806	£867	£932	£1,000
Friends of SGL scheme	£12,500	£12,500	£12,500	£12,500	£12,500
Gift aid receipts on Friends scheme	£3,125	£3,125	£3,125	£3,125	£3,125
TOTAL	£319,256	£381,183	£394,153	£407,835	£420,536

Expenditure

Year	1	2	3	4	5
Type of Expenditure					
Salaries	£162,000	£180,000	£184,500	£189,113	£193,840
Utilities	£20,000	£21,000	£22,050	£23,153	£24,310
NNDR	£0	£0	£0	£0	£0
Insurance	£15,000	£15,750	£16,538	£17,364	£18,233
Repairs and Maintenance	£7,500	£15,662	£16,445	£17,267	£18,131
Grounds and maintenance	£2,500	£5,000	£5,000	£5,000	£5,000
Cleaning & Water Quality	£10,000	£10,500	£11,025	£11,576	£12,155
Equipment	£1,850	£1,943	£2,040	£2,142	£2,249
Other supplies	£1,925	£2,021	£2,122	£2,228	£2,340
Advertising and marketing	£7,500	£7,875	£8,269	£8,682	£9,116
Communication	£3,080	£3,234	£3,396	£3,565	£3,744
Other administration	£1,203	£1,263	£1,326	£1,393	£1,462
Cost of sales (swimmers' café and gift shop)	£38,690	£45,518	£47,794	£50,184	£52,693
Irrecoverable VAT	£0	£0	£0	£0	£0
Total	£271,248	£309,766	£320,504	£331,667	£343,272
Contingency 10%	£27,125	£30,977	£32,050	£33,167	£34,327
Grand Total inc. Contingency	£298,373	£340,742	£352,555	£364,834	£377,600

21. MANAGING A TRANSITION PERIOD

SLDC has committed not to landscape the pool basin with temporary infill provided that SGL is able to meet four conditions. Those conditions are:

1. That SGL raises the funds required to restore the pool basin plant and equipment;
2. That this business plan is viable;
3. That the future management and structure of the business operated at the Lido is such that there is little or no long-term risk to SLDC;
4. That SGL's plans have the support of Grange residents and representatives.

The current time scale for the Phase 1 refurbishment indicates that the work to the buildings and the sea defences to be carried out by SLDC is likely to be completed towards the end of 2020 or during the early part of 2021.

SGL expects to have raised the funds needed to carry out the Phase 2 restoration of the pool basin, plant and equipment during Phase 1 of the project. It is, nonetheless, possible that not all of the necessary funding would be in place by then, and therefore appropriate to consider what might happen during any transition period between the completion of the Phase 1 work and the commencement of Phase 2.

SGL's proposal is that, in the event that a transition period is required, SLDC should permit SGL to manage all of the buildings and the site and operate a heritage facility within the central pavilion. The proposal would involve opening the central pavilion as a heritage museum with a shop and refreshment facilities based on the business model of Victoria Baths, Manchester.

SGL has prepared outline figures for the management of the heritage museum based upon it being open from 1 March to 30 September each year, with an assumed 200 visitors each week, all paying a modest entry fee.

The outline proposals suggest that such a facility can operate at around a break-even point for up to 3 years. By then of course, any remaining funds required to undertake the Phase 2 renovation will have been secured.



History and heritage displays and merchandising of giftware and souvenirs will help raise awareness and fundraising

22. MANAGEMENT STRUCTURE AND GOVERNANCE ARRANGEMENTS

Save Grange Lido Ltd was incorporated as a Community Benefit Society in January 2019. The CBS is an exempt charity and is in the process of registration with HMRC to secure the VAT exemptions referred to in the previous section and to enable the CBS to receive Gift Aid donations.

Save Grange Lido Ltd has a Board of Directors and sub-committees harnessing the expertise of the members of the Society.

Day-to-day management of the Lido complex will be in the hands of a full-time Lido manager who will report directly to the Board of Directors.

The management role will reflect the need to balance three key functions:

- Overseeing the whole of the Lido complex and all of its activities and services to ensure that it delivers services to the community in line with the values and objectives of the CBS;
- Directly managing all those involved in both the charitable and commercial services that will be the direct responsibility of the CBS; and
- Liaising with the owners and managers of the privately-owned companies operating services on site; there will be at least two such companies, one running the restaurant, the other running the gym and sauna, each paying rent to SGL.

23. THE SEA WALL

It should be noted that the outer wall of the Lido forms part of the sea defences to Grange and needs maintenance regardless of the running of the Lido. This liability cannot reasonably be transferred with the Lido and must stay with the statutory body responsible for sea defences.



The outer wall of the Lido forms part of the sea defences for Grange

24. RISK

The overall approach to financial risk is to have built in a relatively large 10% contingency to the annual projections, and that those projections are set around a conservative financial framework.

Our forecasts have been conservative in relation to likely visitor numbers, usage by swimming clubs and other groups, and in relation to the use of the Lido for functions. For example, although one possible use for the Lido would be as a licensed wedding venue, we have not included any potential revenue from this particular source in our initial forecasts.

South Lakeland District Council requires us to ensure that any risk to the Council is reduced or eliminated, and we propose working with the Council in order to ensure that this risk is properly addressed, although there is a degree of overlap with Risk 1 below in relation to this specific requirement. The approach to other risks is to take preventative measures wherever possible.

Risk 1

The Pool Business fails and the pool basin needs covering to make other uses possible – an unlikely but high impact risk.

Mitigation Strategy:

We have made provision in our projections to carry forward the surplus made year on year in order to enable us to make provision for such a surplus to be retained to cover, for example, any losses sustained as a result of low visitor numbers caused by poor weather during the summer months. Other outdoor pools operate in a similar manner in order to secure long term viability and mitigate the risk of poor weather. Our forecast shows a retained surplus in excess of £100,000 after year 3.

Risk 2

Failure of non-pool businesses and non-payment of rent. This is a risk faced by similar organisations and whilst it is unlikely it is nonetheless a high impact risk.

Mitigation Strategy:

Ensure that prospective tenants are appropriately vetted.

Seek a bank guarantee, rent deposit or bond to cover any potential void period and the lack of income. This would give time to find another tenant or to take over a facility.

Risk 3

The design of the buildings and surrounding walls may be vulnerable to flood risk, based on historical precedent, a medium level risk with high impact that might threaten the operation of the Lido.

Mitigation Strategy:

Financial responsibility for sea wall defences to continue to rest with the statutory body.

The plant room, kitchens and vulnerable equipment are raised above ground floor. Bund walls are built to the promenade to stop water washing back into the Lido buildings or contaminating the pool water.

The flood risk to be modelled before building works commence.

Risk 4

Health and safety arrangements are inadequate and do not prevent a serious accident or death – low level risk in a facility of this kind with a high impact potentially threatening the operation of the Lido.

Mitigation Strategy:

Rigorously adhere to the requirements of the Health and Safety Executive as set out in HSG179 and all other relevant legislation.

Provide regular training sessions for lifeguards, volunteers and others involved in supervising swimming and other activities.

Close facilities, including the pool, if for any reason safe access cannot be maintained, no adequate supervision can be provided, or if water quality cannot be maintained due to plant failure.

Maintain adequate insurance in relation to public and occupier's liability. The current level of indemnity under the policy held by SGL is £5,000,000.

Risk 5

There are inevitably risks associated with a venture run by a Community Benefit Society with a voluntary Board of Directors. There is a risk that employed managers and staff would not have sufficient or adequate supervision by the Board, leading to a potential for financial mismanagement and/or inadequate management reporting, or the manifestation of risk 4 above. This is a relatively low risk but with a potentially damaging consequence.

Mitigation strategy:

Ensure that appropriate policies and procedures are in place for the appointment and supervision of staff.

Have in place appropriate policies in relation to staff development and training.

Ensure that Board members receive appropriate training in their roles.