**Business plan criteria**

A dedicated webpage entitled [Swimming in Fylde](https://new.fylde.gov.uk/swimming-in-fylde/) has been launched to provide information on the steps being taken to support the council resolution on swimming.

From 12 April to 24 May a voluntary or community body can express an interest in being considered to own and operate Kirkham Pool. For the purposes of this process a voluntary or community body is as defined in [regulation 5 of the Assets of Community Value (England) Regulations 2012](https://www.legislation.gov.uk/uksi/2012/2421/regulation/5/made). Please refer to the definition in the Regulations and note that if the voluntary or community body is an unincorporated body it needs to include at least 21 individuals.

Applicants from any voluntary or community body that have made an Expression of Interest will be contacted by email when the Expression of Interest period closes (24 May), asked for confirmation of the status of their group in accordance with the above regulations and be invited to prepare and submit business plans for their proposals to own and operate Kirkham Pool. The submission of a business plan is important as it will allow Fylde Council to properly assess the viability of any proposals to ensure insofar as possible, they are credible and deliverable.

Any voluntary or community body that does submit proposals that are acceptable to the council will be required to form a Community Interest Group prior to transfer of the asset. A CIC means a parish council or a body which is (or would at the time of the Relevant Disposal be) a Community Interest Group in relation to the land comprising the Facility within the meaning of [regulation 12(b) of the Assets of Community Value (England) Regulations 2012.](https://www.legislation.gov.uk/uksi/2012/2421/regulation/12/made)

Creating a business plan for refurbishing and operating a community leisure swimming pool such as Kirkham Pool involves several key components. The following is a suggested list of what to include in your business plan:

1. Executive Summary:

* A brief overview of the business plan, including the purpose, objectives, target market, and financial highlights.

2. Introduction:

* Background information on the voluntary or community body and its mission.
* Proposals for forming a Community Interest Group [[1]](#footnote-1) to take on ownership and operation of the asset.
* Explanation of how refurbishing and operating the swimming pool aligns with the group’s goals.

3. Business Description:

* Detailed description of the swimming pool facility, its current condition, and details of proposed refurbishments/costs. You may wish to refer to the surveys which have been commissioned and are available on the swim webpage. What options have you rejected and why?
* Overview of the services to be offered, such as swimming lessons, recreational swimming, schools use, events, gym/fitness classes, etc.

4. Market Analysis:

* Analysis of the local market demand for swimming and leisure facilities.
* Identification of target demographics, including families, seniors, schools, and community groups.
* Assessment of competitor facilities and their strengths and weaknesses.

5. Organisation and Management:

* Structure of the proposed Community Interest Group that will be responsible for managing the swimming pool.
* Roles and responsibilities of key personnel involved in the project.
* Training and development proposals for staff.
* Organisational chart demonstrating the proposed management and operational hierarchy.

6. Marketing and Sales Strategy:

* Marketing plan outlining how the swimming pool will be promoted to attract customers.
* Pricing strategy for admission fees, memberships, and other services.
* Plans for community engagement and outreach to build awareness and loyalty.

7. Operations Plan:

* Proposals for day-to-day operations, including hours of operation, staffing requirements, and safety protocols.
* Maintenance schedule for the swimming pool and equipment.
* Partnerships with suppliers for pool chemicals, equipment, and other necessities.

8. Financial Plan:

* Capital costs and timescales for refurbishing the swimming pool and any necessary infrastructure improvements, including how capital funding will be secured.
* Revenue projections based on expected attendance, membership sales, and other income streams (over a minimum of 5 years).
* Operating expenses, including staffing, utilities, maintenance, and marketing (over a minimum of 5 years).
* Break-even analysis and projected profitability.

9. Risk Management:

* Identification of potential risks and challenges, such as unexpected maintenance costs, competition, or changes in regulations.
* Strategies for mitigating risks, such as obtaining insurance coverage and contingency plans.

10. Sustainability and Community Impact:

* Strategies for making the swimming pool operation more environmentally sustainable.
* Discussion of the social and economic benefits to the community, such as improved health and recreation opportunities.
* Understanding and recognition of the heritage value of the pool to the community and how this can be protected and enhanced.

11. Appendices:

* Additional supporting documents, such as market research data, resumes of key personnel, and architectural plans for refurbishments.

Remember to tailor each section to the specific needs and goals of your voluntary or community body/proposed Community Interest Group and be sure to gather input and feedback from stakeholders throughout the planning process.

1. • A parish council or a body which is (or would at the time of the Relevant Disposal be) a Community Interest Group in relation to the land comprising the Facility within the meaning of regulation 12(b) of the Assets of Community Value (England) Regulations 2012. [↑](#footnote-ref-1)