

WIMS

STEAM

ESTABLISHED 1904

BRAMLEY BATHS

COMMUNITY LED SINCE 2013

WORKOUT

SOCIAL



BRAMLEY BATHS & COMMUNITY LTD

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Glossary of terms

Members – Individuals that hold shares in the organisation. Members act as a sounding board for the organisation and advocates for us in the wider community. We engage with members via regular newsletters and emails, as well as through the formal governance structure. Members receive one vote at the AGM.

Facilities Member/membership – Individuals that have a membership to use the facilities (swim, gym and/or classes) at the Baths

Friends of Bramley Baths – Individuals who make a monthly donation between £5 - £25

Introduction – Our Story

Bramley Baths is a treasured heritage building, Grade II Listed and recently awarded a blue plaque from Leeds Civic Trust in recognition of its social and cultural significance.

On the site of the original Globe Foundry, Bramley Baths was built in 1904 in response to the cholera epidemic. One of eight Edwardian bathhouses across Leeds, it housed a bathhouse, swimming pool, and Russian steam room, set against a beautiful backdrop of ornate features and stained-glass windows which remain to this day.

The Baths has continuously operated as a facility for leisure and wellbeing activities, even through times of hardship. In the early 1920s when a period of economic difficulty forced the pool to be close, it continued to operate. The pool was drained and repurposed as a dance hall, offering balls, pantomimes, and other entertainment to continue to serve its community.

Threatened with closure in 2011 due to financial constraints of Leeds City Council, the local community, residents, organisations, schools and councillors immediately responded with a high-profile campaign and business plan to “Save The Baths”. A successful business plan secured a peppercorn lease, ultimately taking the Baths to community ownership in January 2013.

Ten years on, we are a thriving community enterprise powered by people, with a professional staff team supported by a voluntary Board of Trustees along with other volunteers helping with the community garden, events and fundraising.

As a thriving community led business, Bramley Baths continues to support local people as a health and wellbeing provider, a community anchor for social activities and community cohesion, and a hub for other community organisations to deliver their services.

Bramley Baths has been championed by local residents and supporters all over the UK and beyond, determined to provide an affordable space for health, fitness and wellbeing, and to ensure the survival of our beautiful Grade II listed building. But Bramley Baths is more than a building. It is where thousands of children have taken their first strokes in the water, where couples have met, and brought their children and grandchildren, to have fun and keep fit and well.

We continue to provide affordable access to leisure facilities and respected swim schools. We innovate with arts and cultural events, triathlons, community celebrations, green energy initiatives and heritage activity to protect and preserve our building.

Looking to the future, we will act as an exemplar to other organisations and explore projects that extend our offer beyond our immediate area, continuing to serve our community and protect Bramley Baths for future generations.

Executive Summary

Bramley Baths has contributed to the improved local population health in Bramley over the past ten years. The purpose of this business plan is to show our intent to further consolidate on this important work in West Leeds over the next three years by:

- Further transforming a historic landmark into a dynamic hub.
- Inspiring individuals to prioritise their physical and mental well-being.
- Creating a space where everyone can thrive by focussing on wellness and community engagement.
- Working collaboratively in partnership to improve local people's lives.
- Creating meaningful volunteering opportunities for local people.
- Maintaining high quality swim teaching education for young people.
- Embarking on a major capital investment programme over the next 10 years.
- Further developing our sustainable triple bottom line approach to social enterprise.
- Building customer centric health and wellbeing services following successful pilots.
- Further enhancing our reputation as an employer of choice.
- Building on our reputation as the "Friendliest Baths".
- Exceeding expectations and guidelines of inclusivity and accessibility.
- Improving our heritage offer to maximise engagement with new audiences.
- Continuing to innovate in all areas of customer, volunteers and staff journeys.
- Excelling in delivery of all areas of our operations.
- Expanding facilities memberships in all areas of service delivery.

We will further develop the organisation on our foundations, laid over the last ten years, with the refocussed strategy, which builds on the original Friends of Bramley Baths vision. Please Note "memberships" in this document refers to service users and/or members of the community.

Summary recommendations

- Grow facilities memberships
- Develop Health services
- Expand heritage offer and engagement
- Develop volunteering
- Increase swimming lessons revenue
- Increase rental income
- Develop Capital expenditure programme
- Explore and deliver fully subscribed share issue with support from Co-op UK*
- Deliver a successful funding strategy

*In terms of raising such a substantial amount of capital over a short space of time, we couldn't rely on "Business as Usual," to fund this, therefore we intend to launch a Community Share Offer. The work we have identified to be conducted within the next year is repair and replacement of the roof. We know the roof lanterns throughout the building are damaged and water ingress continues to risk further damage to the steam room floor, original ironworks in the current gym space, pool hall and studio roofs. Although the damage at this point is minimal and causes little disruption to our normal operations, there are parts of the roof that are rotting and in serious need of attention. Delaying repairs and restoration also risks potential closure and interrupted service delivery, albeit it temporary, would still have an impact on our overall income.

The full cost of this initial piece of work is £360,770.

“It’s a real community spirit here and
the fact we’ve all made friends. It’s a
very friendly warm place”

- Members quote



Purpose

Our purpose is to invest in young people with a tangible life skill that could save their's or others lives, while enriching lives and strengthening the bonds of our community. By transforming a historic building and landmark into a dynamic hub, we also seek to inspire individuals to prioritise their physical and mental well-being, and to cultivate a sense of belonging. We believe that everyone deserves a space where they can thrive, and we are dedicated to creating that space for our community and its residents.

Mission

At Bramley Baths, our mission is to provide a sanctuary of wellness and community engagement. We are committed to offering high quality swimming lessons, fitness, recreational, and social opportunities that cater to diverse needs and aspirations of our community. Through a combination of experience, innovation, and genuine care, we aim to empower individuals to lead healthier lives and build lasting relationships.

Vision

Our vision is to be the heart of Bramley - a vibrant and inclusive and friendly community hub where individuals of all ages learn to swim, and come together to enhance their health, well-being, foster connections, and celebrate community spirit. We aspire to create a space that honours our heritage while embracing innovation, becoming a beacon of health, happiness, and unity for our stakeholders.



STRATEGY OVERVIEW

Strategy Overview

Bramley Baths Strategy - 2023

In 2023, the Board of Trustees agreed a new strategy for the organisation. Ten years of running a successful social enterprise has taught us a lot, and the fundamentals of the business are strong. The new strategy is built on these successes.

The strategy sets out what we are, what we do, and how we intend to do it. We've developed it as a management team, members and got buy-in from our excellent staff team. We haven't put an end date on it, because if the last few years have taught us anything it's that we can't plan too far in advance.

Social Enterprise

Our status as a social enterprise underpins everything we do. Including social enterprise as part of the strategy states that we are going to continue to live and breathe our status as a social enterprise and deliver on the ideals of that.

Specifics included:

- Being an exemplar and sharing expertise
- Promoting the idea of social enterprise
- Continuing the concept of the Friendliest Baths in Britain
- Ensuring sustainability in all areas of the social enterprise

Social Enterprise

Sustainability

Community

Health &
Wellbeing

Good
Employer

Friendly

Accessible

Inclusive

Innovative

Delivering quality services

PILLAR ONE

SUSTAINABILITY

We are committed to incorporating sustainable practices into every aspect of our operations. We are adopting a triple bottom line approach, creating an organisation focussed on environment, social and financial perspectives.

- **Environmental impact:** Reduction in use of fossil fuels, energy efficiency, exploring our own green energy production through Photo Voltaic solar panels. Use of greener, environmentally friendly, and less hazardous chlorine production techniques, which are also less harmful to the environment, customers and staff. Investment in new greener energy production and reduction in use of fossil fuels is also part of futureproofing the organisation.
- **Social Impact:** Creative health projects helping the NHS with local population health improvements. Effective wellbeing projects supporting the community with a more resilient approach to their mental wellbeing.
- **Financial Impact:** maintaining a healthy surplus for purpose, which helps maintain our prestigious heritage building. Maintaining affordable quality services for all members of the community.
- Over £540k of capital investment on equipment in pool plant, and more energy efficient boilers and air handling units across the site has yielded a greener, more environmentally friendly place. We have been rated C as part of our Display Energy Certificate, which is a strong outcome in the context of heritage buildings like ours.

PILLAR TWO

COMMUNITY

Our community's needs and aspirations drive our decisions as we are dedicated to actively listening, engaging, and collaborating with our community to create affordable programs and services that meet their needs. We maintain our founding principles, one of which is teaching local children to swim. Over 1,600 children per week learn in our safe and inclusive environment.

We are proud of the creative events we deliver at the Baths. From art installations to gala swims, run in house or in partnership with local groups, these contribute to our impact locally. Further development of our community hub model will create further opportunities to bring culture, creativity, and heritage experience to the community.

Within this strand of the strategy, we acknowledge we must engage with the Members. Bramley Baths is a professionally staffed enterprise which must adhere to strict statutory requirements for most of its activities. Simply put, the opportunities for Members to add value to our business in the form of volunteering to enable us to do more than we can otherwise afford is very limited. We are further limited by the site which is utilised almost at full capacity.

Therefore, the main role for Members in our business, will be to help us shape our own strategic thinking as sounding boards, and to provide expert-level input on key work areas on an ad-hoc basis. These include things like tailoring and trialling our policies developed by staff before they go to the Board for sign off.

We will engage them with regular newsletters which will provide further insight into our business, soliciting comment and input from Members, and 'humanising' the often-complicated-sounding policy, legal and business framework so that they feel more able to add their input in the formal aspects of governance such as the AGM.

PILLAR THREE

HEALTH AND WELLBEING

We prioritise the holistic well-being of our customers. Whether through fitness, relaxation, or social interaction, we strive to create an environment that nurtures physical, mental, and emotional health.

Core services are:

- Gym
- Swimming activities
- Fitness classes
- Health initiatives

The £100k+ investment in new gym equipment has helped accelerate our facilities memberships from 140 to 856, which also helps our financial sustainability. We aim to do more to measure how we contribute to the health and wellbeing of the local population.

PILLAR FOUR

GOOD EMPLOYER

Another founding principle is recruiting local community members, equipping them with skills, knowledge, and providing development opportunities within the organisation. Paying the Real Living Wage, offering a good standard of pension and other benefits helps with retention of the talented staff team. Several members of the team have developed their career with the Baths since the community took over the building in 2013.

Training staff and working in partnership with other similar organisations and sharing good practice strengthens our quest to be the best we can be and ensures a well trained workforce.

Over the last three years we have employed 20 new part time staff due to the increase in services, driving income generation from across all areas. The success of year-on-year surpluses has enabled investment in the staff team's level of pay and incentives. The investment in prevention and maintenance of the building has also increased significantly due to surpluses.

Developing volunteers is a way of enhancing customer service and keeping our excellent standards of delivery. This is a win-win scenario: volunteers develop new skills, which can be beneficial for CVs and gaining paid work, and most benefit from an increased sense of wellbeing with reduced social isolation, as they feel more valued, both by the Baths and by contributing to and being part of the wider community.

FOUNDATION ONE

FRIENDLY

We aim to be Britain's friendliest Baths. We believe that wellbeing is enhanced when it is an enjoyable experience. We provide this by creating a friendly and welcoming atmosphere and offering a positive experience to all our visitors. We will build on the strong reputation we have gained over the first ten years of being community led.

FOUNDATION TWO

INCLUSIVE AND ACCESSIBLE

We work with all of the community, celebrating diversity and ensuring that the Baths is a place where everyone feels valued, respected and safe. We work collaboratively with communities by co-designing services that meet their specific needs, going above and beyond expectations. This sets us apart from other organisations as an exemplar.

We work hard to ensure accessibility for all community members. Services are priced to ensure low or no waged people can use our services. We offer accessible equipment and all services are on ground level.

FOUNDATION THREE

HERITAGE

We honour the history and heritage of our facility, preserving its legacy while infusing it with contemporary relevance. Our respect for tradition is balanced by our enthusiasm for innovation. Maintaining the Grade II Listed building, whilst being costly, is priceless, and benefits people's experience in this wonderful setting.

We are about to mark the 120th year of the Baths serving the local community. In order to future-proof the building, an investment of £2.4 million is vital. This will ensure we can continue serving our community for a long time to come.

A child is seen from above, floating in a swimming pool. The child is holding a large, green and yellow inflatable dinosaur. The pool has a checkered tile floor. The background is a solid orange color with a faint, stylized image of a swimming pool and a child.

FOUNDATION FOUR

INNOVATION

The creativity displayed over the ten-year tenure as a community led organisation has been commented on by most people in very positive terms. The successful events add value to our work locally. We've screened movies like Jaws and Finding Nemo and hosted a range of creative events. Recently Leeds Light Night used the building to create a live creative installation in the pool with an artist controlling light, music and smoke settings enabling people to be part of the artist's living picture.

Housed in a heritage building, we have installed up to date pool plant equipment, such as boilers and air handling systems, to create an efficient and state of the art environment, whilst being sympathetic to the integrity and features of our historic site. We create our chlorine using a Hypolyser, which is safer than most swimming sites complemented by a UV lamp.

FOUNDATION FIVE

DELIVERING A QUALITY SERVICE

We are committed to delivering excellence in all aspects of our operations. From the quality of our facilities and programs to the professionalism of our staff, we aim for nothing less than the best. We are dedicated to creating a space where our community and its residents can thrive.

By upholding these values, we aim to fulfil our mission and realise our vision, contributing to the health and well-being of Bramley.

BUISNESS OBJECTIVES

THE MAIN OVERALL OBJECTIVES ARE:

- a) To increase footfall and facilities memberships: through developing the facilities membership offer for all customers increasing from 856 to 1400 by 2028 and the Friends of the Baths programme to 150 by 2025. (Please see Budget Projections on page 43)
- b) Developing outreach capacity: enabling staff to deliver classes and to go out into the community: health and fitness sessions in schools, outdoor community spaces and other settings.
- c) Develop the Community Garden as a usable practical and sensory space.
- d) Grow the training arm of Bramley Baths: NPLQ lifeguard courses, Swim Teacher courses and expand the offer to include First Aid courses to external organisations.
- e) Hiring out community spaces
- f) Train more staff, with the aim of a fully staffed provision in our gym by April 2024.
- g) Heritage projects: ensuring the building remains structurally sound, preserving original features whilst collating and digitising oral histories and researching information. Building on this by applying for funding to deliver a larger heritage offer, with particular focus on engaging more people and a variety of audiences.

PROPOSED MARKETING OBJECTIVES

Bramley Baths has a strong public profile, and has had active marketing campaigns running since 2013. For the first time, this Business Plan provides a sound basis for setting marketing objectives strategically and measuring their results against the plan. These objectives should also be reviewed on an annual basis alongside business and operational changes.

A: Develop the Marketing Plan

Measured via: using the marketing plan as a basis for activity, for key areas of income generating work. Planning out and executing delivery against an agreed and planned timetable (rolling annual plan).

KPI: Completed quarterly marketing plan at the end of each quarter for the following quarter. Meeting sales income targets per quarter.

B: Support an open online conversation about Bramley Baths services and community work, encouraging dialogue, stimulating interest and driving enquiries.

Measured via: social media statistics and Google Analytics.

KPI: Establish baseline followers, engagements and website stats then setting KPIs.

C: Clarify and enhance stakeholder relationships between Bramley Baths as a community-led organisation and its audiences.

Measured via: the development and support of appropriate channels of communication (newsletters, bulletins, blogs, and social media) to be distributed regularly throughout the year.

KPI: 1 newsletter, 3 blogs and 6 items of news per quarter

D: To further build brand awareness and engagement on key platforms where Bramley Baths customers are both online and offline.

Measured via: development of content and materials to support a stronger voice for Bramley Baths on social media channels, in the wider media, the community and within target markets (social media statistics).

KPI: Establish baseline reach and engagements stats then set KPI

E: Develop Bramley Baths' community voice and stimulate growth of the Friends of scheme/programme.

Measured via: Increased engagement with the community and an uptake in Friends of scheme

KPI: Increase Friends of scheme by 150% by March 2025.

F: Increased facilities membership of health and fitness services

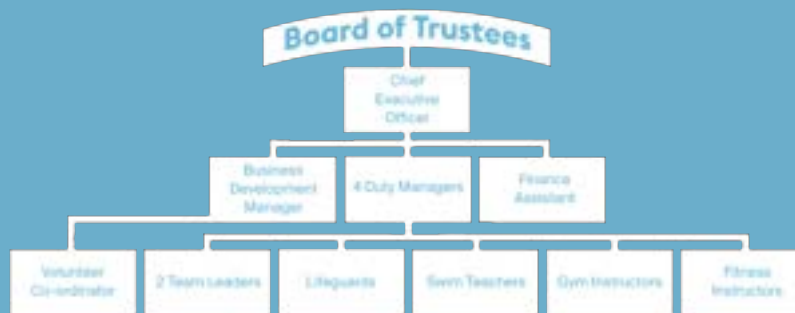
KPI: Increase facilities membership by 50% by 2024/25 and 75% by 2026/27

G: Develop a marketing plan for Bramley Baths' community share launch

Measured by a successful fully paid-up share issue

KPI: Fully subscribed and launched by July 2024

OUR ORGANISATION



Community volunteer led Board of Trustees

Chief Executive Officer

Finance Assistant

Duty Managers running day to day operations

Business Development Managers

Team Leaders cover holidays and some weekend shifts to support Duty Managers

Bramley Baths is managed as a CBS (Community Benefit Society), a not-for-profit organisation with social aims run for the benefit of the community. We are a social enterprise that reinvests surplus for the purpose of delivering affordable services for its identified community. The organisation, Bramley Baths and Community Ltd., reports to the Financial Conduct Authority (FCA) not Companies House and operates under Charitable Status. Our registration number with the FCA is 31774 and can be found on the FCA's Mutuals Register.

The day-to-day operations of the Baths are managed by a professional team led by the CEO, who reports to the Board of Trustees.

Governance is provided by a voluntary Board of Trustees, made up of individuals and representatives of partner organisations from the local area. The Board meets a minimum of 6 times per year, with sub groups in Finance, Fundraising and HR which meet bi-monthly. Each sub group develops an annual plan which incorporates elements of good governance and oversight, and present worked up recommendations to the full board. Board members bring with them a range of skills and experience in finance, banking, the third/charity sector, business development, planning and building, heritage and local government. Members hold the trustees to account at the AGM.

In 2012, the Friends of Bramley Baths programme was set up giving them voting rights at the AGM on appointments to the Board of Trustees and had a say in the future of the Baths.

This constitutional feature of the organisation ensured we were accountable to the community. In recent times, our original governance was brought into alignment with current charity law. This meant that the original Friends of Bramley Baths would no longer receive an automatic vote at the AGM, however, they remain an important source of strength for the Baths, with their advocacy for the Baths and thier financial support through monthly donations of amounts between, £5 - £25.

The Friends of Bramley Baths have been kept aware of developments with respect to the governance change and forthcoming share issue, and recently voted to approve a new set of rules needed to enable the share issue to take place. The Friends of Bramley Baths will be given first refusal to invest in the share issue.

The organisation has an annual inspection by a firm of chartered accountants who also provide financial advice when required on tax and other related issues. Employment advice is provided by an external professional HR specialist company. IT support is provided by a Microsoft platinum provider. Other legal advice is obtained through solicitors and our insurance brokers.



THE VOLUNTEER BOARD OF TRUSTEES

The board serve for three-year terms and at the end of each person's term, if they want to continue, they have to be approved by the Members – which in future will include those of you who invest in this share issue (you can also put yourself forward to be elected at the AGM too).

Nicholas Quin – Chair of the Board since 2021

Nick joined the Baths Board with a strong background in finance and politics. Nick currently leads on LINK's Financial Inclusion Programme, which supports free cash access in deprived communities across the UK. Nick works to engage with communities and work with stakeholders to make a difference.

Rajeev Dewedi – Treasurer since 2022

Rajeev is founder of West Yorkshire based Accounting and Business Advisory firm, Shenward. Having worked with a plethora of individuals and businesses over the last 35 years offering both strategic and practical financial and business support, he has become a well-respected member of society. With strong links with the High Commission and Consul General of India, he is a mediator of better working relationships between the British and Indian business communities.

Catherine Haywood

Over 16 years experience in arts education and committed to using arts and culture to improve communities and empower young people. Currently working as Learning and Engagement Manager at Leeds Heritage Theatres, with a focus on building long-term partnerships with schools, colleges and universities, supporting young people to make connections with our venues and develop understanding of the industry and build skills for life.

George Cull

George is an experienced professional in the sport and physical activity sector having worked in various roles over the last 21 years in both public and voluntary sector organisations. He is currently working for North Yorkshire Sport and on a secondment as Managing Director at County Durham Sport. He lives close to the Baths and is part of the Tri BB triathlon club which swim at the Baths.

Michelle Gilligan

Michelle is a long standing Facilities member of the Baths who joined the board of trustees in 2023 to further dedicate her time and support to our mission and values. She is a local advocate for us within our community and holds the role of ABCD representative on our board.

Helen Hart

Helen is currently Managing Director of BARCA- Leeds and leads our HR Governance as part of her role on the Board of Trustees. Helen has over 20 years' of experience working in the third sector both nationally and in Europe. Helen has significant experience in business development, service mobilisation and quality assurance. She has a particular passion for equity, kindness and realising the potential for all.

Cllr Tom Hinchcliffe

Tom is the local councillor for Bramley and Stanningley. He is also political and media strategist currently working for the Labour Party. He also writes for The Times, The Independent, Yorkshire Post, Metro, Huffington Post, OpenDemocracy, The Square Ball and Planet Football.

Josie Armitage

Josie leads our fundraising sub-group within the Baths. Professionally, she supports senior leaders and managers in not for profit organisations and training providers to access the funding they need to achieve their organisation goals, grant fund sourcing and advice. Successful grant funding/bid writer for not for profit organisations and training providers.

Stephanie Taylor

Steph is Chief Executive at Leeds Community Foundation & GiveBradford. Steph was previously responsible for raising and distributing over £20million a year at Charities Aid Foundation alongside leading its strategic advisory function for government, companies, and major donors. Now an expert in philanthropy, she has established, led, and worked in partnership with numerous grassroots and national charities over the years and began her career in Yorkshire as a youth worker giving careers advice to young people excluded from school.

Cassie Fountain

Is a fully qualified Chartered Member of the Royal Town Planning Institute (RTPI) (since January 1996) and a highly professional town planning and development consultant with over 30 years experience. Cassie has overseen a wide variety of projects including energy projects (including renewable energy projects, energy recovery facilities, interconnectors, carbon capture and storage), transport and water infrastructure projects, projects involving listed buildings and conservation areas.

Sophie Seagar

Sophie moved to Bramley nearly 6 years ago and has been a regular Facilities Member at Bramley Baths ever since. Her day job has always been in secondary education but Sophie has recently moved out of the classroom and now works in the English department at AQA, the UK's largest exam board. Sophie has always been passionate about equity, diversity and inclusion and strives to be an advocate for these principles in all that she does.

BENEFICIARIES

Beneficiaries

Fitness Classes	319 visits a week
Gym	247 visits a week
Lessons	1029 visits a week
School Children	780 visits a week
Baby Lessons	52 visits a week
Adult Lessons	28 visits a week
Swims	563 visits a week
Family Swim	17 visits a week
Children Swim	131 visits a week

Donors and supporters

55 Friends of Bramley Baths
 11 Trustee Members
 15 other volunteers

SWOT ANALYSIS

Strengths		Weakness	
<ul style="list-style-type: none"> • Strong Board skills • Variety of valuable skills within the team • Marketing knowledge • Brand awareness • Excellent user experience • Innovation in service delivery content • Strong fundraising • Stable contracts with schools • Strong Swim school private lessons good reputation 	<ul style="list-style-type: none"> • Trusted partner to local authority • Trusted by Funders • Established as a community hub • Agile organisation • Value for money • Partnerships • Training • New equipment and well - equipped gym • Heritage building 	<ul style="list-style-type: none"> • Stakeholders not fully understanding our values • Some gaps in fundraising • Lack of some operational processes and procedures • Gym staffing • Pool and studio at capacity • Under-utilisation of steam room • Accessible toilets • Consistent media coverage • Cover for DM specialist roles 	<ul style="list-style-type: none"> • Cost of heritage building refurbishment
Opportunities		Threats	
<ul style="list-style-type: none"> • Outreach services • Working even closer with funders • Increase profile • Widening funding applications • Increase impact measurement (social impact/ value/ environmental) • Scope to charge for services • NHS contracting for health improvement • Monetise expertise - charge for consultancy 	<ul style="list-style-type: none"> • New income streams such as training provider • Developing volunteering opportunities • Succession planning gaps - work in progress • Brand exploitation • Heritage offer • Heritage Lottery Fund 	<ul style="list-style-type: none"> • Poor communication • Competition for charity pound • Utility costs • Cost of living crisis • Inflation • Real Living Wage 	

PESTLE ANALYSIS

Political	Economic
<ul style="list-style-type: none"> Relationships with the political structures Influence of national policy by working with (NASP) and Locality Campaigning for social enterprise West Yorkshire combined authority Local Authority influence Neutrality in line with charitable objects. 	<ul style="list-style-type: none"> Generated income Increased interest rates Affordability services for low-income families Challenge to keeping activities viable. Value of baths as a hub for wellbeing Real Living Wage Commitment Seasonality of income Inflation NHS prescribing money following patient School budgets NHS budgets Family budgets Cost of living Crisis Energy prices Change of Government
Social	Technological
<ul style="list-style-type: none"> Diversity of offer People want to move and be active Reaching out to full demographic team Inclusivity of services Accessibility barriers Partnership working BARCA, BEA, Tri, Mermaids, schools. The move towards 'stay local'. West Leeds dynamic demographics Collating the voices of local minority and majority groups Importance of heritage links Keeping in mind what makes us different. Cultural trends and norms: documenting and challenging Support local, thinking about community and local assets. Diversity issues linking into our Community 	<ul style="list-style-type: none"> More 'tech-savvy' older generation Clarity of messaging and information The need to balance all systems. Better booking systems Possibly need to collaborate with other e.g., university on wellbeing Gleaning information from systems Keeping up to date systems for facility usage Need to keep up with frequently used systems for wellness e.g. Technogym Self-monitoring of medicine and social prescribing Apps and technology moving towards self-diagnosis. Well trained staff and users of systems Digital exclusion issues Heritage online digital Artificial Intelligence emergence
Legal	Environment
<ul style="list-style-type: none"> Changing health and safety legislation Importance of HR policies and employment terms. Bringing in experts and consultants Keeping abreast of delivery changes and their impact on insurance Intellectual Property & Safety and safeguarding Data protection and cyber security 	<ul style="list-style-type: none"> Connecting to the physical environment Community garden Funding streams The need to be ecologically sound Fuel poverty Continued investment in sustainability Greener energy carbon footprint reduction

Please Refer to risk analysis appendix D

MARKET SUMMARY

To view our current key demographics, please refer to Appendix B

We are committed to delivering excellence in all aspects of our operations. From the quality of our As an organisation, Bramley Baths could be split into 5 key areas of income generation:

1. Swim School
2. Facilities Memberships and service delivery of swim, gym and classes.
3. Venue Hire
4. Developing health pathways
5. Fundraising and Grants

Our priorities centre on providing accessible, affordable, equitable and excellent services for the whole community of Bramley. Within, the Bramley area, we have 3 postcodes that sit within the top 10% index of multiple deprivation. If the Baths didn't exist, people would have to travel a least 2 – 3 miles to visit their nearest leisure centre, which is completely unachievable for many in this particular area.

Throughout this next section we will explore each of these individually, highlighting:

- What we currently offer and our USPs
- Our competitors
- How we will grow each of these areas.



Swim School

What we currently offer and our USPs

We provide swimming lessons in two capacities:

- 1) Private swim lessons – we provide swimming lessons for everyone, from babies to adults.
- 2) School swimming lessons – providing swimming provision to support schools deliver their national

Private Swimming Lessons

Swimming lessons are currently oversubscribed. This is the case in most venues surrounding Bramley, across the wider Leeds area and indeed, throughout the whole country. The demand for lessons has always been high due to swimming being a life skill. Despite the current national curriculum stating that every child should leave primary school having swum 25 metres unaided, in most cases, time restraints mean only the very basic and fundamental skills needed to swim can be taught. Therefore, additional private swimming lessons are required to attain a higher proficiency in swimming. We facilitate upwards of 1090 individual children's lessons per week, 42 weeks a year to meet this need. We offer swimming lessons which are paid for in advance for either 7 or 14 week blocks. We break for Easter, Summer and Christmas, offering swimming lessons for a total of 42 weeks per year at £8.50 per lesson.

We pride ourselves on our excellent quality teaching standards, our own bespoke assessment criteria, and strong reputation for teaching swimming safely and effectively.

School Swimming lessons

The national curriculum states that every child that leaves primary school should be able to swim 25 metres unaided. We support 17 local primary schools to achieve this. From September 2023, our school swimming lessons are charged at £95 per half an hour lesson for up to 30 children per lesson. This price includes one teacher. If more teachers are required lessons are charged at £22.50 each, per half hour. From September 2023 we currently serve 16 primary schools, providing on average 440 children per week with swimming lessons as part of the National Curriculum.

Our USP

- Our teachers are well trained and we have a relatively low turnover of staff. This offers continuity and consistency of learning and teaching styles.
- We have shallow and deep ends of the pool.
- Our changing facilities are versatile, with both communal and individual cubicles.
- We teach our own syllabus.
- We provide a direct point of contact in house.
- We dedicate exclusive use of the pool for lessons.

Private Lessons

- We support online payments for convenience
- We provide an online portal for parents to see real time progress of their child

Our competitors

- Leeds City Council pools (for both private and schools) – lessons all year round. Prices are subsidised by the council.
- Standard price is £6.60 per lesson (Leeds card Extra) - £4.92 per lesson.
- Puddle Ducks – private franchise mainly operating in small pools, such as those in hotels and private health clubs - £15 per lesson.
- Swim Motion – local to Bramley, small hydro pool built within a mill - £15 per lesson.
- Leeds Beckett University Pool – lessons all year round £5.95 per lesson (£24.80 per month).

How will we grow these – Private Lessons

- We are looking to increase the number of weeks to 45 from 2024/25 and to 46 2025/26, using school holidays to provide the extra lessons.
- By continuously looking for gaps and needs for a specific class level e.g. children with specific SEND needs and/or disability, where extra support needs are identified.
- Monitoring trends and adapting where needed.
- By taking on extra facilities if they were to become available and fit with our mission and ethos.

How will we grow these – School Lessons

- Following new Swim England guidance and funding for schools has given us the edge to provide schools with relevant data to allow dashboard entry, simplifying administration.
- By ensuring best capacity utilisation of the pool. This enables individual schools to fill in to meet their needs, where we have gaps in timetabling due to some schools increasing or reducing requirement for lessons.

In order to grow this offer, we also intend to look for ways to become a training centre, not only for lifeguards but for swim teachers as well, further increasing our offer both in house and nationally. Using a bid to the National Lottery Heritage Fund, we look to convert our existing (currently non-operational) steam room space, into a fully functional training facility.

Facilities Memberships and service delivery of swim, gym and classes

What we currently offer and our USPs

Over the past four years, we have seen a significant shift in how the general population view and prioritise their physical and mental wellbeing. IBIS World describes the following:

“Awareness of the importance of physical health has spread. Demand soared over the two years through 2019-20, driven by rising health consciousness among consumers, prompted by concerns over physical inactivity and associated ailments. According to Public Health England, physical inactivity contributes to one in six UK deaths and costs the country £7.4 billion annually, including £900 million for the NHS. Regular physical activity increases self-esteem and reduces stress and anxiety.”

(IBIS World provides trusted industry research on thousands of industries worldwide)
This shift has continued since COVID-19, as people not only became more acutely aware of their physical health, but their own mental wellbeing. Although there was an increase in at home workouts and equipment throughout this time, the vast majority of clients have returned to attending regular sessions at their chosen leisure facility. However, the cost-of-living crisis has impacted the way in which people have been able to access facilities due to financial restraints, with people sometimes finding alternative options, when prior to the crisis they may have been able to afford private corporate health clubs. As a result, memberships are at an all-time high of over 800. This is being maintained and increased incrementally. People have downsized from expensive health clubs with fees over £45-50 per month to our more affordable £30+ value propositions.

Our offer

- Unlimited membership £31 per month. Use of gym, swim and classes.
- Solo membership £28 per month. Use of either swim, gym or classes.
- Joint membership £55 per month. Use of all facilities for two members of the same household.

Our USP

- There is no focus on body image; we offer a more holistic approach to how people can approach their overall health. Our main focus is how you feel in yourself, self-worth and empowerment to change or improve physical and mental wellbeing. Our approach is centred on valuing and taking care of one's self, regardless of physicality.
- Our focus is definitely not the typical “Before and After” photos that depict someone's idea of a healthy body. Although this can act as an inspiration to a small minority, it can also diminish self-confidence, trigger feelings of inadequacy, hopelessness and even extreme behaviour, such as crash diets and extreme exercise regimes, neither of which are healthy or sustainable.
- Heritage is a key factor in increasing our facilities memberships, as we are housed in a beautiful heritage building which adds to the aesthetic value and overall experience when people visit us, some facilities members choosing Bramley Baths over other leisure facilities for this very reason. Heritage allows people to feel connected to their local area and gives people a sense of belonging. This is further emphasised as we are a community led social enterprise, and a building full of heart and soul.

- We are not a corporate money-making machine, rather our mission is to serve the community. This gives our customers a sense of empowerment as they feel they are contributing to making a difference in their local area. Our model not only allows people to access excellent health and wellbeing facilities, it also gives people the opportunity to feel they are contributing to and supporting their local community and a valuable heritage asset. Supporting the local community is further enhanced by all surpluses being reinvested.
- All our services are part of the facilities membership. We don't have hidden add on features. For example, our pricing is clear and we don't ask for extra for services such as classes.
- We don't offer contracts with hidden terms and conditions.
- We have invested over £100,000 in new gym equipment. We maintain a strong swimming timetable and range of classes to provide excellent value for money.

Our competitors

- Pure Gym – large “budget” chain offering 24-hour access to gym only facilities. £21.99 per month +£10 joining fee.
- Leeds City Council facilities - £36.95 flexible monthly, £25.95 monthly payment, all on an annual contract.
- The Village Gyms - £53.17 per month unlimited access – 12-month contract. Flexible £65 per month.
- West Leeds Fitter Bodies – Independent ladies' gym in Bramley offering 4 week programmes for £59.
- Workhouse Gym in Farsley – independent gym - £34.95 per month for gym and classes. Also offers a crèche facility.

How we will grow each of these areas.

- Focusing on ways we can retain our facilities members by enhancing our already premium package for existing members e.g. by increasing gym team staff on the gym floor to encourage further personal engagement through excellent customer service. This will be further enhanced by utilising our new Technogym software.
- Offering more digital engagement through the use of apps and new software from Technogym. We will highlight this but will not replace our in-person client Interactions: rather it will encourage facilities members to stay active even when they are going about their daily lives away from the building.
- Use Ashbourne management real time data and Technogym software to identify quiet times in the gym in order to promote accordingly.
- Other marketing streams e.g. advertising boards, magazine articles, features etc.
- Increasing our social media profile – defining our message.
- Increasing corporate memberships with local businesses.
- Strategically offering day and off-peak passes.
- We will develop the following customer pathway which will in turn increase retention: Customers identify what area they want to make a change.
 - We encourage healthy, achievable outcomes for each individual - not quick, unsustainable, dramatic fixes or unattainable goals.
 - We aim to instil confidence in people and build upon it.
 - Customers start to value their overall health and prioritise it when it comes to making choices around how they spend their time and money.
 - Establishing healthy habits once this is built into their routines.
 - Maintaining engagement with us and feeling happier and healthier.

Venue Hire

What we currently offer and our USPs

Bramley Baths offers an attractive heritage building for those looking for a unique, quirky, accessible, friendly and welcoming space in which to host their groups and events. Hirers are also drawn to us because of our non-medical setting and friendly approach. Venue hire will be a focus area for growth in the coming years.

Current partners:

Pool:

- Sunshine and Smiles – exclusive session for families who have a child with Down's Syndrome
- NHS Making Waves – exclusive transgender session
- Gender Intelligence – transgender session for young people aged between 13 – 21
- Bramley Mermaids – inclusive space for women to learn synchronised swimming routines
- LGBTQ+ Community – charity that welcomes people from the LGBTQ+ community who may be older or have a disability
- TRI-BB a triathlon club operates three times a week and have junior tri group too.

Ad hoc hirers:

- BoomChikkaBoom – children's events across Leeds
- BARCA – part of their offer to the local community
- Art installations – various clients
- Filming locations – various clients
- Various faith groups for baptisms

Studio:

- DiddlyOms – children's yoga class
- Little Movers – pre-school movement and singing classes
- Ukulele group – inclusive group for beginners to learn ukulele and sing
- Heritage Trust Network – events
- NHS – regional meetings
- BARCA – part of their offer to the local community
- Photography workshop with Paul Abrams

Therapy Room:

- Sports physiotherapist
- Relaxation massage
- Sports massage

Our USP

We offer a heritage building with ornate and original features for those looking for a unique, quirky, accessible, friendly and diverse welcoming spaces in which to host their groups and events. We are situated on a main road with ample parking and have a well-known location. Our pool space lends itself well to members of the Trans and non-binary community due to our changing facilities around poolside. These allows for private changing space. Our studio is filled with natural light, has a sprung floor, air conditioning and mirrors. We also offer equipment and facilities to host meetings such as tables, chairs, screen, sound system and projector. We serve people who are looking for a venue that offers a good community social tariff and isn't part of a profit-making corporate organisation. Hirers are also drawn to us because of our non-medical non prescriptive setting, to offer health services supporting local people's physical health and wellbeing.

Our Competitors

Successful venue hire depends on meeting the needs of customers and ensuring your venue is a good fit for their proposed session or event.

How do we look to grow this?

- We are currently exploring ideas around how our “dry” spaces and non-medical approach, which creates a relaxed atmosphere, could be used by NHS services e.g. potentially hosting clinics from our therapy room due to its non-medical feel, encouraging patients to feel more relaxed and increasing engagement. We will also be looking to host group sessions as part of the NHS offer in our studio space.
- Our balcony room is currently underutilised and therefore offers a blank canvas for potential hirers to use the space.
- Exploring possibilities to run more courses from the studio
- Pool capacity is currently limited, however, there is scope to amend the timetable to allow for more groups to hire the space for their exclusive use.

Developing Health Pathways

- What we currently offer and our USPs
- How we will grow each of these areas.

Developing health pathways creating opportunities to work with the NHS

Our person-centred local approach has been welcomed by the Local Care

Partnership (LCP), in particular GPs, who see the enormous benefit of the local population health becoming healthier and independent for longer, and less dependent on the statutory health services.

We have piloted two successful projects:

BIG Bramley Apple – Using a collaborative approach with a local GP surgery (Bramley Health and Wellbeing Centre) and BEA (Bramley Elderly Action), we were able to identify 130 older, socially isolated people, and offer them the opportunity to engage with physical activity and socialise with like minded people. The sessions were able to continue beyond the project, because participants acknowledged the substantial benefits of this engagement and have continued to self-fund their activity.

CEV Project – During COVID, under government guidelines, Leeds City Council identified some members of our local population as Clinically Extremely Vulnerable, meaning for the majority of the pandemic, these individuals will have been advised to shield due to underlying health conditions. As part of an effort to reintroduce these people back to the wider community, we were able to pilot a program that allowed us to offer our services based on what the individual wanted, not what they were told they should be doing. We offered one to one support during various activities, such as swimming, yoga, gym, etc. After the completion of 5 sessions, we supported the individual with a facilities membership in the hope that beyond this, they would see the benefit and self-fund their activity going forward. 65% of the participants continued with physical activity beyond the project.

Following these two successful pilots, we are now seen as innovators of local services that are accessible and enjoyed by local community members in a non-threatening non-medical model of service delivery.

Our competitors

In this instance, we would be looking to work with our competitors, through partnership working, to avoid expensive duplication. For example, we would be looking to enhance current offerings from the NHS by them referring into our services. Similarly, we work collaboratively with organisations such as BARCA to support delivery of their projects.

There is a greater awareness of the importance of a holistic community-based approach to health and wellbeing. This means there will be some opportunities that may enable organisations such as ours to diversify, grow and take on new areas of work supporting health and wellbeing in the community.



Fundraising and Grants

What we currently offer and our USPs

As a Community Benefit Society and charitable organisation, we are in a position to be eligible for various types of grant funding, meaning we can look to other sources of income other than income from service delivery.

Currently, we use part of our Business Development Manager role to explore and apply for funding from a variety of sources, ranging from the National Lottery, Leeds Community Foundation and Leeds City Council, to name a few. This is supported by the fundraising sub-group and CEO. Keeping this element of fundraising in house allows us to genuinely infuse our passion for projects into each application for funding and it allows an authentic connection to our mission and values.

We maintain a good relationship with funders such as LCC, Heritage Network, National Lottery, Power To Change and are active members of CLUK single sites and Locality. This relationship not only allows us to gain knowledge about what funding is available, but it also gives us the opportunity to influence policy both locally and nationally, in turn raising our profile and reputation as an example of a successful Social Enterprise and what is possible.

We select funding applications based on the needs of our community and with the sound knowledge and confidence that we can deliver and develop an excellent programme or offer. We only look to fund specific projects that we truly believe would benefit the community and the restoration/heritage of the building.

Our competitors

Our competitors in this instance would be LCC, NHS service delivery and other third sector organisations. The difference here is that we look to work together with other organisations to ensure the best quality of service is delivered to our community.

How we will grow each of these areas.

- Develop a Bramley Baths Heritage Restoration Project. We want to create a variety of heritage projects to increase engagement with our heritage from larger and more diverse audiences e.g. younger generations who are members of the future, and currently underserved demographics, e.g. junior curators, digital media. We are currently in conversations with the National Lottery Heritage Fund, who are keen to work with us to make this a reality. By focussing our efforts on this relationship and application we will see an uptake in new heritage followers and a significant increase in engagement with other influential partners in the heritage sector.
- Streamline our applications and be selective as to which funds we apply for, meaning better time management and focus on key funding opportunities.
- Produce a Fundraising Strategy to further outline our plans for the next year, give focus and clear direction.

Please see Appendix C

As part of the strategy, we identified our heritage as one of the foundation of our organisation:

“In order to future proof our building, an investment of £2.4 million is vital.”

To raise this significant amount of capital, we have identified the following avenues in order to fulfil this vital work:

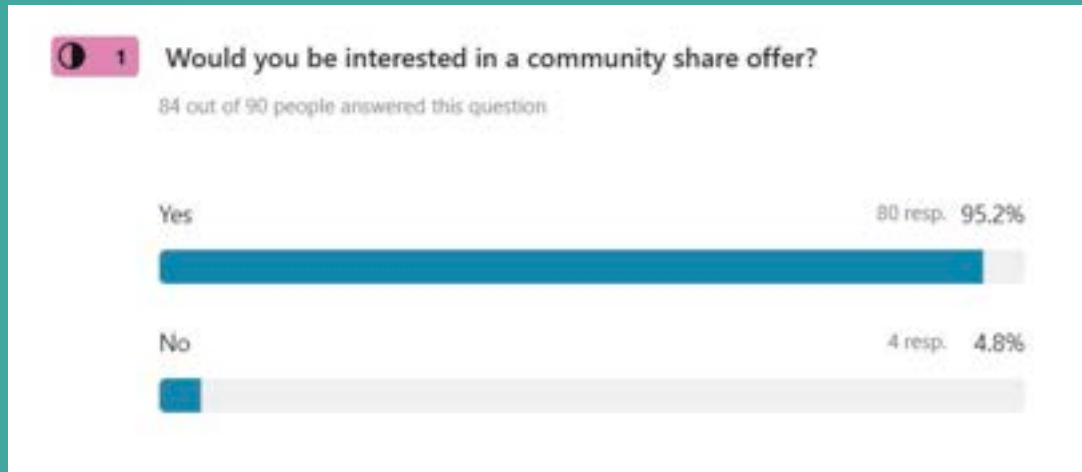
- National Lottery Heritage Fund (Maximum 5 year delivery if successful in all application stages) – Full amount TBC
- Community Share issue - £350,000 - £500,000
- Sport England Grant - SPSF - £321,000

National Lottery Heritage fund – We will ensure our plans align with the new HLF strategy. We will plan to structurally future proof the building through work on the gable ends. In addition we will look to restore all stained glass features and original oak reception area. We will also offer more opportunities for community engagement through heritage and arts and culture

SPSF – We want to implement more energy efficient solutions in order to mitigate the rising costs of energy. We will be looking for funding to install solar panels, triple glazing, for pool lanterns and stained glass, insulate plant room and install gas metre reading software.

Community Share Offer

Community Share Offer – We want to complete full renovation of the roof structure to ensure we have no further leaks to the studio, steam and gym areas. This level of community investment, we anticipate, will strengthen our application to the HLF as this will be considered as part of our match funding. We asked our members their thoughts regarding a community share offer:



We have also consulted in person with facilities members and members of the community. The majority agree that a community share offer would be a valuable addition to an already community focused organisation. Any concerns raised were addressed by the share offer campaign co-ordinator and CEO.

Financials narrative

Minimum Target - £360,770	
Repairs of fixed assets	
Roof	
Thermal Insulation	6500
Roof lights	207758
Building Conservation	54000
Ventilation systems	15000
Builders Works and attendances	12000
Total before fees	295258
Consultancy for building work - CDM, Architect, Quantity Surveyor, etc.	18020
Total with fees	313278
Contingency	31327
VAT on contingency	6265
Development of share offer Costs - Cooperatives UK, legal advise etc.	9900
Minimum Total Project Cost	360770
Funded by:	
Community Shares (Hopefully supported by Booster fund)	350000
Our reserves	870
Booster Fund Grant for development of share offer	9900
Funds Raised	360770

The above table outlines how much money we need to raise as a minimum for the share offer which is £360,770. This will be funded by Community shares, our reserves and the Booster fund grant, as outlined above.

If we raise the minimum amount, (£360,770) we will look for an additional £151,342 taking our maximum raise to £512,342. The additional £151,342 will be spent as follows:

Minimum Target + £151,342 (Total £512,112)	
Accessible WC's	130000
Consultancy for building work - CDM, Architect, Quantity Surveyor, etc.	5128
Total	135128
Contingency	13512
VAT on Contingency	2702
Total	16214
Maximum Total Project Total	151342
Funded by:	
Community Shares (extended offer)	150000
Our reserves	1342
	151342
Total Project Cost	512112

Financial summary

Overall Summary				
Spend				
Item	Min Target (Roof) £360,770	Access Toilet Target £151,342	Max Target £512,112	
Material and labour	295258	130000	425258	
Consultancy for building work	18020	5128	23148	
Contingency	37592	16214	53806	
Development of Share offer	9900	-	9900	
Total	360770	151342	512112	
Funded by				
Community Shares	350000	150000	500000	
Our Reserves	870	1342	2212	
Booster Grant	9900		9900	
			0	
	360770	151342	512112	

Marketing Plan for Share offer

Campaign messaging

Use plain language and be sincere

Define the terms

Bring in the sense of community,

Focus on: Help us fix the roof.

Bring in 120th anniversary

Our mission is to be a community enterprise that strengthens community spirit and act as the driving force for new community initiatives in Bramley.

Suggested Wording

A. Own a part of your community history

B. More than a pool - own your community wellbeing

C. Invest in and 'own a piece of' Bramley Baths.

This first Share Offer is an opportunity for you to own a piece of the local community of Bramley.

Become a Co-Owner of Bramley Baths and own more than a pool.

Design

Logo/visual identity

Assets required

- Presentation Deck
- Flyer (a4 double sided)
- Social media posts for all channels
- Newsletter template
- Share certificates
- Pop up banners for on the day and flyers
- Front of building banner

Communications Plan

Stakeholder	Method
Facilities members and Friends of Bramley baths	Email newsletter Socials Letters/flyers on site
Parents of swim students	Included in newsletter flyers to all children swimming
Past board members	Letters of invitation
Friends of Bramley Historical Society	Presentation Deck Email
Schools that rely on doing their lessons are 16 in total	Email letter
Leeds City Museums and other Historical organisations	Email approach
Community: Non user members E.g. Those who learned to swim here but don't attend. Community minded people (via BARCA and others)	Street liner/poster Feature in partner newsletters and emails PR feature with West Leeds Dispatch, Yorkshire Post etc.
Businesses Freelancers People who run their business from here - PT, physio, little movers, Hyperlocal businesses - based nearby - carols, midleys, new fire, morrison's, costa, tesco, charity shops Big Businesses - Leeds based - Asda, Digital Agencies,	Flyer or deck by email Social media tagging LinkedIn Article
Sports Clubs - Bramley Buffaloes etc.	Email Social media approaches
Investors Chat to Latch about what they needed to have in place (80k in the last 2 days came in)	Via ethical business platform -FX. Could be setting up in the background

Tactical plan

Content

Assets required

- Presentation Deck
- Flyer (a4 double sided)
- Social media posts for all channels
- Newsletter template
- Share certificates
- Pop up banners for on the day and flyers
- Front of building banner or something on the roof?
- Filming
- Photos
- Podcast

Email / Newsletters

Individual emails to contacts including the flyer/deck

All audience newsletter, then countdown comms - 4 weeks to go 2 weeks to go - 2 days to go

Socials

Spread content across all channels evenly with a tweak to the length

Clear CTA (call the action)

Set up a hashtag e.g. #ownbramleybaths #bramleybathsshare #morethanapool

Plan campaign messaging

Events/Meetings/Face to Face

What is coming up that we can go to and present at?

Partnerships -

Leveraging existing partnerships through the Board, Friends of group - sending clear communications out via the presentation deck and flyers

PR - inviting photographers and press to event.

Press release to draft and issue to local, regional press.

Previous 5 year accounts

	19/20	20/21	21/22	22/23	23/24
Profit & Loss					
Turnover	£639,756	£190,219	£629,984	£916,426	£979,766
Grants	£ 44,552	£585,567	£305,951	£ 95,801	£122,194
Surplus/(loss)	(-47,738)	£ 62,852	£218,071	£199,192	£ 95,061
Cash in hand	£ 78,835	£308,835	£500,864	£462,197	£511,153
Balance Sheet					
RESERVES	£124,046	£186,898	£404,969	£604,131	£698,630

Bramley Baths continues to attract funding from regional and national funders e.g. Sport England, Booster Fund, Places for People. We are launching a Community Share offer and large grant applications are in process.

If we don't launch the share issue our reserves, which are currently very healthy, will diminish significantly. This could potentially put the organisation at risk if the worst should happen. The share issue would not effect our operating performance however should this work not take place and the roof were to fail, this would significantly disrupt buisness as usual and ultimately effect our income.

Financial Summary

Source of income	Turnover	% Turnover
Lessons	£408,144	45
Facilities Membership	£225,621	25
Schools	£114,526	12
Swims	£76,292	8
Pool Hire	£32,024	3
Stock	£15,377	2
Fitness Classes	£13,081	1
Other	£11,808	1
Food sale	£8,213	1
Gym	£6,094	1
Friends	£4,726	1
Massage	£520	0
Total	£916,426	100

What we need to make it happen – staffing management structure chart etc. -

Role	Weekly Hours	Monthly Hours	Yearly Hours
Lifeguard	253.5	1098.5	13182
Swim Teachers	138.25	600	7189
Duty Managers	128	555	6656
Receptionists	82.5	357.5	4290
Business Development	49	213	2548
Finance Assistant	37	161	1924
Chief Executive	35	152	1820
Team Leaders	34	148	1768
Instructors	20	87	1040
Gym	10	44	520

Three Year budget projection

	24 - 25	25 - 26	26 - 27
Swimming	91,700	94,000	97,000
Lessons	443,670	469,022	481,698
Schools	111,548	114,894	118,341
Pool Hire	31,682	34,119	36,556
Classes	10,287	11,843	12,435
Gym	10,053	12,053	14,053
Facilities Membership	354,000	371,700	390,285
Friends	5,000	6,000	7,500
Studio Hire	3,535	4,535	5,535
Massage	3,521	3,700	3,985
Grants	54,940	150,000	180,000
Stock	29,928	24,441	25,663
Transfers from other funds	300,000	0	0
Total	1,394,923	1,146,306	1,193,050
	24 - 25	25 - 26	26 - 27
Wages	596,325	546,781	551,619
Instructors	17,806	18,340	18,890
Marketing	7,804	8,038	8,440
Stock	17,106	17,619	18,500
Miscellaneous	3,179	3,274	3,438
Utilities	95,711	98,582	103,511
Maintenance	42,117	43,381	45,550
Plant Room Chemicals	5,813	5,988	6,287
Depreciation	164,079	154,456	137,371
Staff Expenses	18,578	19,135	20,092
Training	14,640	15,079	15,833
Office	19,754	20,347	21,364
Cleaning	9,353	9,634	10,115
Charges, Fees and licences	51,471	52,980	55,570
Contingency	39,996	39,996	39,996
Total	1,103,732	1,086,129	1,089,077
Profit/loss	291,191	60,177	103,973

Capital Expenditure Building Refurbishment

In 2021 we commissioned an extensive building condition survey that gave a detailed remedial budget for refurbishment and restoration of the site. The estimated amount for the work was two million four hundred thousand pounds.

One main concern was the gable ends listing, and following structural surveys and professional monitoring, we are going out to tender. Current costs estimate around £125,000

This highlights the complexity of works on a Grade II Listed building. Other remedial work has been completed since 2021, with the age of the building throwing up significant challenges.

Main areas for capital expenditure are:

- Gable ends
- Roof and gullies
- 6 roof lanterns
- Refurbishment of stain glass on gable ends and throughout the building
- Retiling
- Drainage works
- Cubicles and lockers around pool
- Showers and changing areas
- Developing steam room as a usable space
- New steam and sauna on poolside
- Offices and staff rest room
- External façade of building
- Iron work external of building

In addition to this we are looking at further capital investment in the following, to further reduce our carbon footprint with greener technology and energy production:

- Photo Voltaic Solar Power reducing electricity from National Grid by 23%
- Triple glazing main pool lantern
- Triple glazing stain glass windows
- Insulation in roof voids

Provisional indicative costs subject to surveys around £350,000.

Further work will be undertaken on ground/air source heat pumps which would reduce use of fossil fuels by reducing reliance on gas boilers.

The works listed are not exhaustive but will serve to future proof the baths over the next 50 years.



STEAM WIMS

ESTABLISHED 1904

BRAMLEY BATHS

COMMUNITY LED SINCE 2013

WORKOUT SOCIAL

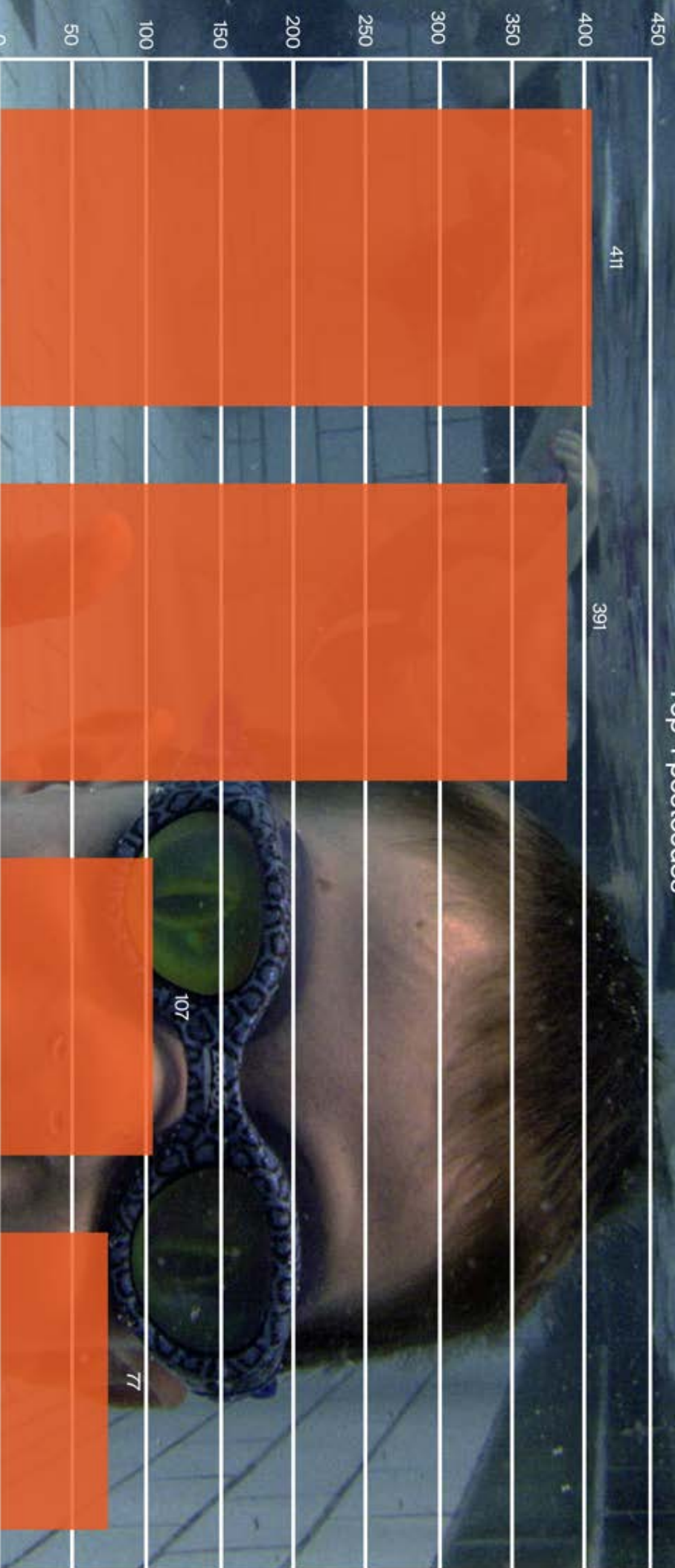


Appendix B

Appendices

Swimming Lesson Attendees by postcodes:

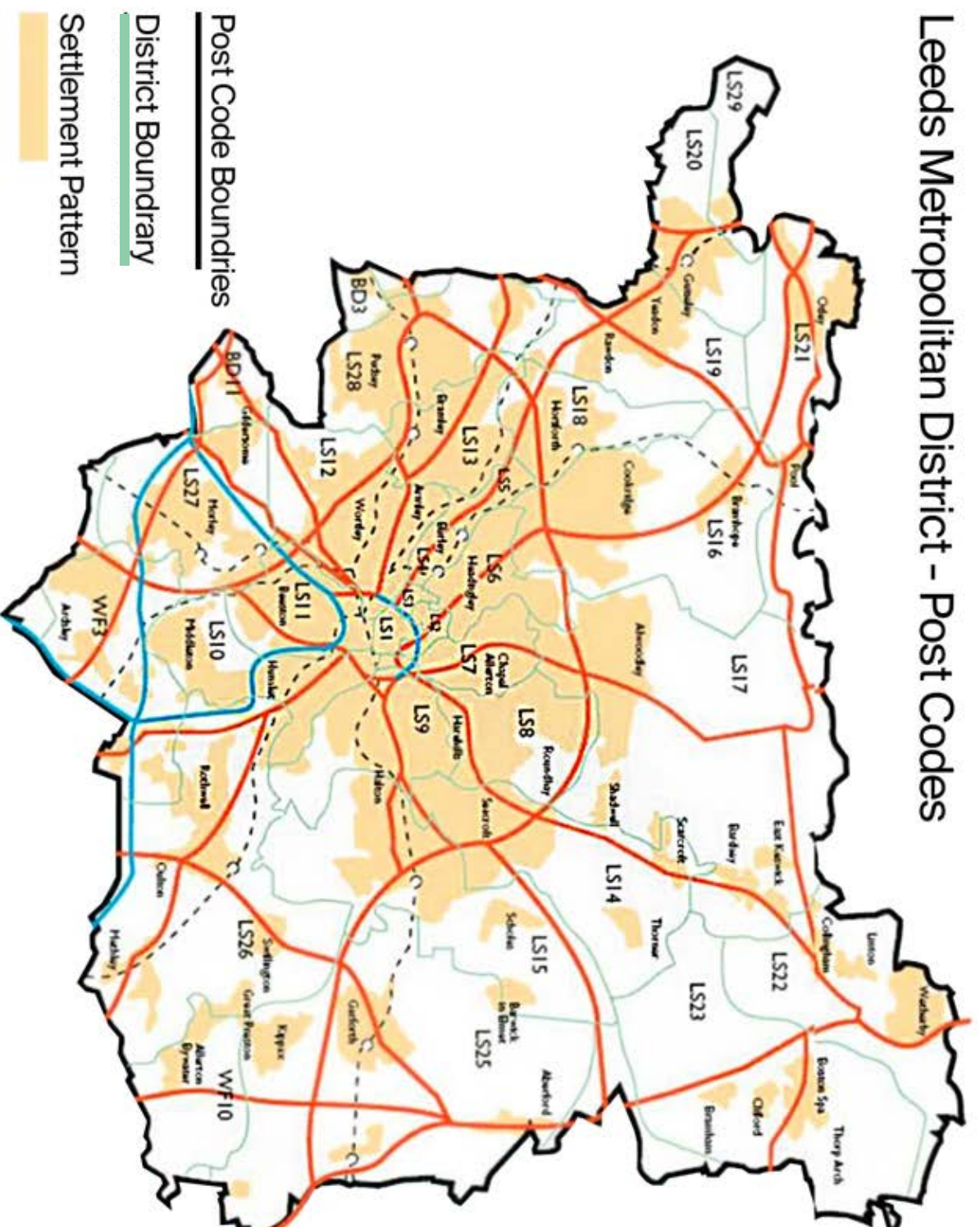
Top 4 postcodes



Swimming Lesson Demographics by age



Leeds Metropolitan District - Post Codes



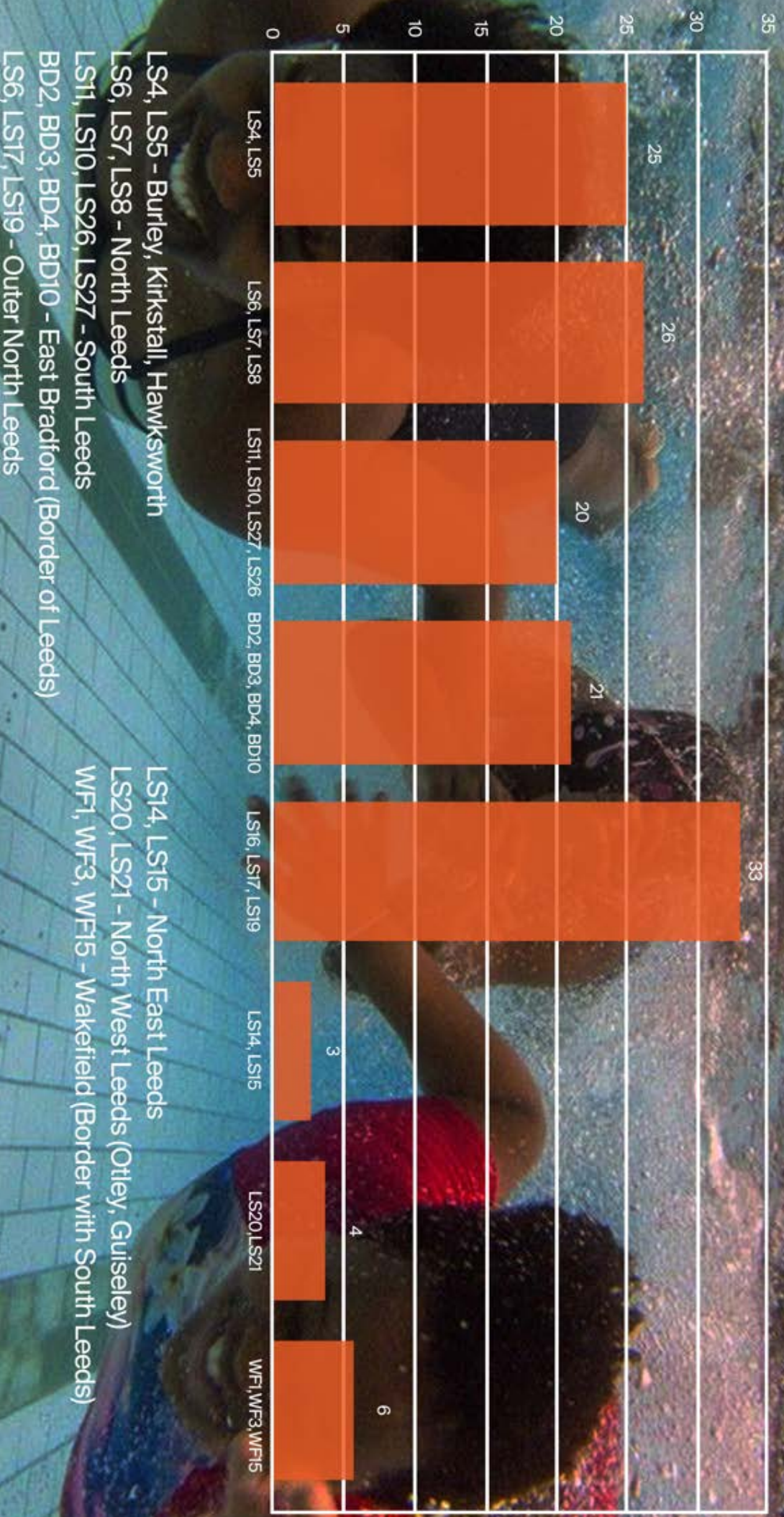
Post Code Boundaries

District Boundrary

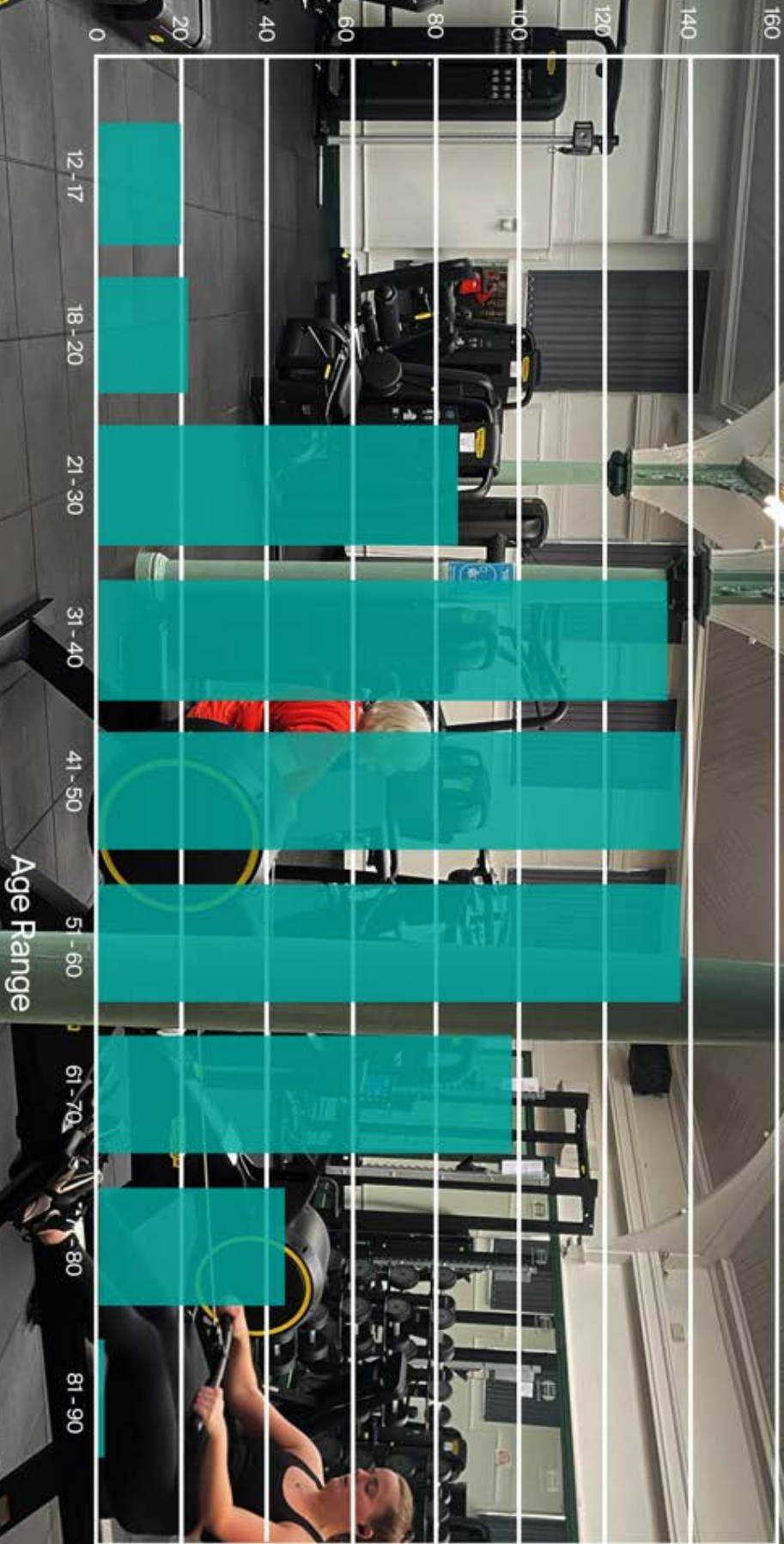
Settlement Pattern



Other Postcodes



Client Members by age



Please note, out of 810 members, 141 people had not given their date of birth

Needs Metropolitan District - Post Codes

District Boundrary

Settlement Pattern



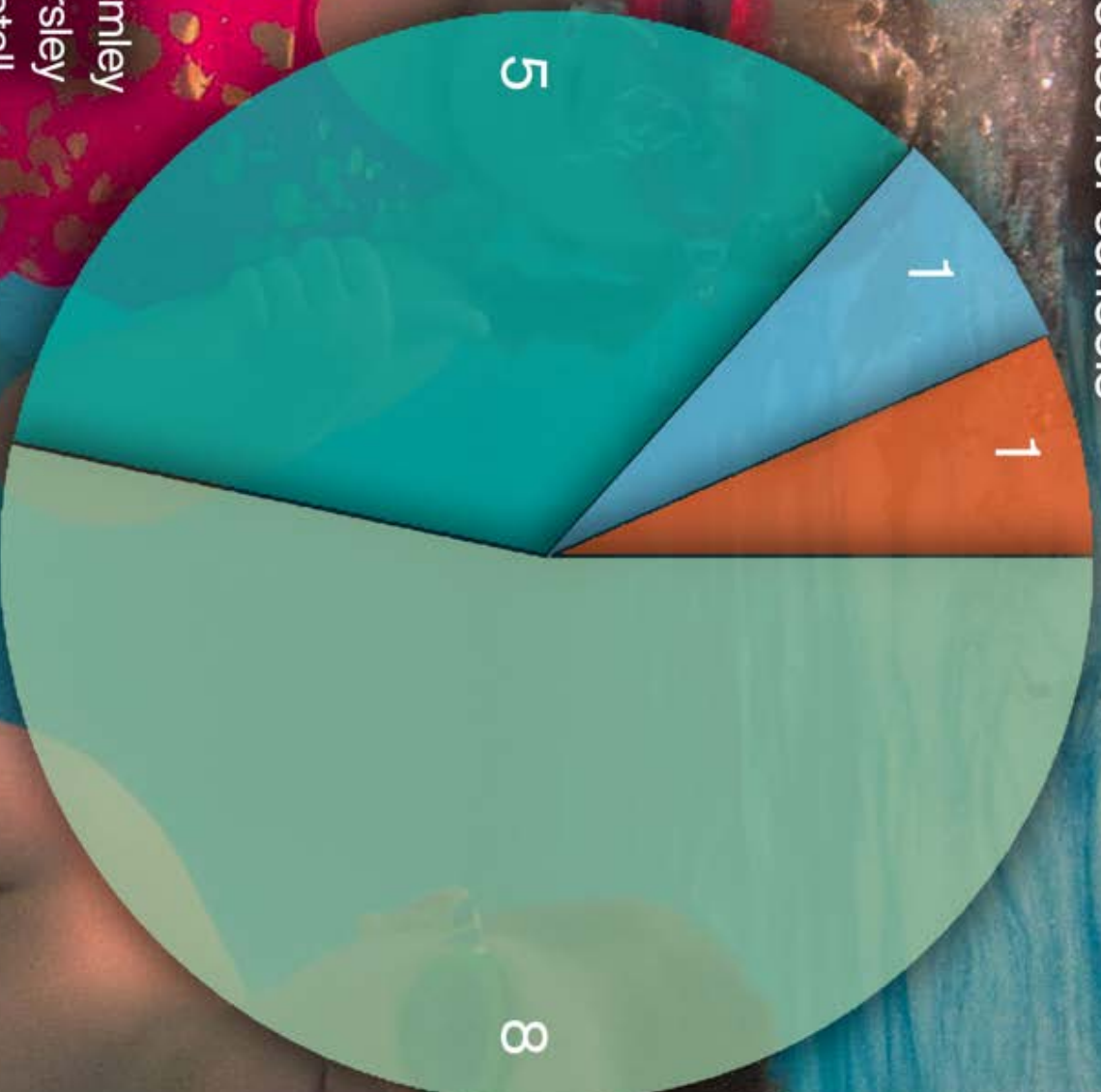
Other Postcodes



LS4, LS5 - Burley, Kirkstall, Hawksworth
 LS6, LS7, LS8, LS9 - North Leeds
 LS11, LS10, LS27 - South Leeds
 BD3, BD4, BD5, BD7, BD10, BD11 - East Bradford (Border of Leeds)
 LS16, LS17, LS19 - Outer North Leeds
 LS18 - Horsforth
 LS20 - North West Leeds (Otley, Guiseley)



Postcodes for schools



- LS13 - Bramley
- LS28 - Farsley
- LS4 - Kirkstall
- BD3 - East Bradford (border with Leeds)

WIMS

STEAM

ESTABLISHED 1904

BRAMLEY BATHS

COMMUNITY LED SINCE 2013

WORKOUT
VICIOS

Bramley Baths Funding Strategy v5
– updated October 2023

Appendix C

Background

Bramley Baths is a community-led, not-for-profit centre for fitness, health and fun, which houses a public gym, swimming pool, steam room and space for community events, meetings and fitness classes. Built on the site of a foundry, Bramley Baths first opened as a pool and public bathhouse in 1904, enabling local residents to wash, swim and use the new Russian Steam Baths – fashionable with the Edwardians as a healthy past-time. The foundry chimney built with 8,000 Kirkstall bricks, still towers over the baths and can be seen from across Leeds. It is the only remaining Edwardian bathhouse in Leeds and is Grade II listed.

In 2011 Leeds City Council (LCC) announced a reduction in opening hours and a possible closure due to cuts to the council's sports budgets. Threatened with closure, the local community, residents, organisations, schools and councillors responded with a high-profile campaign and business plan to save the Baths. At each point in its recent history, the local community has led the thinking around how to make Bramley Baths relevant, affordable, friendly and well-run. The commitment and passion the local community displays for the Baths is a testament to its importance to them. Bramley Baths is a success because the community values and uses it.

On 1st January 2013, the doors opened to a new era, with a new management team in place running the Baths as a social enterprise, having delivered a successful asset transfer of the building from Leeds City Council. In 2017, LCC issued Bramley Baths and Community Limited with a new lease for 50 years. This was in light of the organisation's ability to demonstrate financial sustainability and resilience and to further assist the organisation with securing funding applications for large capital refurbishments. Bramley Baths is managed as an IPS (Industrial Provident Society), a not-for-profit organisation with social aims run for the benefit of the community. The building is owned by Leeds City Council and managed by Bramley Baths & Community Ltd on a 50-year lease, which expires in 2067. The Baths are managed by a professional team and report to a Board of Trustees made up of individuals from West Leeds.

Bramley Baths has been championed by local residents and supporters all over the UK and beyond, determined to provide an affordable space for health and fitness, and to ensure the survival of this beautiful Grade II listed building; but Bramley Baths is more than a building. It is where thousands of children have taken their first strokes in the water, where couples have met, married and brought their children and now their grandchildren to have fun and be fit. It is a place powered by people, and steam, by conversations, friendships and masses of community spirit.

In January 2023, the Baths celebrated its 10-year anniversary of being a community-owned social enterprise. A programme of events is planned for the year to commemorate this great achievement. Some events will have a fundraising element, some are ticketed, others are profile raising. All will contribute to bringing income to the Baths in the short or longer-term and/or will increase engagement in our offer from diverse communities.



Purpose of this Strategy

This Funding Strategy is to enable Bramley Baths to identify and prioritise our key areas for funding and to focus our fundraising efforts on an annual basis. The Strategy links to the 3- year plan and will be reviewed quarterly to reflect activity with progress against key targets reporting back to the main board. This Strategy focuses on the areas we know that we need funding for following the Business planning work carried out in late 2021/early 2022.

This Strategy sits alongside commercial income from our 'business as usual' operating model i.e. pool, gym, classes/activities, memberships and shop. During this interim period between strategies, we are aiming for a target of 80% of commercial business transactions / earned income sitting alongside 20% revenue grants and unrestricted donations. This latter 20% will flex by way of what is delivered and how it is raised, but is important for continuing to build up the social impact elements of what we do. It is proposed the ratio be reviewed in line with the new organisational strategy. As part of the overall fundraising strategy, a capital fundraising and investment plan sits alongside a main day-to-day running fundraising plan.

Item	Description	Stakeholders
Building renovation Total capital required Circa £2,400,0000.00	Funding to carry out the identified renovation work	Staff/Board Local Community Education Leeds City Council
Physical health and mental wellbeing programmes	Funding to develop and deliver health and wellbeing programmes for different target groups e.g. elderly	Staff/Board Local Community Local Care Partnership CCGs/GPs Local groups e.g. BEA
Heritage programme and profile	<p>Broad programme to increase heritage fundraising and activities. Including: Educational outreach programme including memory cafes/workshops; touring public seminars and lectures; Primary Education programme providing resources/activities for KS1-2; events programme of annual celebratory events</p> <p>Funding to explore creating an accessible archive of oral histories; training of staff and identified volunteers in the collection of oral histories, the digitisation of photographic collections, deliver heritage tours and activities.</p>	Physical health and mental wellbeing programmes
Employment and training	Funding to recruit Volunteer Co-ordinator post, develop and deliver employability programmes for different target groups	Staff/Board Local Community Local employers Local groups e.g. Barca

Health and Safety	3	4	12	All staff safeguarding trained. All staff are DBS checked. All safeguarding policies and procedures are in place and followed should an incident occur. Work with trusted providers of services for external contractors and service provision. Background checks done on any new service providers. Weekly safeguarding meeting with lead safeguarding officer and CEO. Monthly safeguarding sub group meetings with members of the Board present who have expertise and knowledge of this area. Low level of incidents to date.	CEO, management team and Board	Open			
Operational	2	4	8	Altrigen are monitoring our systems ready for any cyber-attacks. Business interruption plan in place, backed up by insurance. All documents and work backed up on the cloud. We use cloud based systems such as Ashbourne for back up purposes. All systems have the functionality of remote access allowing people to work from home where necessary and in an emergency.	CEO, management team and Board	Open			
Operational	2	4	8	Intruder alarm systems installed and monitored by external company (Fenix). All portable tech and cash stored in safe overnight. High quality CCTV in operation which can be accessed remotely by select members of the senior management team. Procedures in place for acts of violence within the building to protect team and customers. Regular inspections from quantity surveyors. Regular fire alarm testing. Business interruption insurance. Measures taken to protect the heritage features, e.g. leaving reception box door open on an evening, to avoid damage if we were broken into etc.	CEO, management team and Board	Open			
Financial	1	3	3	Low risk, particularly HLF as they have recently amended their strategy for the next 5 years. If this were to occur, we would change tack and amend application where possible and appropriate. Potentially look for other investors.	CEO and Fundraising Team	Open			
Financial	3	3	9	We would look to scale back the initial scope of works and assess how much of our reserves could be used to bolster this work. We would look for other sources of income, potentially from philanthropic donations. Look to income generate through other service delivery or through other building	CEO and Fundraising Team	Open			
Operational	1	3	3	This is low risk as we have strong detailed processes under every policy. Several members of internal team trained in IOSH. Consultation with external experts is acquired where needed. We also amended/add to in response to any incidents which may occur. As a rule, we monitor, measure and manage	CEO and management team	Open			

Appendix D Risk Analysis

Risk Category	Probability	Impact	Risk Score (Probability x Impact)	Mitigation Actions	Owner	Status	Key	
Operational	2	4	8	8 Regular maintenance, prompt repairs, equipment inspections, excellent up to date internal knowledge and training. Annual preventative maintenance with electrical mechanical engineering ICH/SMS electrical who are fully certified. Quality checks completed.	Maintenance Team	Open	1 to 6	Low
Health & Safety	2	3	6	6 Lifeguards on duty, signage, regular safety training, safety drills, preventative maintenance and excellent general housekeeping. All EAP's and NOP's in place and adhered to. Number of in house team are trained to IOSH level. Two members of in house team are Trainer Assessors to ensure all training is kept up to date and is site specific for us. Our site is accredited as a provider of quality training provider for Lifeguards and Swim Teachers.	Safety Manager	Open	7 to 12	Medium
Financial	2	4	8	8 Marketing campaigns, membership promotions, partnerships with local organisations. Explore Membership loyalty schemes.	Marketing Team	Open	13 to 25	High
Operational	3	4	12	12 Enhanced sanitation, social distancing, capacity limits. Maintenance of one way system. 44 cubicles to segregate bathers and creates a barrier to limit spread of infection. UV lamp to further filter water, bio testing, purchase of new unit to read levels in the pool. Reduced risk due to learning from last pandemic.	Operations Manager	Open		
Reputational	1	2	2	2 Proactive communication, community engagement, social media management, newsletters daily monitoring of social media. Proactive management of complaints – Respond to all complaints within 24 hours of receiving them	PR Manager	Open		
Human Resources	3	3	9	9 5 year Succession plan to talent develop internally. Cross-training of staff. Employee retention programs. Two managers adept at key skills – Our rule: “2 people across everything” – meaning if one person is away from the organisation, one other will have had eyes on their project/work load. Proactive developments of staff - cross training of functions. TL's are actively being trained as DM's, should a DM leave. Other long standing members of team also being trained up to TL level, and so on	HR Manager	Open		
Compliance	3	3	9	9 Data protection policies. Staff training on GDPR, cyber security and data protection which is annually reviewed and renewed. Updated where necessary should an incident occur Secure IT systems. Achieved level 2 NHS data security protection.	IT Manager	Open		
Financial	3	3	9	9 Energy efficiency programs, budget adjustments, financial contingency planning. We cover gas and electricity in advance at optimal price which is often covered for 18 - 24 months. Currently, energy costs are less than 10% of annual turnover. New PV installation will generate up to 30% of our electric. We manage the building through a real time system: Business Management System (BMS) which is reviewed many times a day. Continuously looking for new energy efficient solutions, such as around source heat pumps, triple glazing etc. Undertake audits to ensure energy efficiency.	Finance Team	Open		
Financial	1	3	3	3 Real Living Wage currently predicting an increase of 3 - 4 % therefore is low risk. Pass on some of the increase to our customers where possible, however this would be a last resort. Make savings in other areas. Consider this rise when forecasting budget for future years. Look at our reserves, and ensure these are kept in a good position. We would need to consider the differentials between RLW and management team.	Finance Team	Open		
Reputational	1	1	1	1 Ensure all messaging/publicity is balanced to all political parties. Maintain neutrality in line with charitable objectives	Marketing Team	Open		
Operational	2	2	4	4 Keep knowledge up to date of any potential changes to legislation and policy by being members of organisations such as Community Leisure UK and Locality, who give us policy changes from the source, and will in turn cascade to their members. When information becomes available, we will plan accordingly. In addition, we work with local and national organisations to help develop policies.	CEO	Open		
Operational	2	1	2	2 Regular skills audits for operations team and the Board to identify gaps. Training to be undertaken where needed and appropriate. Look for external advisors' companies - If in doubt, contract out. For example we use Alumnus SafeWorkforce & SafeSupplier for our HR, Altrioen IT support, Brightspots website design etc.	CEO	Open		
Operational	3	2	6	6 Aiming to be carbon neutral by 2030. Continuously looking for ways to be more environmentally conscious i.e. waste disposal, cleaning products and their uses, materials used/consumed such as cups etc. Assign environmental officers on management team. Continued investment in sustainability. Look at sourcing as much as we can from local suppliers local suppliers to ensure lower carbon emissions. Recent environmental audit came back with an impressive score of 77%. Our current energy certificate has an operational rating of 73 C - which is phenomenal considering a typical score for a public building is 100. Plus we are a 120 year old heritage building.	CEO	Open		
Financial	2	3	6	6 Prepare where possible for the Summer and winter “JUL” Ensure we have correct staffing levels for quieter periods. Mitigated seasonal loss over last 3 years by lifting swim school by an extra 3 weeks over the Summer period. Also introduced VERY affordable crash courses over the Christmas holidays.	CEO and management team	Open		
Financial	1	3	3	3 Ensure we keep an up to date knowledge of what is popular, without losing sight of our brand and ethos. Move with the times. Pilot new initiatives led by the community and what they want. This builds strong brand and loyalty.	CEO and marketing Team	Open		
Financial/ Operational	2	3	6	6 Continue to have equitable mind set at the forefront of everything we do. Consider barriers to inclusion and local community demographics when decision making takes place. We are an exemplar in this area, we currently offer activities specifically for marginalised communities, such as members of the LGBTQ+ communities and those with SEN and accessibility requirements. In addition we are also known as a safe space for everyone and every-body through our day to day service delivery.	CEO and management team	Open		
Financial/ Operational	2	4	8	8 Regular maintenance and inspections, prompt repairs, look for specific funding opportunities to fund renovations and repairs to structures. HLF bid and share offer to sustain the building for next 80 years	CEO and Board	Open		
Financial/ Operational	2	2	4	4 Thorough research to be undertaken, consultation with experts and market research where needed to ensure high quality service/product. Communication with insurance company. Respond to proven need for health services in the local area, evidenced by projects delivered through the pandemic.	CEO and management team	Open		

