



The Pavilion

Building on Success

*Business Plan for the community asset transfer of Forest Cottage
Community Centre*



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Acknowledgement

OSCA Foundation wishes to acknowledge the support of Calderdale Council Officers in the discussions on the Community Asset Transfer and contributing information and guidance throughout the application framework.

We also acknowledge the 'Power to Change' consultancy from Adrian Ashton, who has been recognised with an international award as an approved and accredited provider of advice, consultancy, training and research to social enterprises, charities, sector bodies and other organisations and for his invaluable direction to investment readiness.



Four Fields (Rear of Forest Cottage) Cousin Lane Ovenden Halifax HX2 8AD
Registered Office 42 Crag Lane Wheatley HALIFAX HX2 8TZ 01422 258350
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Ovenden Sports and Community Arena Community Interest Company
Reg No 7368140 (England and Wales)

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Foreword

The asset transfer of the former Forest Cottage Community Centre to provide the Pavilion for increased participation in the Ovenden Sports and Community Arena (OSCA) is hugely important as the next step to its development.

This follows the transfer of assets of land for outdoor facilities from Calderdale Council. We would like the Council to go further in a second community asset transfer for community management to provide this much needed Pavilion project.

The OSCA Foundation business plan describes the solid social and community benefits, costs and impact, plus the value of its social and financial investment. It puts forward a credible and persuasive success story, shouts out loud the great track-record of the development of the community sports hub so far, and the contribution of the foundation partners have made toward its success. We are proud of our progress and achievement so far but equally so we are aware of the significant challenge and the efforts needed to reverse years of under-investment to achieve a first-class outdoor community sports hub.

We have chosen to develop and grow the asset steadily, organically, and carefully. It means changing a maybe over-reliant grant mind-set to social enterprise approaches which will put in place potential revenue trading activities to sustain the overarching facility. It will not be a "big bang" model, as we know to our experience that lots of outside investment is hard to come by and is 'very hard won'. It will have modest beginnings in using the existing asset as it comes across for community management. We anticipate in the early months and years, we will do whatever it takes to break even, as we know, we will have to take a few diversions along the way.

The second part of our plan sets out our ideas for the Pavilion and the much needed improvements to landscape and facilities.

Our section in Governance and Leadership goes somewhat beyond the company information and governing arrangements. It describes the outcome of our recent audit and review of governance as part of Power to Change consultancy. The Pavilion project and the transfer of a further significant asset require OSCA Foundation to continue its journey to becoming a sustainable community business, from inspiring and nurturing our ideas to scaling-up for this expansion. Our management diagnosis action plan sets out the need to develop and manage ourselves to ensure we remain viable and financially sustainable and be able to present this as our business case.

The business plan moves on and keeps an eye on the focus on our mission - a 2020 vision. We revisit and restate our vision and strategic commitments - what we are trying to deliver, what our value is, and why it remains important. We reconsider the social needs and characteristics of our community and the market research we did at the outset which has resulted in a four-fold increased participation, not only in the traditional sports and physical activity, but new emerging community sports development, 'go cycling' and 'go walking' activities.

Finally, our strong track-record makes compelling reading in support of this second community asset transfer to provide essential accommodation to support the growing and wide range of activities. It is a measured and realistic plan with a modest start and to build on success to develop first-class facilities as OSCA achieves further investment. We believe we are ready for further investment to build upon our achievements.



Chair

OSCA Foundation Ltd

Building on Success

***“Success will never be a big step in the future, success is a small step taken just now.*”**

Jonatan Mårtensson - actor

OSCA Foundation Ltd was formed in 2009 and established as Charity January 2011 and a new third sector Company Limited by Guarantee based in North Halifax.

OSCA stands for Ovenden Sports and Community Arena, and, as a company Limited by Guarantee, it is working towards the development of a first-class community sports hub to improve the lives, health and well-being of the residents of North Halifax through their charitable benefits and objectives.

Sport has and always will play a vital role in the development of communities, the improvement of both health and wellbeing in people’s quality of life. The earliest record of playing sport at the OSCA site was recorded as a cricket pitch in 1895-96, but, other than its long tradition as a local outdoor sport, physical activity and community venue, the land has seen little or no investment over the years. It is, however, more than simply keeping fit and developing a first-class sport and community venue but a further OSCA commitment to ‘more than sport’ which enables people to set and achieve goals which release wider potential, confidence, self-esteem and in turn inspire and lead others.

This business plan is for the development of a Pavilion in the former Forest Cottage Community Centre, to build upon the overarching whole asset development of the former Four Fields Playing Fields. It follows the first community asset transfer from Calderdale Council to OSCA Foundation in March 2012 which has proved very successful. Its continued vision and inspiration realises the vital importance of securing investment, providing opportunities and accessible pathways to physical activity and the development of the much needed first-class facilities. It fosters healthy wellbeing lifestyles and develops an affordable, first-class quality sports facilities to the people of North Halifax.

The plan outlines the strategy for the Pavilion, how OSCA Foundation intend to change and improve the facilities on site to support the further development of the impressive programmes and services introduced during the that the site was transferred to community management by Ovenden Sports and Community Arena(OSCA Ltd) in 2012.

Equally important this business plan is concerned with increasing the capacity of governance and operational delivery for the Foundation to become ready for increased and future investment.

The Pavilion will play a crucial role beyond the functional aspect of change rooms, toilets and spatial requirements. Most importantly it plans not only to create a pavilion to provide the much needed facilities to support an outdoor community sports and physical activity hub but to provide a sporting focal point connected to the community. It will lead to increased levels of engagement with local residents both in terms of service, design and delivery..... all of which positively contribute towards the social capital within the community.

Executive Summary

This community asset transfer for the Pavilion represents the crucial second stage of the development of the former Four Fields and Forest Cottage Community Centre to provide a first-class community sports facility in North Halifax. The plan for the Pavilion is designed to fit into an overarching plan and business plan for the regeneration of the much neglected site and for the creation of a community sports hub for North Halifax as a continued and much improved traditional community sports impact in the area.

The business plan for the transfer of the Forest Cottage asset aims to complement other sports provision in the area, as an outdoor community sports hub. It avoids duplication and promotes partnership working which will offer the greatest chance, at long last, to provide adequate accommodation to support community sport and health and wellbeing participation and improvement of facilities in the area.

The reforming and refurbishing of the former community centre to the Pavilion will provide essential accommodation to the increasing activities presently taking place on the whole site. It will not be a 'big bang' approach but a steady, measured but deliberate strategy to ensure first-class outcomes and sustainability.

Our model is grounded on 'bootstrap' organic development - developing by our own efforts and resources where the development of the facilities, growth in activities and participation regulates the pace of growth so that increased revenue streams do so roughly at the same rate. The asset development plan highlights the heavy reliance to raise capital infusions of cash from grants, loans and outsiders for capital improvement which in the present financial situation is both challenging and testing.

However, the growth of revenue streams will become possible through the acquisition of Forest Cottage. Our plan identifies the move to a more resilient social enterprise model so to make our money and develop new income streams from potential trading services, selling goods and services. This is critical for sustainability.

The Power to Change management diagnosis and consultancy action plan provides a significant driver towards investment readiness. It identifies how best the Foundation should develop and manage itself; to make it investment ready; to ensure it remains viable; to maintain financially sustainable; and, as a realistic and credible business case to stakeholders. The lessons learned will be critical to drive the Foundation to generate the majority of their income through trading services in order to reinvest the majority of their profits in the interests of its social mission, vision and values.

The governance has also been reviewed and the structure of the Charity and Community Interest Company is shown to provide the asset-lock arrangement for trading surpluses to be directed for community benefit by the Charity. There is still progress to be made in developing reliable and robust skill sets for future development.

Finally, year on year targets for increased participation, footfall and the development of new activities have been set to ensure continuing and vital resources of volunteers who are critical for programme and project delivery. Increased partnership with a range of cross-sector sports and health providers will add to programme delivery expertise and a strong focus on creating social impact by linking sport and physical activities to wider agendas including raising aspirations, creating social cohesion and using sport as a tool for social improvement.

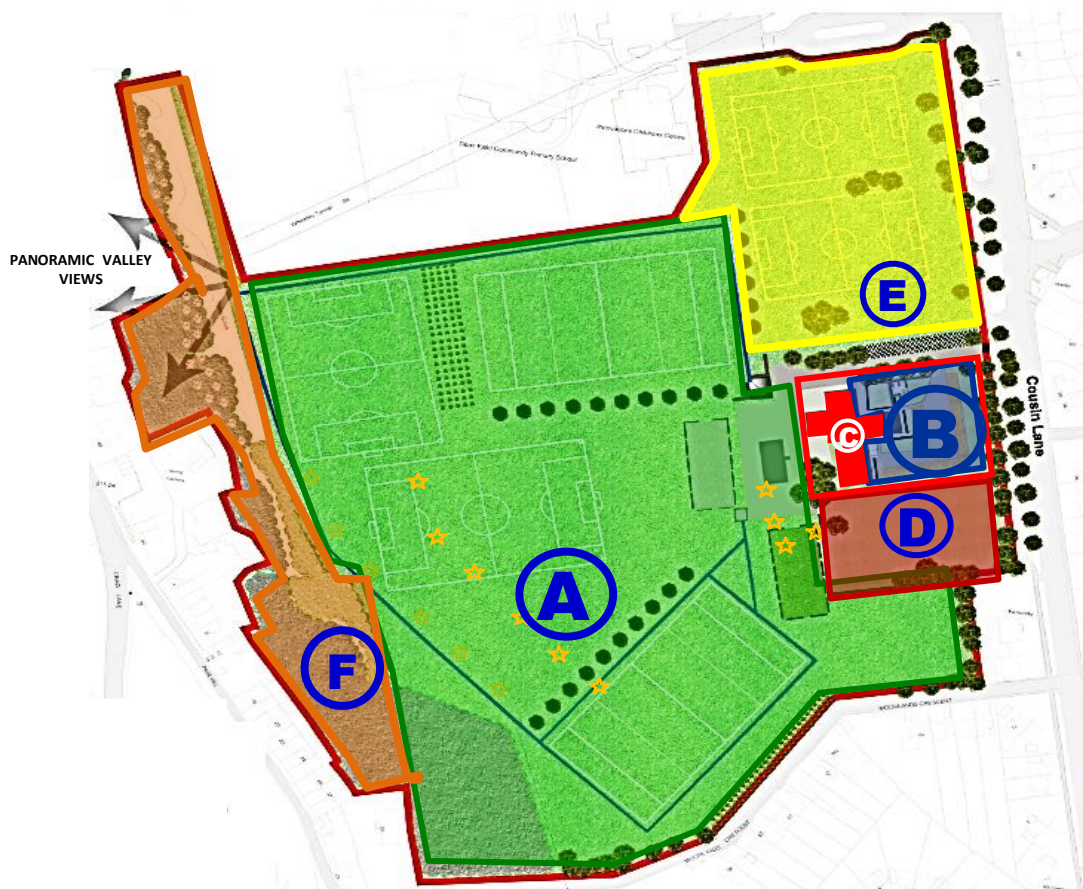
OSCA's commitment to 'more than sport' is at its heart - that sports and physical activities are more than an end in themselves and is crucial to maintaining a clear focus on not only delivering sports outputs but focusing on social, health and wellbeing outcomes.

1. Introduction

OSCA Foundation is an incorporated charity and secured the first community asset transfer of a local sports playing, Four Fields, Ovenden, from Calderdale MBC in March 2012 on an initial 42 year lease. The vision and commitment is to develop a first class sports outdoor community sports hub that will directly enhance the well-being and prospects of one of the most deprived wards in the West Yorkshire area.

The community asset transfer has been an outstanding success with Calderdale MBC agreeing to:-

- the lease of the land shaded and outlined green (labelled **A**) which expires in 2052
- the community use agreement for the land shaded blue (labelled **B**) which expires 2052
- the former Forest Cottage Community Centre shaded red (labelled **C**), and more recently,
- proposed land to be retained by Calderdale MBC shaded brown (labelled **D**)



This community asset transfer is concerned with the land and buildings comprising of the former Forest Cottage Community Centre, shaded red (labelled **C**), and the land shaded blue (labelled **B**) which is currently subject to a 42 year community use agreement. The land and buildings are bordered in red.

The area bordered orange and labelled **F** is in part ownership of Pennine Housing who has supported a business plan to develop the land in their ownership for outdoor adventurous activities. This is not part of this community asset transfer.

The area bordered yellow and labelled **E** is not part of this community asset transfer but the status to return the land to recreational use remains to be challenged.

2. Our Vision

To improve the quality of life in the communities of Ovenden and surrounding areas through physical activity, active recreation, Sport and cultural events in a first class outdoor venue

OSCA Sport and Community Development Strategy - Bring Back the Heart

Our Sport and Community Development Strategy - Bring Back the Heart - Foundation believes in the greater role that sport can play in not only positively impacting the health of our nation but equally in improving and progressing the wellbeing of our community.

The OSCA Foundation is committed to a vision and five main aims. The vision is "To improve the quality of life in the communities of Ovenden and surrounding areas through physical activity, active recreation, sport and cultural events in a first class outdoor venue."



2.1 Aims

To achieve this vision the Foundation has developed five main aims:

- Increase participation
- Performance at the highest level
- Improving health and wellbeing
- Development skills in the community
- Engage with the local community

These aims have been drawn together by the OSCA Foundation as a result of ongoing research, community consultation and a review of the area of North Halifax. The aims are focused on using sport as a vehicle to contribute to community development and social cohesion. The OSCA Foundation is committed to developing a strong community to use its assets to work together to promote the quality of community life. The Foundation's vision for sport is that of clear pathways throughout North Halifax with a commitment to partner organisations and community projects that will grow and sustain participation in grassroots sport and create opportunities for people to excel at their chosen sport.

2.2 OSCA's Trading Arm

To aid in the achievement of the above aims OSCA Foundation has developed a trading arm, Ovenden Sports and Community Arena CIC. The objectives of this Community Interest Company are reflective of the charity; namely to promote activities for the benefit of the public within Ovenden and the surrounding areas of North Halifax, the wider Calderdale district and the bordering Bradford MBC. Such benefits are to include the advancement of community facilities, community development, health and wellbeing, amateur sport and education and skills.

2.3 Delivery

This will be a community sports hub for performance and participation. The multi-sports centre will be led by four of the leading local sports organisations in North Halifax engaging the whole community, from the talented to those taking part simply for health or social reasons.



2.4 Strategy

- OSCA will engage with the local community by having a clear focus on working alongside local people to involve them in the design, development and delivery of the community sports hub activities.
- OSCA will develop activities and provision on site which promote skill development, healthy lifestyles and physical activity for people of all ages and abilities within the community.
- OSCA will create and deliver activities which respond to local demand, local affordability and long term sustainability.
- OSCA will work with local groups and organisations to deliver a range of services which focus on OSCA’s strengths and the demand for our services.
- We will develop the physical infrastructure of the site to strengthen our business model and maximise the potential on site.

3. Values

OSCA Foundation is a value-driven organisation which exists to work in partnership with the community and others to make a tangible difference in people's lives. The values by which the organisation will run the business are the same for the Pavilion as for the whole project. These are:

3.1 Focusing on Strengths

We believe majoring on the strengths and inherent potential within our communities. We understand there are issues but our intention in addressing them is to develop and celebrate what is good about the area both collectively and individually.

3.2 Building Involvement

We believe that all of our efforts will have a greater chance of long term success by designing them with involvement and engagement in mind from the start. We want to seek the right balance between skilful strategic leadership and optimum community involvement.

3.3 Promoting Inclusivity

We believe that health and wellbeing are the human right of everyone within our communities. We will endeavour to ensure to the best of our ability that our services and those delivered by our partners are accessible, inclusive and promote cohesion.

3.4 Partnership Power

We believe that none of us is smarter than all of us. We understand that in order to accomplish a shared vision for the area, the development of productive, authentic partnerships is not only useful but imperative. We will actively seek to develop long term relationships with cross-sector partners who share our passion and commitment to change.

3.5 Taking Risk

We believe that nothing great has ever been achieved without someone taking a risk and be willing to stand out from the crowd. We are committed to growing a pioneering culture where enterprise and learning is encouraged and celebrated at every level.

3.6 Thinking Big

We believe in protecting and nurturing a vision to ensure that our view of the future never shrinks to the level of our present resources. We have big hopes and dreams for our community sports hub and welcome others who share the same commitment, drive and passion

3.7 A 'community business' or 'community

As a community business to give people the power to change their local spaces and improve this community sports hub and their skills, health and wellbeing, social and economic prospects of their community in the long-term.

4. A Great Track Record

“£40,000 be reserved and ring-fenced, the monies to be then made available to Ovenden Sports and Community Arena (OSCA) to enable them to apply for external funding. The monies to be released only to fund or assist with the funding of sports facilities and that Community Services continue to support OSCA.”

Calderdale Council’s Community Services Scrutiny Committee - March 2009

Later, in August 2011, Calderdale Cabinet approved the transfer of asset of the Four Fields site as:-

- the transfer of the asset of the Four Fields site should be seen as a positive for the area of North Halifax and it will support the Council and Partners in their ambitions, especially in relation to sport participation and health, and,
- as the preferred option as it gives ownership of the asset to the local community and provides them with more leverage to draw down funding to develop the site. The value of the asset can also be used as match funding.

The 42 year lease in March 2012 transferred Four Fields, Ovenden to OSCA Foundation for community management. The new third sector organisation, as a Charity, company limited by guarantee and Community Interest Company hit the ground running to pursue its vision which had been set out in their business case - a Compelling Vision.

In the relatively short time of 3 years since the transfer of the land to community management, OSCA Foundation has achieved the first £½ million improvements and development in sport facilities in land acquisition, grants, loans, donations and pro bono services. This is a massive return on the initial investment of £40,000 by the Council and is notwithstanding the estimated 20,000 hours volunteer hours, valued in the region of £225,000 (ref CDF volunteer value £11.09)

In its vision and mission OSCA did not under-promise and in the first three years of community asset management but to the contrary it has certainly over-delivered in facilities, funding and increased participation.

In its first three years OSCA significantly improved the playing facilities from the miserable single rugby pitch by:-

- Pitch improvement Sport England completed Spring 2013 - £64,000
- Floodlit Multi Use Games Area to start early Spring 2012 - £120,000
- Access and pathway - £2,500
- Paddock Area - Pitch Junior - £6,000
- Youth activity kick-a-bout/rebound area- Section 106 - £60,000

Sports development has benefited by:-

- Grow the Game - Football
- Community Sports Activation Fund

4.1 Foundation of Excellent Management and Accountability

The trustees are supported Foundation members representing the stakeholders and anchor members.












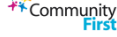

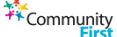




The Foundation and Community Interest Company membership represent the stakeholders in the OSCA's mission and the local community.

The commitment of Foundation's voluntary organisations – **Ovenden RLFC**, **Ovenden West Riding FC**, **Ovenden Phoenix** and **CI Adventures Ltd**, a local private limited company who provide outdoor adventurous activity.



4.2 Levering in Funding

OSCA Foundation has been successful in leveraging in the following finance and funding:-

CAPITAL ASSET		£120,000	Land Acquisition
(source – MARKET Value for Ovenden RLFC – Halifax Valuation Office Agency – DVS)			
	CALDERDALE COUNCIL	£40,000	
	KEY FUND INVESTMENT/ERDF	£60,000	
	COMMUNITY FOUNDATION FOR CALDERDALE	£1,500	
	SITA Trust	£50,000	
	BIFFA AWARD	£50,000	
	SPORT ENGLAND	£61,000	
	CMBC SECTION 106	£50,000	
	YORKSHIRE & CLYDESDALE BANK	£400	
	COMMUNITY FOUNDATION FOR CALDERDALE	£2,700	
	BEARDER TRUST	£2,884	
	COMMUNITY FIRST - OSCA Access	£2,500	
	COMMUNITY FIRST - Football Scholarships	£2,000	
	COMMUNITY FIRST - Try it 'n' Shine Summer	£1,800	
	COMMUNITY FIRST - GALS Football/Rugby	£2,490	
	COMMUNITY FIRST – WOOF (Waste Off Our Fields)	£1,077	
	GROW THE GAME - Girls Football	£4,500	
	SPORT ENGLAND(Community Sport Activity Fund)	£178,592	
	GO WALKING (tender)	£20,000	
	TOTAL	£531,443	

4.3 Support from the Private Sector

Local business and professionals have undertaken pro bono work to provide thoroughness and rigor to the management and accountability of the charity:-

	Ove Arup and Partners Ltd (Arup)	- Extended Phase I Habitat Survey
	Connect Business Finance Ltd	- Funding advice /Brokers
	Chadwick Lawrence Solicitors	- professional and supportive legal advice
	Rose Consulting	- Planning and Regeneration Consultant
	David Bythell	- Quantity Surveyor - Project management
	Lindley Adams Chartered Accountants	- Accountancy, charity & company and taxation
	Active Heritage	- Tree Planting Project
	Groundwork	Landscape Masterplan

4.4 Commissioned and Contracted Services

	Business	Services Provided
	Sport Business Performance Ltd	- key strategic, planning and implementation - main lead consultancy
	GHP Chartered Architects Ltd	- full Architects' services
	TGMS Limited & Cranfield Innovation Centre	- Playing Field Feasibility Study
	W A Fairhurst	- Engineers Transport & Travel Statements
	Mayer Brown Ltd	- Transport Consultancy
	Thornton Sports	- Sports Surfaces – Multi Use Games Area main contractor
	Alan Chappelow	- Sports Turf Specialists
	TD Jagger Ltd	- full Architects' services
	KBI UK Ltd	- Main contractor Multi Use Games Area

4.5 Going for Gold

Following the successful transfer of assets in 2012 Paralympic Gold medallist Hannah Cockcroft gave a flying start North Halifax's Olympic legacy when she opened and launched the first two phases of OSCA Foundation's ambitious plans to provide first class outdoor sport and community facilities at Four Fields, Halifax.

The first phase was the completion of the £120K Floodlit Multi Use Games Area which has been described as "providing the best playing surface in town" and a new Junior Pitch in a renovated paddock area.



The Sport England Protecting Playing Fields Pitch renovation (£61K) was also completed protecting the facility for posterity.

Phase two saw the opening of the informal Games Area (£50K) in 2014 and the launch of the Sport England supported Community Sports Activity Programme - Bring Back the Heart (£178K).

....and now.... the Next Important Step

We are well on our way with the development of the outdoor facilities, but there is more to be done. The nationally acclaimed voluntary organisation 'Groundwork' has designed our landscape masterplan and other landscape improvements. 1500 trees have been planted by schools and the local voluntary organisation - Active Heritage.

With the outdoor facilities on the move we now need the sports Pavilion which will play a crucial role beyond the functional aspect of change rooms, toilets and spatial requirements. It will provide the much needed facilities to support an outdoor community sports and physical activity hub and equally important a potential to raise vitally important income streams for sustainability.

Working in partnership will continue to be at the heart of the way we will work with our Foundation partners and the wider network of organisations. Partnership working is vital to our plan of scaling up delivery at the Pavilion in order to hit the target for increased capacity and turnover.

Since 2012 OSCA Foundation has identified and worked with a number of key partners to develop services on site, whether key partners, including departments within Calderdale Council, health, wellbeing and fitness providers and our core group of foundation partners delivering their own programmes of the more traditional sports.

We will also aim to work in partnership with other stakeholders to raise awareness of relevant activities amongst the target audience.

5. Working in Partnership

The Ovenden Sports and Community Arena is situated on Cousin Lane, Ovenden, Halifax HX2 8AD. The existing 40 year lease to OSCA Foundation - March 2012 - comprises of 5.507 hectares together with the complementary community use agreement for the community centre car park have provided the facilities for the development of a first-class sport and community hub.

During this period participation has increased four-fold as a major local sports and physical activity. It has increased participation four-fold, now 12 teams, 500 participants, 150 matches, over 840 activity sessions and a new community use asset as a developing community sporting hub. OSCA provides the headquarters and partnership working for:-

	Organisation	Membership	Activities
	Ovenden West Riding FC	3 Junior Development Soccer Nippers(Tots) Players, Parents, coaches 170 Members Senior Team to join on availability of Changing Rooms adding 30 members	Football Development Girls Football Nippers 6 to 11 years International Exchange Coach Education Safeguarding
	Ovenden ARLFC	2 Senior 3 Junior Development Players, Parents, coaches 212 Members	Rugby League Coach Education Safeguarding Touch line Management
	Ovenden Phoenix FC	1 Senior Players, Parents, coaches 40 Members	Football Ward Forum Links Charity events Chlamydia and sexual health screening Apprenticeships and employability skills Links with Fire, Police and Housing
	CI Adventures	Introduced hundreds of people to the excitement of adventure sports and delivered some fantastic and worthwhile teambuilding activities to individuals, groups, families and companies.	Bouldering, archery, ladder climb, circus skills, slack-lining, balance boards, street surfing, orienteering, team building, survival skills, hill walking, geo-caching/GPS Woodland, foot-pathways and rugged terrain activities, including rock-climbing/ scrambling, orienteering, jogging pathways cycle cross and rugged terrain biking
	Pennine Housing		Agreed in principal Pennine Housing to use Rake Bank and the land beyond for woodland, foot-pathways and rugged terrain activities,
	Bring Back the Heart Community Sports Activity	472 Participants 7380 Throughput over 3 years	5aside Football Walking Football Archery Holiday Programmes Coach Education/Development Festival Cycling
	West Yorkshire Combined Authority		Go Cycling Cycling for Health (Referral) Maintenance
	West Yorkshire Combined Authority	Lead organisation on behalf of North Halifax Partnership, Ovenden Mixenden Initiative, Threeways, Medical Centre Practice/walking Champions	Community Street Audits Walk to School Week(October) Improve streets for walking (e.g. litter pick, bulb planting, street party) Estate Walkabouts Community Wardens Visual Audits Buggy Push/Walk Orienteering Competition

6. Governance and Leadership

6.1 Company Information

Legal Status:	OSCA Foundation Ltd is a not-for-profit company limited by guarantee, registered in England & Wales and a registered Charity Ovenden Sports and Community Arena is a Community Interest Company, registered in England & Wales
Company Number:	Company Limited by Guarantee No: 7362562 (England and Wales) Ovenden Sports and Community Arena Registered Community Interest Company Registered No: 7368140 (England and Wales)
Date of Incorporation:	13 April 2011
Financial Year:	1 October to 30 September
Charity Registration:	Registered 17 January 2012 OSCA Registered No:1140246
Registered Address:	42 Crag Lane Wheatley Halifax, HX2 8TZ
Website:	www.oscafoundation.org
Bankers:	Yorkshire Bank
Volunteer Consultants	Michael Steele Adrian Rose David Bythell
Accounts	Lindley Adams Limited 28 Prescott Street – Halifax West Yorkshire - HX1 2LG
Legal Advisers:	Chadwick Lawrence LLP 13 Railway Street, Huddersfield, HD1 1JS
Lead Consultant:	Sport Business Performance Heath Lea Halifax, HX1 2BX
Architects:	GHP Architects Ltd, The Spire, Leeds Road, Lightcliffe, Halifax, HX3 8NU
Quantity Surveyor:	David Bythell
Chartered Surveyor Architect:	T D Jagger Ltd 3 Richmond House Caldene Business Park Mytholmroyd Hebden Bridge West Yorkshire HX7 5QJ
Sector Advisors:	Locality Power to Change Adrian Ashton Support Adviser - Power to Change Calderdale Council

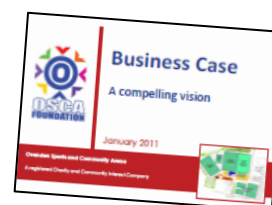
6.2 Management Diagnosis

OSCA Foundation has recently undertaken a management diagnosis with the support of Power to Change consultancy which provided a summary of the investment readiness of OSCA Foundation. It is based on the five blocks of investment readiness of Governance & Leadership, Market Potential, Financial Control, Quality and Impact.

The community asset transfer is regarded as a crucial second stage in OSCA's development. This Business Plan presents a significant challenge and in consequence the need to increase the organisation's capacity and investment readiness. We have, with the help of Adrian Ashton, a Power to Change consultant and entrepreneur, considered how we might best develop and manage ourselves to ensure we remain viable and financially sustainable, and subsequently be able to present this as a business case to external stakeholders.

The findings recognised that to date, OSCA had clearly mapped a number of the strategic drivers in pursuing its vision for a renewed community sports hub as set out in its documents 'Compelling Vision' and 'Bringing Back the Heart' against the wider operating context in which it exists and will be operating. This included:

- critically reflecting on existing local facilities and identifying the gap in provision against demand;
- identifying the benefits that it will contribute with regards to the regeneration of the immediate local (and by association, wider) locality; through discussions with other agencies, starting to identify the potential it could offer as catalysts through which these other bodies might start to offer and deliver services and activities of wider benefit;
- securing public sector interest through the initial transfer of playing fields, which is now being further built upon through the pursuit of the transfer of the adjoining buildings and land;

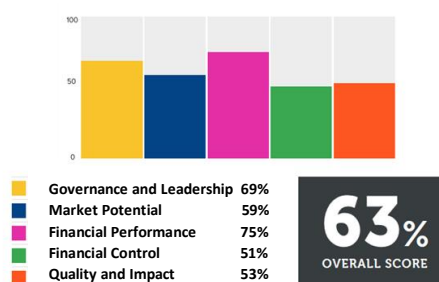


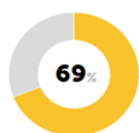
To date, OSCA has met with success in securing interest and support for the acquisition and initial development of the playing fields, and through other programmes, such as Big Potential, Power to Change, and others, can explore avenues to meet the initial development finance needs. However, it is mindful that it needs to assure itself (and others) that it will be able to sustain itself and the benefits it will create. We have therefore undertaken an agenda for change based on the five area for a greater investment readiness of Governance & Leadership, Market Potential, Financial Control, Quality and Impact.

6.3 Strengthening Investment Readiness

An assessment of our governance arrangements against investment readiness scored an overall 63% effectiveness. Having identified the relative strengths of the five pillars of governance and investment readiness in a diagnostic report, three actions were agreed:-

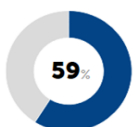
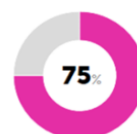
- Review and strengthen governance and leadership
- improving management and partnership working
- improving social impact measurement





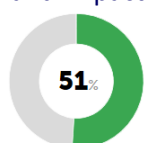
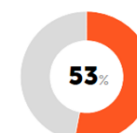
OSCA has since reviewed and strengthened Governance and Leadership (69%) as a key area that investors can look to in confidence that weaknesses are identified and action taken.

Financial performance and track record seem strong (75%) but aspects have of financial control and reporting have been identified within a financial memorandum to the board.



A review and consideration of market potential (59%) has identified some clear potential as a fundamental pillar for investment readiness.

Recommendations for Social Return on Investment will address the quality of services and the impact on the community and stakeholders. Quality and Impact (53%)



Whilst financial performance was strong (75%) there were some significant gaps in financial control and systems. A recent finance memorandum has provided a focus on for improvement.

6.4 Diagnostic Report and Action Plan



Area	Strengths	Areas for development	Action Points
Governance and Leadership	<ul style="list-style-type: none"> Recognition of own internal capacity and strengths/weaknesses range of supportive collaborative partnerships in place strong relationships with local authority 	<ul style="list-style-type: none"> skills set of Board needs to become more commercially focussed need to increase capacity of Board 	<ul style="list-style-type: none"> explore succession options draw up Board recruitment schedule and plan clarify if CIC incorporated actually needed or would detract from ability of charity to fully develop itself
Market Potential	<ul style="list-style-type: none"> detailed historical market research evidences of greater levels of demand from wider commercial customer groups than anticipated 	<ul style="list-style-type: none"> create mechanism to allow site to be managed to commercial potential without compromising local benefits test assumptions within original business model in light of changing environment 	<ul style="list-style-type: none"> refresh market research update business plan
Quality and Impact	<ul style="list-style-type: none"> utilising partners to support delivery previous experience of involvement of impact reporting on planned services and activities 	<ul style="list-style-type: none"> need system to capture and report impact being identified through different activities need to adopt quality management standard to assure performance in managing site to external financing bodies 	<ul style="list-style-type: none"> explore existing tools and standards for capturing impact from users perspective (such as Outcomes Star) identify appropriate quality management standard to pursue as part of refreshed business plan
Financial Systems	<ul style="list-style-type: none"> current systems sufficient to secure and manage investments to date external professional accountancy support available 	<ul style="list-style-type: none"> need to begin to develop management accounts on more frequent basis 	<ul style="list-style-type: none"> update systems with accountancy support
Financial Performance	<ul style="list-style-type: none"> able to secure grants successfully to date begun to employ staff 	<ul style="list-style-type: none"> no reserves or sufficient finance to employ executive staff needed to support next stages of development 	<ul style="list-style-type: none"> make application to Big Potential to explore options of social investment to support finance needs

The three areas for development are:-

- improving social impact measurement
- improving management and partnership working
- develop a proposal for Power to Change

7. Leadership

Governance and leadership has been reviewed to strengthen the capacity to take action and make judicious progress on the development of the Pavilion. Our starting point was to undertake a skills audit of the Directors and Associates of the skilled professionals and volunteers which were brought together since 2012.

7.1 The Skills Audit

	Essential/ Desirable	OVERALL	INDIVIDUAL DIRECTORS SKILL ASSESSMENT									
Essential for all members/trustees												
Communication to improving community sports hub facilities, health and wellbeing in North Halifax	E	4	4	5	3	5	5	3	4	5	5	
Ability to work in a professional manner as part of a team and take collective responsibility for decisions	E	5	4	5	5	5	5	4	4	5		
Willingness to learn	E	4	4	5	5	5	4	3	4	5		
Commitment to OSCA's vision and ethos	E	5	4	5	5	5	5	4	5	5		
Basic literacy and numeracy skills	E	5	5	5	5	5	5	5	4	5		
Basic IT skills (i.e. word processing and email)	E	4	5	4	5	5	5	4	3	3		
Should exist across the Foundation												
Understanding/experience of governance												
Experience of being a board/governor/trustee member in another charity/company/voluntary organisation/school/college/university	D	4	4	5	4	5	5	5	4	5	2	
Experience of chairing a board/ governing body or committee	D	4	4	5	4	2	5	5	4	3	2	
Experience of professional leadership	D	5	4	5	5	5	5	5	4	5	4	
Vision and strategic planning												
Understanding and experience of strategic planning	E	4	4	4	5	4	4	3	4	4	4	
Ability to analyse and review complex issues objectively	E	4	5	4	5	4	5	4	4	4	3	
Problem solving skills	E	4	4	5	5	4	5	4	4	5	4	
Ability to propose and consider innovative solutions	E	4	4	4	5	4	5	3	4	5	3	
Change management (e.g. overseeing a merger or an organisational restructure, changing careers)	D	4	5	4	5	3	5	3	4	5	3	
Holding the organisation to account												
Communication skills, including being able to discuss sensitive issues	E	4	4	4	5	5	5	4	4	4	3	
Ability to analyse data	E	4	5	4	5	5	4	4	4	4	2	
Ability to question and challenge	E	4	5	4	5	5	5	4	4	5	2	
Experience of project management	D	4	4	5	5	4	5	2	3	5	4	
Performance management/ appraisal of someone else	E	4	4	4	5	4	5	3	3	4	4	
Experience of being performance managed/appraised yourself	D	4	2	4	5	5	4	1		5	5	
Financial oversight												
Financial planning/management (e.g. as part of your job)	E	4	5	4	5	4	4	3	2	5	2	
Experience of procurement/purchasing	D	4	5	5	4	4	5	2	2	5	2	
Experience of premises and facilities management	D	3	4	4	3	5	5	2	1	5	2	
Knowing your organisation and community												
Links with the community	D	4	3	5	3	4	5	2	4	5	2	
Links with local businesses	D	3	3	3	3	2	3	2	3	5	2	
Knowledge of the local/regional economy	E	3	3	3	5	3	3	3	4	3		
Working or volunteering with young people (e.g. teaching/social work/youth work/sports coaching/health services for young people)	D	4	5	3	3	5	5	3	4	5	4	

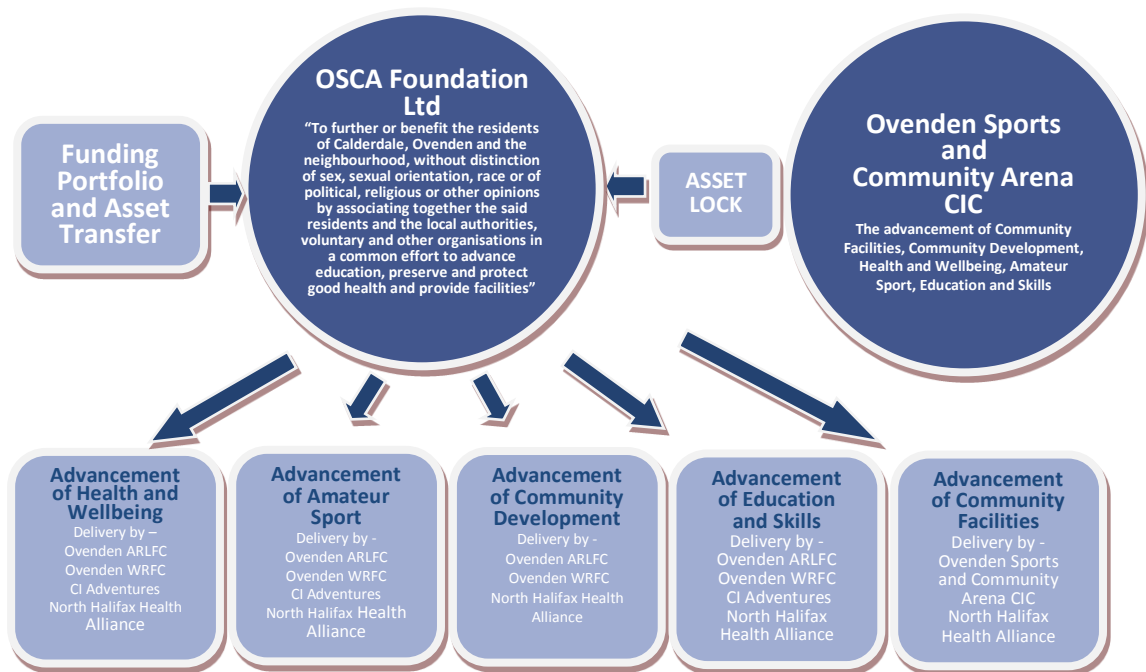
7.2 Governance Structure



OSCA Foundation confirms the governance arrangements but in response to the review we will clarify if the incorporated CIC is actually needed or detracts from ability of the charity to fully develop itself.



7.3 Our Aims and Objectives



7.4 Strategic Leadership

A recent review and strengthening of governance arrangements has put in place dedicated roles of Executive and Non-Executive Directors.

All the Executive Directors have a direct involvement in shaping strategy and in the implementation of development and plans. The Non-Executive Directors Team brings together a range of complementary business skills and experience together with strong local knowledge. Together, this expertise spans private, public and third sectors.

Working alongside the organisation’s professional advisers we are confident that we have the collective capability to deliver excellent results for the Pavilion.

A summary profile of each of the Board members is provided below.



Bryan Smith – Director, Chair and Acting Treasurer

Local resident for over fifty years. As a local ward councilor he works hard to support his local area and has taken on many public responsibilities in local government and social housing. Skills and understanding of democratic processes and chairmanship. Director of OSCA Foundation Ltd and Ovenden Sports and Community Arena CIC. Active member of Projects Management Group



Joe Collins Director and Company Secretary

Fine Art Graduate. 38 years as Qualified Teacher, Youth Worker, community education. Teaching and learning, local government, school governance, consultancy, University lecturer and Lifelong Education & Development. Company Secretary, Director of OSCA Foundation Ltd and CIC. Member of Project Management Group.



Steve Smith - Director and Joint Secretary

A former transport manager and has been the linchpin of Ovenden West Riding A.F.C. for forty two years as a player, committee member and as secretary. North Halifax Volunteer of the Year and the prestigious Halifax Evening Courier award for services to local sport.

Skills and understanding in committee work and administration of voluntary organisations and National Governing Bodies. Director of OSCA Foundation Ltd and CIC. Member of Project Management Group and OSCA lead in maintenance and management.



David Adams - Director

Managing Director of Lindley Adams Chartered Accountants and Fellow of the Institute of Chartered Accountants in England and Wales and an associate of the Chartered Taxation Institute. David reports on all financial matters and controls.



John Fisher - Director

Born in Halifax and practised as a chartered civil engineer before becoming head of a national surveying practice. More recently John has set up his own business as a management consultant, working in the construction industry and is currently studying for a law degree. Active member of Projects Management Group and provides technical advice on building, structural work and organisation/ management of the project



Helen Rivron - Director CIC

Represented Ovenden as Ward Councillor since 1990 and acts as Chair of the North Halifax Forum. She is a College Lecturer in ESOL and Literacy.

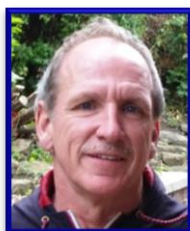
Skills and understanding in local democratic processes, safer and stronger communities, equality and community cohesion.

Contributes to social impact



Daniel Sutherland - Director CIC

Youngest Calderdale Council ward councillor and has lived in Ovenden for fourteen years. Skills, experience and understanding of local democratic processes through the many roles that he has taken in advocacy, committee representation, community engagement and a developing detailed understanding of urban planning and social enterprise.



Gerry McAdam - Director

Gerry McAdam runs his own business locally. As one of the directors of OSCA Foundation he has a vested interest in the community. He played football all his life for Ovenden clubs and managed adult teams in the past. He now runs the under 14 Ovenden girls team, an active member of Projects Management Group and provides grounds maintenance and land management.



John Hendy – Director CIC

A founder member of OSCA Foundation and contributes from his background in youth work and his expertise in outdoor education and activities. After working in the public sector Youth Services John moved to set up his own company CI Adventures in April 2009 and has since introduced hundreds of people to the excitement of adventure sports and delivered some fantastic and worthwhile teambuilding activities to individuals, groups, families and companies.



Karen Scanlon – Director CIC

A recent appointment as director and is the Chair of Ovenden Phoenix AFC who have recently become foundation partners. Karen is a neighbourhood manager and is closely involved in work and many community initiatives in the Ovenden and North Halifax.



Michael Steele - Volunteer Consultant

Practised as a Solicitor and Partner in the area for over 36 years. Michael is probably best known locally as Chair of Halifax RLFC which he has steered in its development as a 'community club'. He has extensive experience of holding office in several other charitable, not for profit and limited companies as Director, Chairman, Treasurer or secretary and a past President of Halifax Rotary Club. Michael provides guidance on legal matters.



Adrian Rose - Volunteer Consultant

Following 38 years in local government, working as a town planner and regeneration officer, Adrian has since formed his consultancy. He provides the board with advice on all aspects planning and regeneration and capital project development. He has extensive experience in marketing, development, business and economy, and project management.



Joe Baker – Lead Consultant

Managing Director of Sport – Business – Performance is a small private limited company specialising in the planning, development, strategic management and evaluation of sport and leisure facilities, services and business operations. Has provided advice, mentoring, business planning, guidance on funding strategy, and project management.



Simon Duckenfield - Community Sports Development Officer

After a career in banking Simon chose sport as a career path and completed his 2:1 degree in Coaching and Sports Development at Manchester Metropolitan University. As part of Oldham council's Sports Development department, he worked with the Integrated Youth Service and several years later he started his own sports coaching and development company before his present post as the Community Sports Development Officer for OSCA Foundation.

7.5 Organisational Structure

The proposed structure for the Pavilion is integrated into the overarching OSCA community sports hub. This demonstrates how the Pavilion will fit within the overall governance and line management structure of the whole site. In the first three years the specific staffing for the Pavilion and community sports hub will comprise a full time Business Development Manager and a full time Community Sports Development Worker.



The Business Development Manager will be responsible for effectively running the operational aspects of the Pavilion and the wider facility, developing and promoting the range of activities, line managing the Community Sport Development Officer, Site Manager and the Finance Officer and volunteers. The Business Development Manager will report directly to the Board through the Community Interest Company.

The funding for this post will be included in the re-application to Power to Change for 1 FTE(16/17), 0.5 FTE(17/18) and 0.25 FTE (18/19)

The full-time post of Community Sports Development Worker will focus primarily increasing participation of young people over 14 years which will involve community engagement, involvement and volunteering, ensuring that the OSCA Foundation develops its presence amongst local community groups, partners and local residents. They will ensure that by design and delivery OSCA focuses on using physical activities and sport as a means of increasing participation, advancing health and wellbeing, community development, education and skills.

The Community Sports Development Officer will be a qualified sports coach and sports development worker and would be able to deliver sessional activities throughout the week.

The management office and registered office of OSCA will be located within the Pavilion, thereby enabling cover during the weekdays where required. In addition to this, volunteers will provide additional support. In addition to offering local residents volunteer opportunities OSCA will also work to support the development of post 16 and apprentices looking to work in the field of sports and leisure management.

8. Social Impact

The Power to Change action plan identified the need to:-

- capture and report quality and impact through the different activities;
- adopt quality management to assure performance to external financing bodies in managing the site.

The OSCA Foundation is committed to developing its understanding of the impact it makes on the community. The organisation aims to adopt the Social Return on Investment (SROI) approach and already embeds some principles in its current practice.

OSCA plans to develop further use of SROI to demonstrate the value of its activities and why it would matter if OSCA did not exist.



We see the benefit of SROI as:-

- to allow OSCA better reflect on how well it is achieving its stated goals and aspirations;
- to support reporting on public and community benefit created as part of its annual returns to the Charity Commission and CIC Regulator, as well as part of evaluative reporting to funding bodies;
- as an encouragement to partners, volunteers, and others involved in supporting OSCA;
- to better present itself to potential funding and commissioning bodies who are increasingly interested in the outcomes and value that services and investments are creating, rather than just the types and numbers of people who engaged in them.

As an organisation though OSCA is realistic about what can be achieved with existing resources and therefore plans a phased approach to adopting the principles of SROI.

8.1 Stage 1- by December 2015

- Completing an online- evaluation to establish progress against the seven principles of social return on Investment. <http://www.socialvalueselfassessmenttool.org/>
- Consider the SORI 5 key questions at management meetings. This discussion would take place with existing Board members. Time taken- approximately 1 hour.

5 key questions

- Who changes- people, organisations and environment
- How do they change- all positive and negative changes, not just those that you intended
- How do you know- gather evidence that goes beyond opinion
- How much is you- take account of all other influences that may have changed things for the better or worse
- How important are the changes- to people, organisations and environments

8.2 Stage 2 December 2015- June 2016

The following steps could be taken within existing resources in the first year and with existing level of expertise to begin looking at the impact OSCA makes from the point of view of the changes experienced by stakeholders. The organisation will begin by looking at principles 1, 4 and 5 as these can easily be explored within existing resources.

8.3 Seven Principles

Involve Stakeholders	Everyone who changes as a result of what you do Start to identify stakeholders by group discussion as part of consultation event (Liaise with Ward Forum) Who are the people and organisations we make a difference to? - 30 minutes + preparation time.
Understand what changes	Gather evidence of positive and negative change.
Value the things that matter	Rate the importance of social, economic and environmental change not captured in financial data.
Only include what is material	Report on everything that is relevant and significant but no more. What matters to our stakeholders- structured discussion at management meeting
Avoid over-claiming	Compare results with what would have happened anyway Small group discussion with Board members/ staff / stakeholders looking at other people that contribute to our outcomes- 1 hour
Be transparent	
Verify the Results	Get others to check your results

8.4 Report and Feedback

Finally OSCA would report on these and seek feedback on the report (Estimated time 3 hours)

This could be completed in 2015/16 with existing resources and level of expertise

Approach would be reviewed at a Board meeting in 12 months' time.

Further steps 2016-18

2016/17 Evaluate year 1

Plan further SROI activities to support principles 2,3 ,6 and 7. Consider if we need to look at specialist training. 3 X 2 hour webinars £125 + VAT

2017/18

Decide if we plan to move towards Assured Status

Undertake more specialist training. 2 day Practitioner training £575 + VAT

OSCA does not intend to try to give a financial value to the targets produced in isolation as this would give a misleading picture. This would be addressed if the OSCA Foundation decided to submit a final report to the SROI network to be assured.

9. Social Need

There is no doubt that throughout many of the communities within the catchment of North Halifax, health inequalities are acute across a range of indicators. This is affected by a diverse mix of factors from accessibility of services through to the effect of multi deprivation.

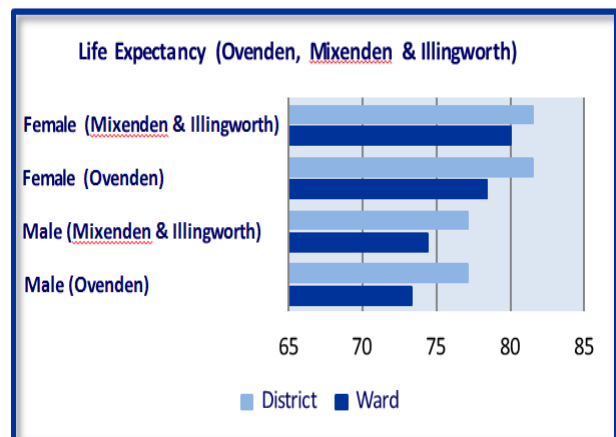
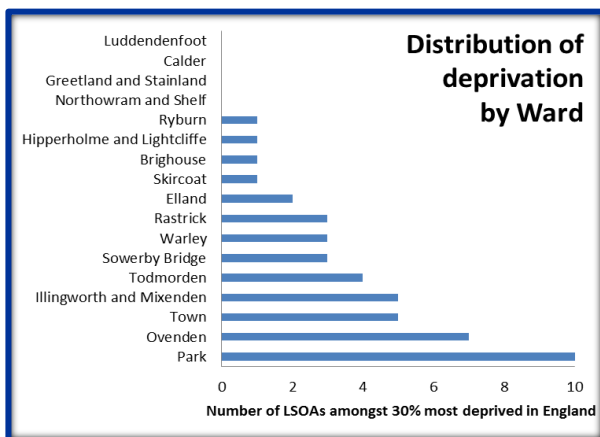
Both research and consultation conducted in 2011 by OSCA Foundation (Business Case – A Compelling Vision) established not only a clear need for the development of an outdoor community sports hub but a clear demand from local residents and that increased participation in sport and physical activity could significantly contribute to health and wellbeing.

For OSCA Foundation, this conclusion does not mean that traditional sports are not relevant in our communities. Instead it recognises that in order to achieve the levels of engagement required to impact on the health of traditionally deprived communities, the scope and focus of the organisation’s activities should be more than traditional sports and should not assume that sport is the final destination for all service users.

This vital research has informed the development plans which seek to create a blend of traditional sports and more-than-sports activities which promote the integration of physical activity and healthy habits into everyday lifestyle.

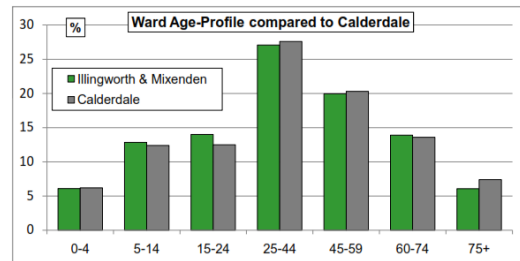
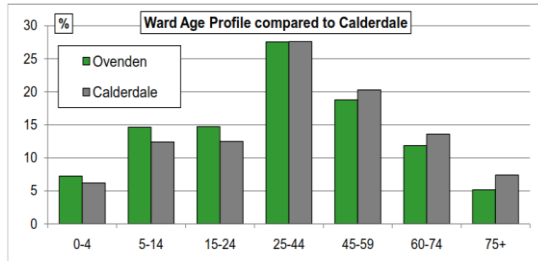
9.1 Health and Income

The research we presented in 2011 clearly identified North Halifax, and in particular the neighbourhoods immediately surrounding OSCA as amongst some of the most deprived in the country. According to the Office of National Statistics Indices Multiple Deprivation (IMD) 2010 Health Deprivation ranks 2757th out of 32482 neighbourhoods listed, with 1st being the worst affected area. This places the immediate area amongst the worst 10% in the country. This position is compounded by Income Deprivation which ranks that area 2048th, again well within the worst 10%.

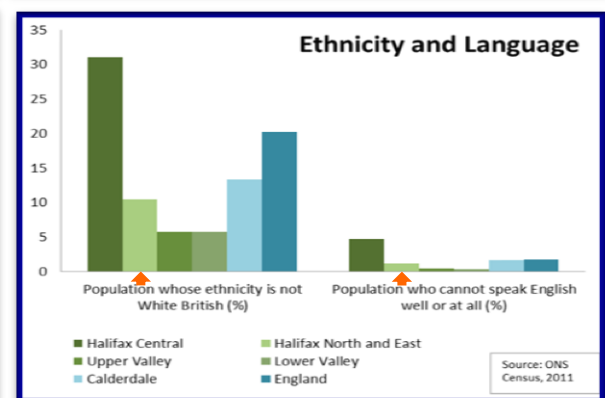
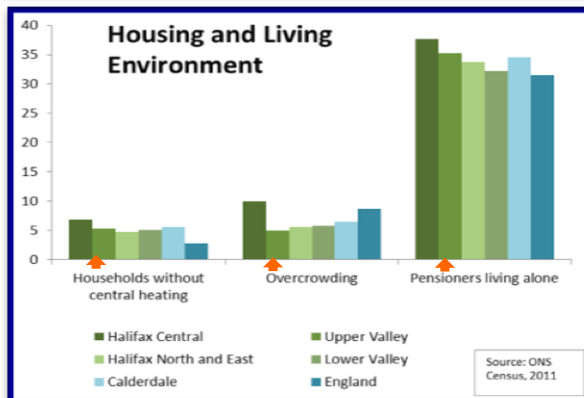
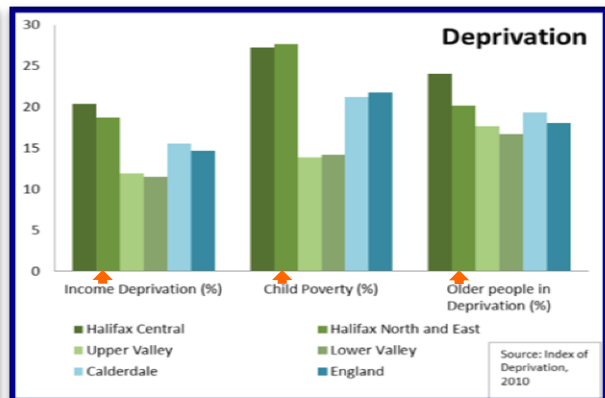
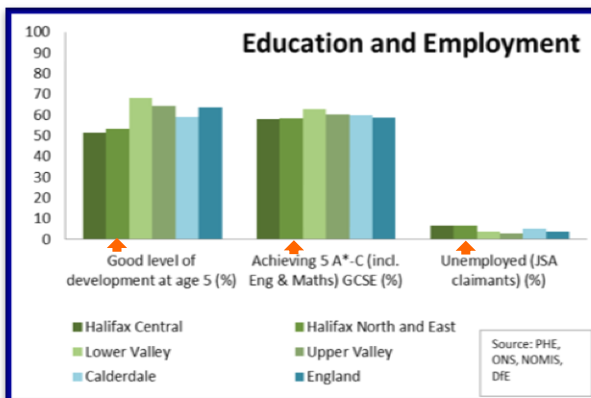


9.2 Population profile

The wider catchment of North Halifax including Ovenden, Wheatley, Warley, Illingworth and Mixenden has a total population of 37,291 people (15,945 households). The more immediate catchment for OSCA which is reflected in the pricing strategy has a population of 25,550 people although according to Sport England the population within a 2km radius of OSCA is slightly below this figure at 24,482.



The ward age-profile across Ovenden, Illingworth, and Mixenden and wards is relatively similar and represents a population which has a higher proportion of younger people aged up to 24 years than other areas of Calderdale and an average of 35% of people over the age of 45 years which indicate a future aging demographic in the area indicating a need to improve health and promote greater independence for older people.



9.3 Key Indicators

Income Deprivation	Significantly worse than England
Child Poverty	Significantly worse than England
Older people in deprivation	Significantly worse than England
Child development at age 5	Significantly worse than England
GCSE	Similar to England
Unemployment	Significantly worse than England
No central heating	Significantly worse than England
Overcrowding	Significantly worse than England
Pensioners living alone	Significantly worse than England

There are many other statistics which highlight the recognised need for health improvement initiatives in the area such as the significantly below average life expectancy (see the table above) amongst males and females. Similar high instances of adult and childhood obesity, adult smoking and unhealthy diet amongst adults. The high level indicators of health and income deprivation are key drivers to the development of the community sports hub and to this business plan. In essence, not only is public health well below average but clearly a high proportion of people live on lower incomes and are subsequently less likely to choose to spend what income they do have on sport and leisure.

Although there is other data which supports the argument for the need of OSCA in the area, the Foundation itself believe that the IMD statistics alone provide a substantive argument for the need for additional work and service provision in the area.

9.4 Sports Participation Levels

In our 2011 Business Case we presented the Sport England extensive Active People survey for 2011-2012, showing the levels of participation in sport throughout Calderdale have remained relatively unchanged since 2006 at approximately 35.7% of people averaged over this period (with a minor increase during the past 12 months). This is in line with the rest of West Yorkshire but in contrast to a marginal increase across the Yorkshire & Humberside region. However, since 2011 there has been a four-fold increase in participation in sport and physical activity on the OSCA Four Fields site. There is more recent Sport England research showing the anticipated increased participation as a result of the Olympic legacy has not happened.

The figures also show the number of people playing no sport at all had increased by 1.2 million on last year. Almost six in 10 adults still do not play sport regularly. Sport England's figures show that between October 2014 and March 2015, 15.5 million people did some kind of sport once a week, every week.

That figure hit a high of 15.9 million in October 2012 in the wake of the London Games, leading to confident claims that Britain could deliver where no previous Olympics had done and inspire a lasting uplift in participation. However, the trend is now firmly agreed to be in the wrong direction. There are widespread fears that Britain is becoming a two-tier sporting nation, with the figures showing that lower socio-economic groups are doing less and less sport.

More recent 2015 Public Health Outcomes Framework seems to confirm this downward trend. The framework is concerned with healthy lives, healthy people, improving outcomes and supporting

sets out a vision for public health. It reveals that 57% of adults in Calderdale do at least 150 minutes of physical activity a week, while 27% do less than 30 minutes.

A consequence of these concerning trends on participation is that a major shake-up of the way sport is funded across the UK is now to be considered. The suggestion is that money could potentially be diverted away from national governing bodies (NGBs) and that public funding should be regarded as a privilege not a right and should go to the organisations, such as OSCA Foundation, that can make a real difference. Sport England spends £1bn every five years to fund community sport and encourage participation.

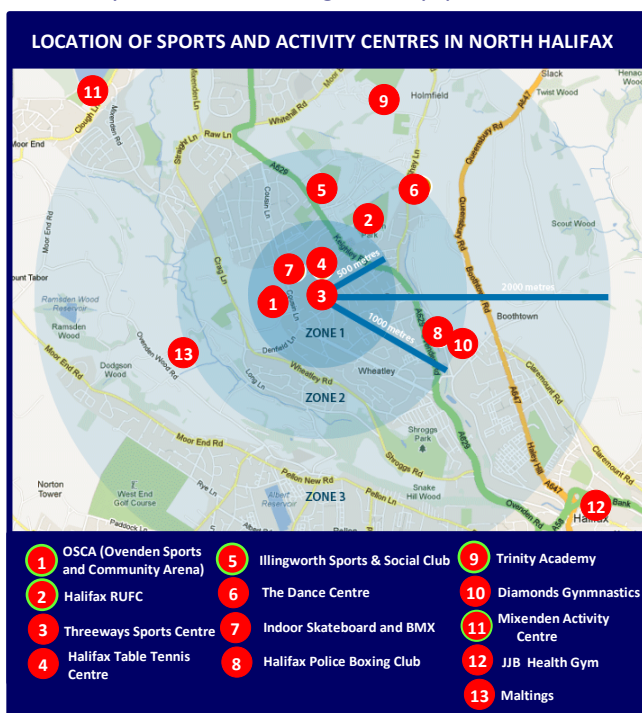
In contrast to this dip in participation OSCA Foundation has seen a four-fold increased participation on the OSCA site.

The Pavilion will provide the essential facilities to support this increasing level of activity.

9.5 Target Market

The map illustrates some of the spread and diversity of main existing activity provision across North Halifax. In addition to the activities listed, a number of other smaller multi-purpose centres such as most of which offer indoor sports activities and classes. In Zones 1 and 2 which are at a radius of 500 and 1000 metres respectively from the OSCA community sports hub there is very little dedicated outdoor sports provision despite this being largely a densely populated area. None have adequate changing accommodation meaning juniors and girl participants come changed or change at pitch side. It will target users within the 2km radius of the facility (a population of 24,882 people) and more specifically seek to more closely engage with those living in Zones 1 and 2.

● INDOOR FACILITY ● OUTDOOR FACILITY



10. Market Research

Considerable market research was undertaken at the outset which predicated the Compelling Vision Business Case and Strategic Plan (2011-2014). The Foundation was based upon significant research and needs assessment which has served the project well over the passage of time.

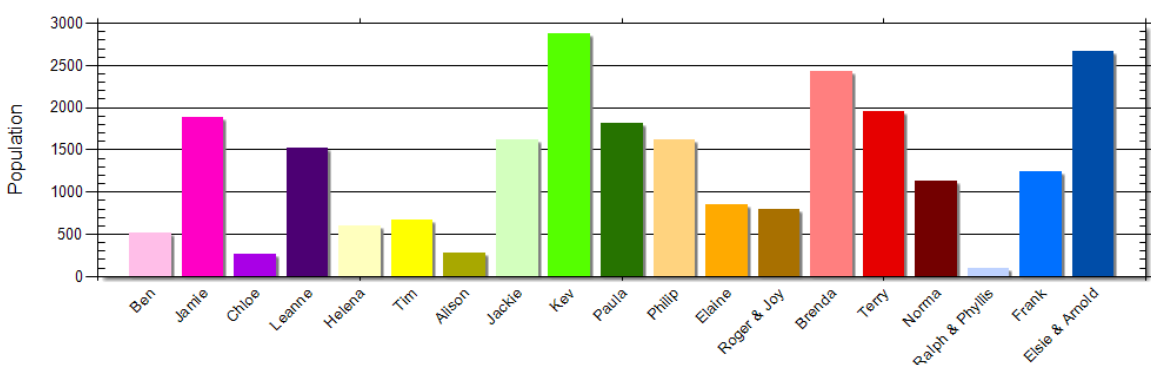
The Active People Survey was the largest sports participation survey in Europe. Sport England commissioned Ipsos MORI to carry out the survey. The survey showed that the OSCA Foundation development was at the heart of the lowest predicted growth area for sport and physical activity participation rates in Calderdale. It was a truly predictive focus.

Sport England with Experian Business Strategies developed nineteen sporting segments to help understand attitudes and motivations as to why people play sport and why they do not. Analysis of the one mile catchment area of the proposed arena site shows that there is a significantly higher proportion of segments of people interested in particular sports than the three mile catchment. It helped our understanding.

10.1 Target Segmentation

In this way the Sport England Market Segmentation tool provided a detailed profile of the local marketing within the 2km catchment radius of the OSCA Foundation Four Fields site and the Pavilion are targeting. Sport England created a series of ‘typical person profiles’ which encapsulate traits of people groups in the area such as age, values and motivations, lifestyle preferences and propensity to engage in sports and active lifestyles.

The data generated for the catchment area is shown in the table below. OSCA Foundation has highlighted the top profiles in the area based on population levels. These top profiles account for over 50% of the local population and would be the focus of targeted marketing within the next 2 years the project and each would gain significant benefits from the Pavilion accommodation.



‘Jamie’ is the name given to what Sport England refers to as ‘Sports Team Lads’. These are typically young adults for whom sport is part of a social lifestyle. The data shows that 50% of this people group actively engage in Football/Rugby or regularly attend a gym or fitness centre. This profile is generally already active with almost 60% taking part in some sport at least once a week. For the OSCA this people group represents potentially a high proportion of service users and are usually attached to competition teams/leagues and season participation This participation is combined with opportunities to volunteering in exchange for benefits and supporting coaching/mentoring and management roles.



'Kev', aged between 36 and 45, represents the largest market segment in the area. Kev is part of a group which are far less active than Jamie with 57% of this group not undertaking any exercise over the last month. If Kev is to participate in sport he is more likely to go to the gym or play football.

Men's health is a particular focus for OSCA and Kev who lives a predominantly sedentary lifestyle (thereby affecting public health statistics in the area).

Perceived barriers to engagement include cost of accessing sports and the lack of appropriate physical differentiation. OSCA Foundation have introduced sport derivatives such as Walking Football and Masters and Touch Rugby to encourage re-engagement in an active. In wider participation this group provide volunteering in exchange for benefits and supporting coaching/mentoring and management roles.



'Brenda' is the name given to the profile which represents older working women mainly aged 46-55. She has a much lower participation than either of the first two profiles with 73% of people in this category not having engaged in sport in the last four weeks. Most people engaging in sport in this category are likely to choose swimming, but 18% are likely to want to use a gym. Two of the key motivations for Brenda to engage in sport are weight loss and friendship. There

is a large number of inactive people in this category and this is reflected in active participation at OSCA but they are well represented in spectator and team support roles such as team and touch line managers, administrators, and, dare I say, the indispensable 'tea-ladies'. OSCA is keen to engage this group in new programmes of go walking, orienteering, geocaching and the outdoor gym and trim-trail. The Pavilion would enormously benefit one of the key motivation of friendship and certainly some derivatives which would benefit from aggressive weather conditions.



'Terry', aged 56-65 is slightly less active than Brenda and again prefers swimming if he does take part in regular sporting activity. Whilst price is often seen as a barrier to sports participation one of the main reasons people in this bracket don't participate in sport is due to illness, injury or disability. The Foundation is supporting referral schemes such as Better Living/Upbeat and Cycling for Health, Walking Football, Orienteering and such like.

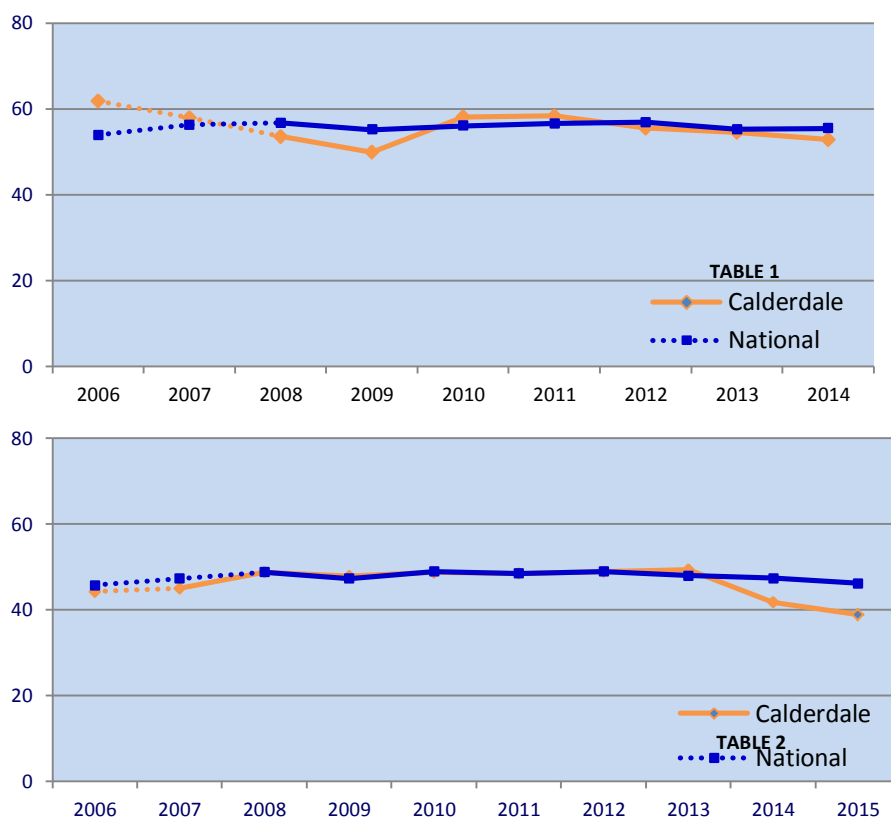


'Norma' and 'Terry' are the names given to what Sport England refers to as 'Later Life Ladies' and 'Twilight Years'. They are retired with some basic income/ pension and enjoy lives but with limited sporting opportunities. OSCA is again keen to develop appropriate physical activities of go walking, outdoor gym, dog walking, orienteering and walking football.



Children and young people remain the major group of participants at OSCA. Taking part in sport is well established in the school curriculum and the tables below show children participants(table 1) and 14-16 year olds(table 2). Whilst participation rates nationally remain relatively level for Calderdale children, since 2011. The 14-16 year old participation, however, shows a decline a decline in 2013 and 2014.

10.2 Young People



Evidence shows the competing demands on young people’s time and the pervasive influence of new technology. ‘Sport’ is finding it difficult to maintain let alone build its ‘market share’ of the total leisure time budget available to the young. To maintain its place as a dominant behavioural choice amongst young people sport and OSCA will adapt its offer and its image in ways that appeal and take advantage of and work effectively with an increasingly connected ‘social media world’ where the traditional boundaries between passive interest, doing, playing, watching and engaging are increasingly blurred.

Research shows an emerging trend toward more ‘lifestyle’ related sports which reflect individualisation and demand for opportunities outside of the traditional sport offer. Although participation in traditional sport continues to increase at OSCA there is a significant disparity in the sporting opportunities which are open to the different socio-economic classes. Young people growing up in England’s highest-earning households are more than twice as likely to receive sports coaching and take part in organised, competitive sport, than those growing up in the lowest-earning households.

OSCA is to actively engaged in addressing this. It has made a three year appointment of a Community Sports Development Officer as part of Sport England’s Community Sport Activation Fund which is developing programmes and new initiatives such StreetGames¹ which uses doorstep port - sport brought close to the home to young people in disadvantaged communities at the right time, for the right price, to the right place and in the right style.

¹ StreetGames is a sports charity that changes lives and communities which give sports and volunteering opportunities to young people in disadvantaged communities across the UK. Doorstep sport is StreetGames’ delivery method, whereby we bring sport close to the home in disadvantaged communities at the right time, for the right price, to the right place and in the right style. StreetGames gives young people exactly what they’re seeking – the chance to enjoy sport, give back to their communities and aspire to greater things. The enthusiasm that this breeds leads to an increase in sports participation and a recognition of the enjoyment that can be gained from taking part in sport.

11. Consultation

From 2012, as part of the development of both the organisation and the overarching business case for the existing asset transfer and in preparation for the proposed asset transfer of Forest Cottage Community Centre, OSCA Foundation have worked closely with representatives from local partner organisations and members of the community. OSCA have been active in Area Forums and PACT meetings and our foundation partners feature regularly in the Halifax North and East blog which covers the Calderdale wards of Illingworth & Mixenden, Northowram & Shelf, Ovenden, and Warley. This level of local dialogue is strengthened by the Power to Change consultancy which brought a national scrutiny and strategic to our direction of travel.

The purpose has been six-fold:

1. To raise awareness about the organisation and what it is aiming to achieve in the area
2. To continue the process of community engagement with existing and potential service users
3. To provide stakeholders with an opportunity to offer their views and opinions about where they see the need and to offer their comments and ideas
4. To explore potential partnership and collaboration in order to enable us to scale-up the provision in the sports centre within the first year
5. To strengthen governance, financial procedures and social impact
6. To adopt potential trading and revenue generating services and activities to assure OSCA's future, ongoing viability and sustainability and to improve the community sports hub.

14.1 Engagement

In this way OSCA Foundation has engaged with a range of stakeholders including public sector partners, local third sector groups and local residents and their own foundation partners in the following ways:

1. Individual meetings and informal conversations
2. Member and Foundation Partner Representation
3. An initial social impact report and the more recent commitment to strengthen a social return on investment approach
4. A community survey completed by hand and online - Right Vision, Tight Time, Right Place
5. One to one discussions with local residents, dog walkers and users of the facilities
6. Consultancy Report by Power to Change²
7. Collaborative Consortia with the embryonic North Halifax Health Alliance

² The Power to Change, a new independent charitable trust, set up with a £150 million endowment from the Big Lottery Fund awarded 4 days of support to put forward a discussion note, structured the framework for developing sustainable sports facilities and how OSCA might best develop and manage itself to ensure it remains viable and financially sustainable, and subsequently be able to present a business case to external stakeholders:

12. Consultation Findings

12.1 Findings

The main findings and outcomes from the range were:-

1. The priority ranking remains the same as the 2012 surveys and on line consultation although developments in local partnership organisations and providers have informed OSCA Foundation’s response and service provision.
2. The increase in participation in sport and physical activity and the outdoor community sports hub continues to be evidenced as too the priority to first class facilities
3. The priority to first class facilities is consistent to the Sport England’s special recommendations for sports pavilion. An additional feature was raised to include bespoke changing facilities for women.

PRIORITY	STRATEGIC AIM	AVERAGE RANK
1 st	Increase participation in sport and physical activity	1.4
2 nd	First class sports facilities	1.8
3 rd	Improving health and wellbeing	2.6 (42% ranked 2 nd)
4 th	Engage with the local community	2.6
5 th	Performance at the highest amateur level	4.1
6 th	Develop skills in the community	4.3

1. A priority remains for the present leaseholders to provide pavilion facilities in the face of their worn-out and dilapidated changing rooms and clubhouse. This was accepted in the early discussions and the within the 2012 lease with Calderdale MBC that Ovenden ARLFC would immediately surrender and yield up to OSCA with full title guarantee all its estate interest and rights to the ORLFC Property. This Asset Transfer will provide the opportunity for this provision.
2. The high priority was reflected in the online survey of a 90% response for first class sports facilities which have always been particularly high with foundation partners and existing users. More recently individual and organisation approaches identify and require changing facilities - Junior players and participants have none available whilst senior teams can no longer be accommodated on the OSCA site.



12.2 Options

Of the list of 20 options the following proved the most popular:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Health projects 100% • Fun days 86% • Events to benefit the community 86% • Performing arts 71% • Bike rides 71% | <ul style="list-style-type: none"> • Sporting events 86% • Cross country runs 71% • Bank holiday events & gatherings 86% • Festivals 71% • Sports day 71% |
|--|--|

12.3 Local Support

Hi OSCA

I am writing as a ward councillor, as requested, to offer support to OSCA in its continued determination to provide much-needed, high quality sports facilities for the Ovenden community, and, in particular, for its young people. Over the years, OSCA has demonstrated its ability to plan effectively the development of the site so far and will, I'm sure, continue to do that in its future ambitions for an asset transfer. I agree with my colleague, Councillor Rivron, that the long-running issue over the land previously occupied by the old Dean Field school needs resolving as soon as possible in order that this project can proceed quickly and effectively. I hope that this ambitious plan will now move ahead through the Council's agreed procedures without any unnecessary delays.

Councillor Anne Collins

Dear OSCA

I am writing to offer my full and ongoing support of the OSCA project. In my opinion OSCA has been an absolutely tremendous success; this is mainly due to the hard work and ongoing commitment of everyone concerned. The transformation of the site has given the residents of North Halifax a fantastic sporting experience and the opportunity to expand this facility will have such a positive impact; you are certainly reaching out to a vast number of people. The number of users has grown rapidly which is great to see. I was thrilled to hear of the fantastic grant you have recently been awarded by Sports England. I would like to see the council support OSCA with a resolution to resolve the issue of the old Dean Field site; that has been left hanging for 10 years now. The opportunity to transform Forest Cottage into a Pavilion will enhance the whole project and widen the range of activities on offer to the community as a whole. From speaking to residents in my ward; the feedback I receive is fantastic. They really appreciate the hard work and dedication of the committee in giving them a real great sporting hub that is easy to reach within their local area. You are actively promoting a healthy lifestyle and community engagement, which is vital in an area that suffers from a lot of disadvantage; this can only have a positive impact on health and wellbeing. I look forward to seeing the new development move forward now and would like to pass on my appreciation to the committee for their hard work and dedication to the OSCA project.

Kind regards
Cllr Lisa Lambert

Dear OSCA

The OSCA Foundation has been one of the most inspiring and successful projects that North Halifax has seen in recent years. Through the passion and drive of those involved we have seen investment brought into the area and most importantly OSCA has reached out to the community, particularly young people, and engaged them in positive sporting activities. The group recognises the challenges that we face in North Halifax around social exclusion, physical inactivity and anti social behaviour. Through its constituent clubs and upgraded facilities they have been able to start changing lives in the area and thanks to the boldness of the vision I believe it has left many inspired about future possibilities.

OSCA has faced challenges on the way, it has overcome many but there are still more to go. I would hope that the Council would be able to find a solution for Forest Cottage, the former Dean Field site and surrounding land which supports OSCA and allows all parties to meet their aims. I believe that such a solution is both possible and desirable and needs to be dealt with as a priority.

OSCA continues to deliver its aims and objectives for the area in what is a difficult funding climate through the hard work of volunteers and the groups they work with. They have and continue to have my full support in their endeavours and if in any way I can be of assistance to help overcome the issues outlined in the letter I received then I shall be more than happy to.

Regards,
Cllr Daniel Sutherland

Dear OSCA

I am writing to offer my full support to OSCA's campaign to secure the development of the proposed sports pavilion and changing rooms.

I fully recognise the excellent work done by OSCA in securing £600k of external sports investment and completing its initial capital projects. I would particularly wish to applaud its unparalleled success in increasing participation in such a short time. Increasing the low level of participation in sport was one of OSCA's key targets and it has succeeded beyond all expectations. This is an example of good practice to be extended and developed.

I am very concerned that the issue of the former Dean Field School site still remains unresolved after more than 10 years. It is particularly important that this land is secured for sports and recreational development to benefit the people of North Halifax. I would want an early assurance that this commitment will be honoured.

You have my total support in extending the OSCA footprint and continuing with your excellent work of developing an outdoor community sports hub in North Halifax.

Yours sincerely
Helen Rivron
Ward Councillor - Ovenden

12.4 Finally

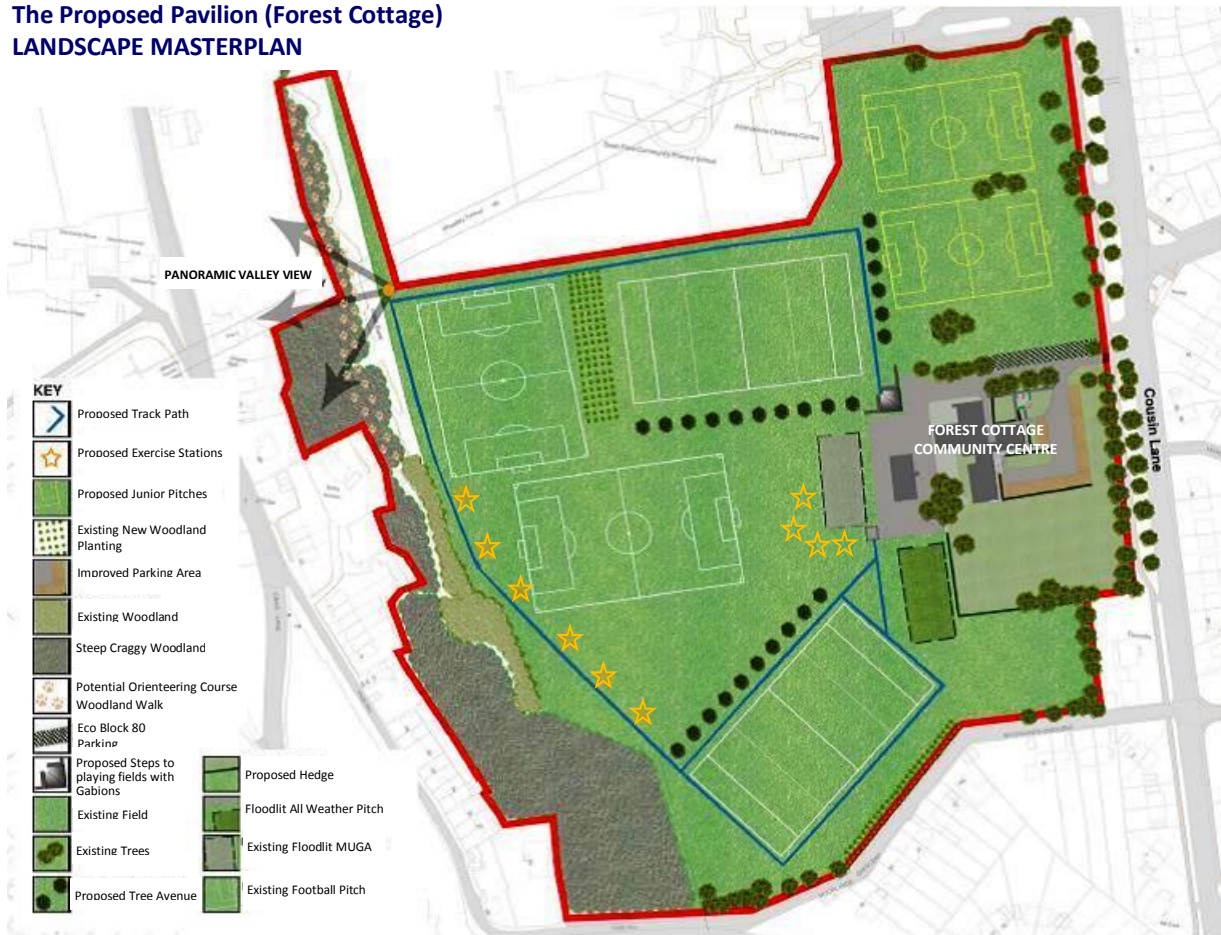
A final and most insightful consultation supported by Power to Change set out a challenging agenda to:-

1. critical reflect on existing local facilities and identify the gap in provision against demand;
2. identify the benefits that it will contribute with regards to the economic regeneration of the immediate local (and by association, wider) locality;
3. discuss with other agencies, starting to identify the potential it could offer as a catalysts through which these other bodies might start to offer and deliver services and activities of wider benefit, and,
4. having secured public sector interest through the initial transfer of playing fields, which is now being further built upon through the pursuit of the transfer of the adjoining buildings and land;
5. develop the facilities which have been spurred by a historic under-investment in the sporting facility. OSCA therefore faces challenges in not only raising finance and investment to sustain the site.

OSCA Foundation needs to assure its future and ongoing viability and sustainability by considering potential trading and revenue generating services and activities by using creative and entrepreneurial approaches as a community business to improve the community sports hub.

13. Landscape Plan

The Proposed Pavilion (Forest Cottage) LANDSCAPE MASTERPLAN



This business plan is concerned with the former community centre building itself to provide a sports pavilion to serve the outdoor community sports hub.

The intention is to transfer, redevelop, re-launch and open the Pavilion to provide support services to the outdoor community sports hub. As an asset transfer project the outdoor facilities have seen impressive development and the addition of the transfer of the Forest Cottage building will provide a further concerted effort to the achievement of a first-class outdoor community sports hub. Financial and other assumptions are built into the profit and loss and balance sheet forecasts and are detailed alongside the forecasts to clearly illustrate the critical dependences underpinning the business plan.

The business plan together with OSCA Foundation goals and associated timescales to transfer the Forest Cottage asset assume that it will be able to effect the finalised asset transfer no later than the end of September 2015, enabling the management of the site to transition to Centre, notwithstanding the legal arrangements and the timescales of the present services vacating the building.

14. The Asset Transfer - the Pavilion

Forest Cottage building lies within the Open Space in the Urban Area as designated in the Replacement Calderdale Unitary Development Plan at wildlife corridor and cycle path of interest. It has a long standing tradition of providing community provision to the Ovenden/Ilkley wards in North Halifax.



The centre itself was one of the first voluntary community associations supported by the former County Borough of Halifax which continued to provide financial support until its demise in the 1990's when Calderdale Council populated the building with office accommodation for the Young People Service and to provide a base for youth work activities in North Halifax. Some limited community activities remain but not particularly those serving the immediate local neighbourhood.

Being within, or adjacent, the Open Space in the Urban Area, as such, allows development proposal located within open space providing certain criteria are met. This proposal meets the criteria to support recreational or sports use where it does not detract from the open character of the area. The development of the site and the Pavilion maintains and enhances visual amenity and does not prejudice the established function of the area. The proposed development is critical for the continuation or enhancement of established uses for recreation, leisure or nature conservation which would result in community benefits and where the proposal maintains the open character of the area and maintains or enhances visual amenity.



The proposed building and site is at the centre of the Calderdale area with the lowest participation in sport.

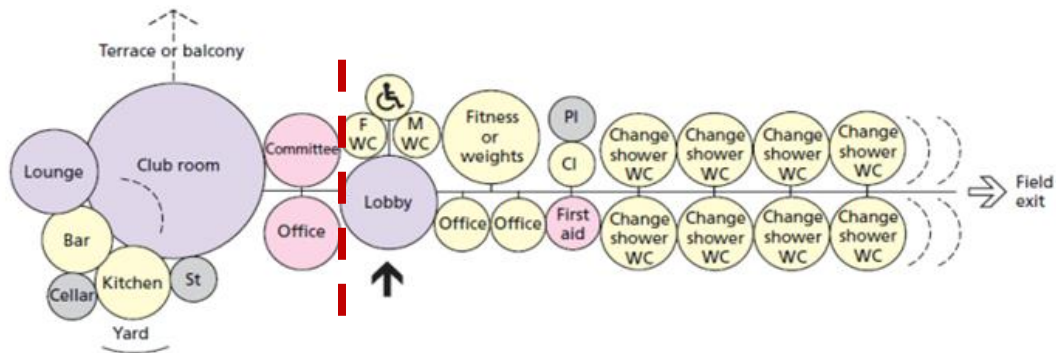
Despite the optimism of increased participation following the Olympic legacy, the participation in sport and physical activity remains low and has shown little increase.

The local map (across) illustrates the 1 and 3 mile radius areas of low sports participation in white, and, high in blue. We revisit the strategic importance of the OSCA site to participation and sport in Calderdale which came into view from the largest sports participation survey in Europe.



The Pavilion focuses on the support of outdoor activities and will provide the Sport England recommended accommodation of 16m² for Association football and 20m² for Rugby League. The accommodation area sizes take into account the all-weather and future full-size artificial turf pitches which need to respond to high-intensity use.

The accommodation will also follow Sport England Spatial Relationship in Sport Pavilions recommendations:-



This forms the second overarching stage for the overall development of the OSCA site the plans is for reforming and refurbishing the former community centre to the Pavilion. This will be phased, realistic and established upon the present condition of the building. The building still accommodates the base for the North Halifax Youth Workers and offers Young Parents' Group, detached youth work, work with play workers, conference and meeting rooms which are available for hire.

We believe with a relatively minor capital project some areas of the building could provide the facilities we need and contribute to the long term sustainability of the Foundation. A possible start to the accommodation and capital financing model can be seen in the initial licencing agreement with the Council for part of the building to accommodate Bring Back the Heart community sports project and the development of the Cycle Hub and changing rooms

15. Whole Life Costing

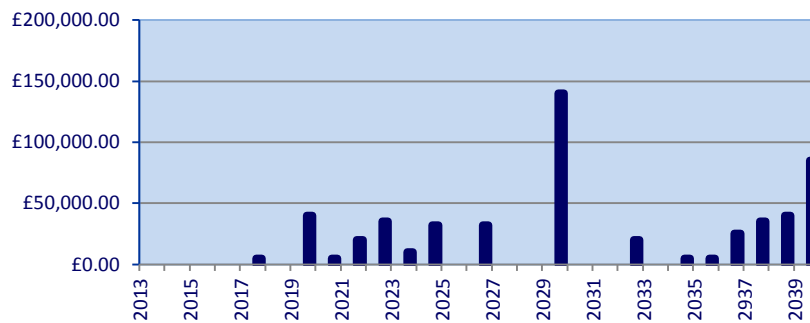
The whole life cost data and replacement cycles used in the building calculator are based on standard industry data and represent an ‘average picture’. The data is based on the features of the building as they stand and we have to build in the Calderdale maintenance stuff plus any other maintenance, repairs, rates and management costs taken on information from Calderdale Council from their last Stock Condition and Statutory Compliance Report. Further accuracy would require further analysis and assessment.



15.1 Spend Breakdown

	COST	Cost (m/yr)
Initial Investment	£0	£0
Total Whole Life Costs	£562,800	£23.07

15.2 Annual Spend

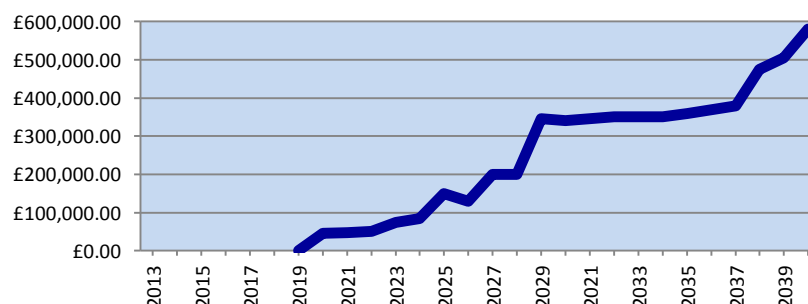


We need to determine other maintenance, repairs, rates and management costs currently covered by the Council. These have been identified and built at current levels into the 5 year profit and loss forecast :-

Energy Costs	£11,051
Rent and Rates	£4,908
Water Services	£3,744
Alarm monitoring ad Fire Equipment	£1,265
Intruder Alarm & CCTV	£1,527
Repairs and Maintenance	£10,422
Insurance	£2,500
Equipment and IT	£1,200

The assumptions used for the different building components within the building calculator only refer to scheduled works within a life of the building and reference to reactive repairs, maintenance and building costs are based on 2014/15 actuals.

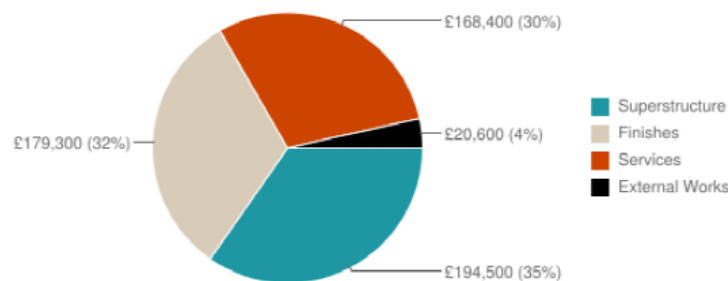
15.3 Cumulative Spend



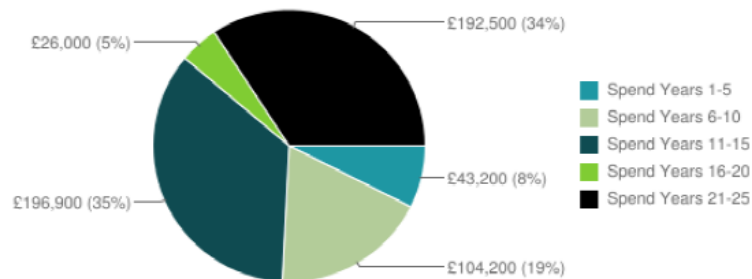
The substructure includes the foundations of the building. The building calculator assumes that there are no scheduled life cycle works attributed to this category over the life of the building but the following compliance and regulation have been put in place for the current financial year:-

- Fire Alarm, Securifier 4 Zone Control Panel, 8 manual call points, 4 heat detectors, 14 sounders, 1 smoke detector and 1 gas isolation switch. Some battery operated detectors have been put in place as the system is life expired.
- Gas , serviced by NVES 22.04.15
- Electrical test completed 07.07.15
- Thermostatic Mixing Valves 7 off, due to be serviced by Phillip Dawson Plumbing.
- Legionella Risk assessment, classed as 'B' site, programmed for 06.07.15.
- Water monitoring, completed monthly.
- Asbestos PAMP review, annual review completed.
- Fire Extinguishers, Walker Fire, 3 water, 4 foam, 4co2, 1 powder and 2 blankets serviced.
- Intruder alarm, Scantronic/grade 3 system/ Redcare monitored, serviced 05.11.14, completed recently or slightly overdue.
- Emergency Lighting, Rex, Full discharge test completed On 03.02.15.
- Fire Dampers, inspected by G B Air Control. Feedback in August 2015.
- 3 steel shutters serviced by Shackleton and Mortimer 27.11.14
- The property is on this asset List for annual gutter cleaning.
- Lightning protection, contract awarded - annual checks completed in August 2015

15.4 Spend Type



15.5 Spend Over Time

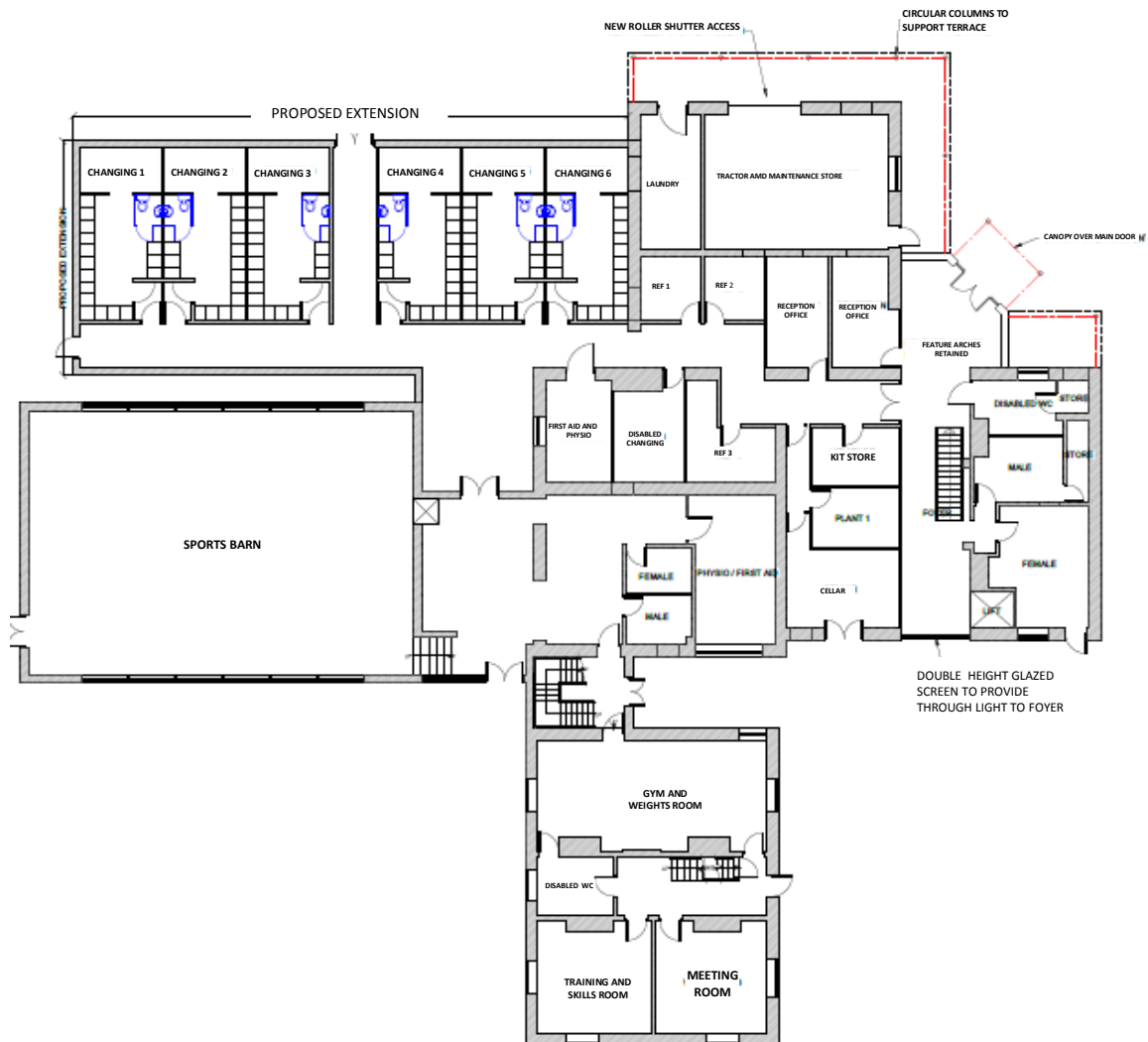


16. Our Plan - Cottage to Pavilion

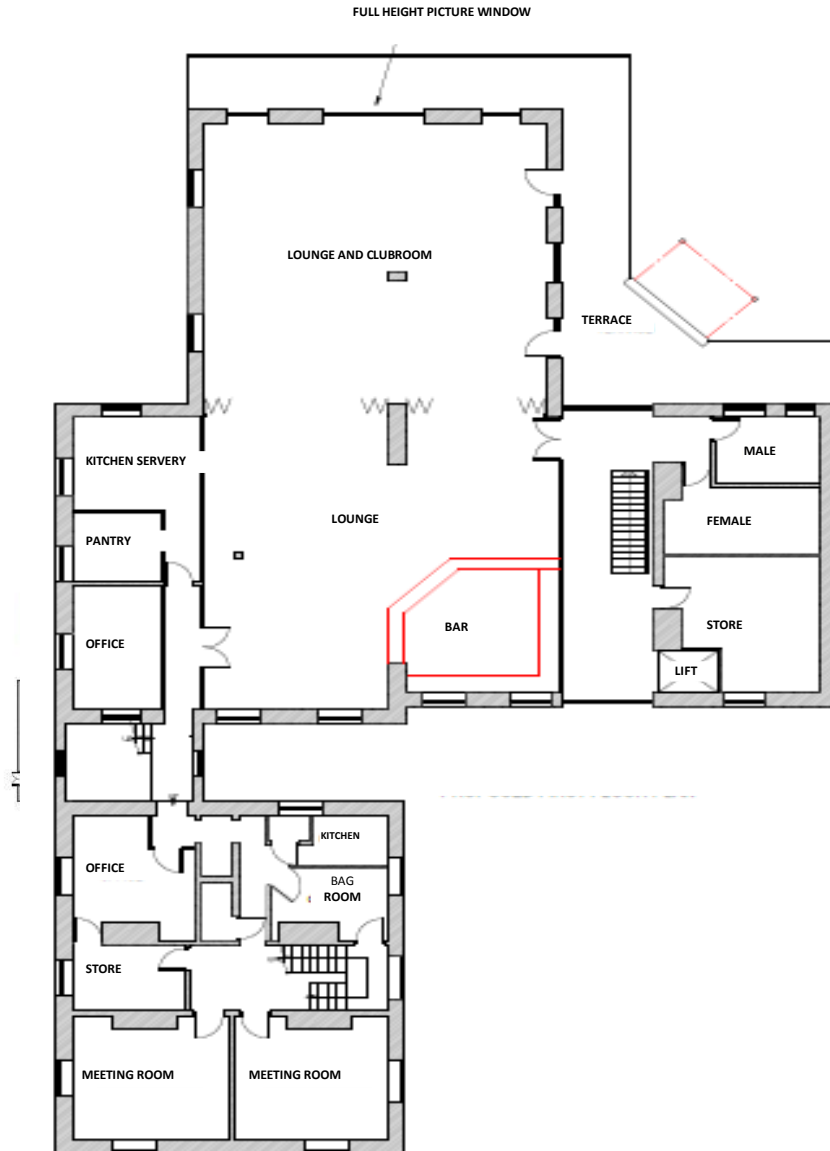


SCHEMATIC ELEVATION

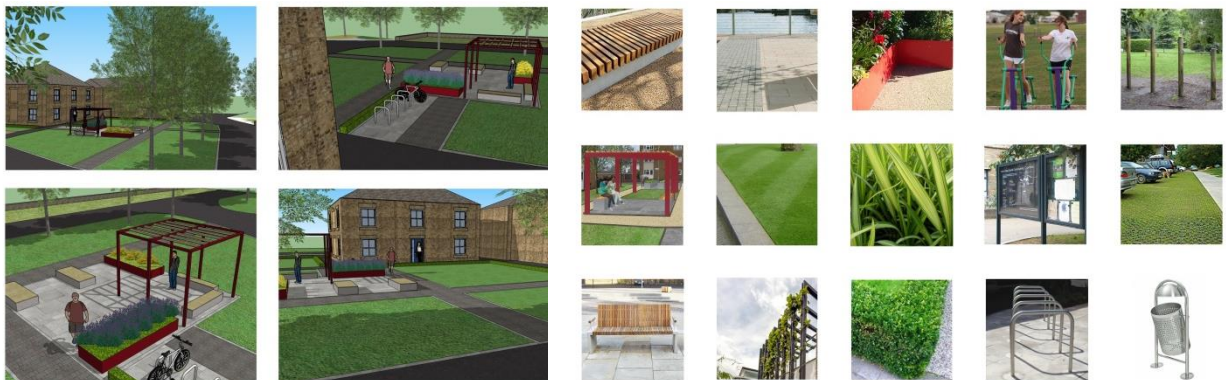
16.1 Proposed ground floor plan



16.2 Proposed first floor plan



16.3 External and Image Board



17. Services and Products

17.1 Potential Revenue Trading Activities

1. Site Management	Part of the land adjoining the site is in the ownership of Pennine Housing – as OSCA would be maintaining and developing its own site, there is clear potential to offer a grounds maintenance service to Pennine Housing to also maintain (and develop?) their land
2. Hire of Facilities	various other sporting groups (football clubs, cycling groups, etc) have expressed interest in OSCA's existing and proposed facilities leading to the potential that parts of the site could be hired out for specific events that would be managed by others, but create additional opportunities for local residents through their being staged; rooms and facilities could also be hired out to other community groups and for corporate functions; the site could also be used as a venue for wider community galas and festivals, with revenues being generated from the hire of 'pitches' to traders and stall holders
3. Social prescribing/personalisation	The range of sports fitness and exercise facilities being developed on the site, there is potential for OSCA to become an approved provider of well-being services that could see individuals making use of these facilities and paying for them through budgets associated with their personal health and care plans – however, specific packages of support would need to be developed and resourced against these. The Foundation has recently had some success in this area with delivering Go Cycling, Cycling for Health, on its own site, and winning the tender on behalf of Ovenden, Mixenden and Illingworth. This is seen as the forerunner to a North Halifax Health Alliance to work with the Calderdale CCG for the benefit of local people.
4. Employability support	Through its sports facilities, the site could be offered as a venue through which employability programmes could be delivered with a focus on employment in sporting industries
5. Catering and hospitality	Catering services would be offered to matches and other events taking place on the site, as well as offering additional cafe facilities for visitors and residents in the local area. Events, celebrations and sporting dinners for foundation partners.
6. Membership programmes	An annual 'friends of' subscription package which would offer discounts, advance notices, etc to individuals. It could be extended to corporate sponsorship packages that would be linked to supporting the costs associated with maintaining and/or developing pitches/rooms, with those facilities subsequently being named after the supporting company.
7. Schools education programmes	A suite of curriculum-mapped learning programmes could be developed and offered to schools and post 16 centres that use sport as a focus for educational activities, rather than just offering the use of facilities for their sporting events or a combination of both.
8. Inclusion programmes	a range of activities and programmes could be developed and offered to housing associations to support them in their remit of fulfilling the potential of their tenants through using sport and physical activity as a means of engagement and personal development
9. Transforming rehabilitation	Sporting activities are generally highly popular with offenders, so contract opportunities could be sought to offer support to ex-offenders through offering their access to sporting and fitness facilities as part of their rehabilitation
10. Car park charges	On days when matches are being played, demand for car parking will be high, and so OSCA could offer some of its onsite parking facilities for a charge for those that wished to park adjacent to the site, rather than in neighbouring streets and roadsides
11. Office/workspace rentals	Depending on how the site and buildings are developed, rooms could be offered as offices/workspace for rental by local businesses/community groups – this would create the benefit of having ongoing activity and presence on the site throughout the week

17.2 Table of Existing & Planned Services

The Power to Change consultancy summarised trading activities and services that could generate ongoing revenue for OSCA. They are listed below, but within this context, have been reformatted against OSCA’s forecast impacts³ and findings of its community consultations⁴:

POTENTIAL TRADING ACTIVITIES AND SERVICES THAT COULD GENERATE ONGOING REVENUE FOR OSCA 	Site management	Hire of facilities	Social prescribing/ personalisation	Employability support	Catering and hospitality	Membership programmes	Inclusion programmes	Transforming rehabilitation	Car Parking charges	Office/workspace rentals
	CONSULTATION REPORT <i>(what people would like to see offered)</i> 									
Health projects		✓	✓							
Sporting events		✓	✓							
Fun days and festivals/community events	✓	✓			✓					
Performing arts		✓	✓				✓			✓
Sports days	✓	✓			✓				✓	
IMPACT REPORT										
Increase uptake of physical activity amongst hard to reach groups		✓	✓	✓			✓	✓		✓
Provide usable and accessible open spaces and sports/recreation facilities	✓	✓			✓				✓	
Encourage partnerships to secure public use of provision	✓	✓	✓	✓	✓	✓	✓	✓		✓
Encourage people to feel safe and get involved in shaping their future	✓	✓	✓	✓			✓	✓		
Encourage people to play an active role in society	✓	✓	✓	✓		✓	✓	✓		
Improving health in local and surrounding areas	✓	✓	✓	✓			✓			
Develop high quality facilities	✓	✓			✓					✓
Develop talent within local sports clubs		✓								
To offer a range of different types of sport and physical activities	✓	✓	✓	✓			✓			
Develop skills in the community	✓	✓	✓	✓		✓	✓	✓		✓

³ Impact report for OSCA Foundation

⁴ Right Vision, Tight Time, Right Place – consultation report for OSCA Foundation

18. Pavilion Accommodation

The planned accommodation follows Sport England spatial guidance on pavilions as applied to the upgrading of existing accommodation. It proposes changing 16m² to 20m² changing facilities to accommodate the range of sports and with discrete female facilities.



18.1 SWOT Analysis

The SWOT analysis reveals the internal perceived strengths of the current community sports hub and external opportunities and threats which may exist in the short to medium term. It also indicates the level to which the team’s background in this sector offers both strength and viability to the project.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Size of building to match our need • Building in satisfactory condition for occupation • Adjacent and gateway to outdoor facilities and playing • Space for ample car parking • Local support for the project • Local management with fresh impetus • Level of support from Council and local ward councillors • Strong background in third sector and good track record in developing the overarching project 	<ul style="list-style-type: none"> • Low level of present usage of building • Building has low community use and by local people • Undervalued community asset • Some initial repair work required • Inefficient use of rooms • Presently centre closed and unused • Mostly used for office accommodation • Poor local awareness of the facility and no current marketing • Not yet recruited an operational team or secured funding • Low level of market awareness
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Partnerships with other providers (CI Adventures, Groundwork, Others) • Funding potential is improved as investment readiness established • Recruitment of new staff team Involvement of volunteer workers • Asset transfer reduces short term running costs • Green Energy efficiency • Local involvement of tradespeople in foundation partners 	<ul style="list-style-type: none"> • Low levels of community engagement • New entrants to the market • Initial cash flow and working capital • Pace of transfer of asset leading to frustration and disengagement • Risk of failure in gaining funding • User confidence and loyalty in transition • Medium to long term building repair • Loss of discretionary rates relief • Over-reliance on volunteers

18.2 Accommodation by Activities

	Rugby League	Football	Halifax RLFC	Multi Activity	Education & Training	Anchor Tenants	Go Cycling	Go Walking	Orienteering/Geocaching	Walking Football	Community Use	Events and Festivals	Commercial
Hospitality/club HQ facility room/bar	•	•		•							•	•	•
Seminar /Community meeting rooms	•	•		•	•	•			•	•	•		
Sports Barn	•	•	•	•			•	•		•	•		
Rendezvous/ Cycle Hub				•			•	•	•			•	
Kitchen/Hospitality	•	•	•	•	•	•				•	•	•	•
Sports Gym	•	•	•	•			•	•			•	•	•
2x match changing	•	•									•		
4x changing rooms	•	•	•	•				•	•	•	•	•	•
Office/s	•	•		•		•				•	•	•	
Physio/First Aid	•	•				•	•	•	•	•	•	•	
Storage	•	•	•	•	•	•	•	•	•	•	•	•	•

18.3 Accommodation by Provider/Partner

KEY	ACTIVITY	PROVIDER	ACTIVITY AREAS
RL	Rugby League	Ovenden ARLFC	National and Regional Rugby League , Youth and Junior Development, Girls Football Rugby League Derivatives (Touch, Tag, Over 33s and Masters)
HxRL	Halifax Rugby League	Halifax RLFC	RL Championship Rugby Training HQ,
FA	Football	Ovenden WR Ovenden Phoenix	Regional Football League, Junior Academy Coaching, Junior Football, 5-a-side League, , Disabled and Walking Football
MA	Multi Activity	CI Adventure	Introduction to multi-activity and 'extreme' sport, Skill based learning in single activities - street dancing/surfing, fell running, Mountain Biking, Climbing, Archery, Practice skills in expeditions, D of E Award
CEA	Community Events/Activities	CI Adventure	Festivals/galas, Sport Days, Trim Track, outdoor gym, outdoor performances
ES	Education and Skills	ES/Commercial Provider	Land Management, Groundwork, Leisure management
HFM	Hospitality and Facilities	OSCArena CIC	Facility, match day and Event management, Catering and Hospitality
GOC	Go Cycling	West Yorkshire Combined Authority	Cycling, Cycling for Health and Walking Initiatives contributing to Regional Transport strategy
GOW	Go Walking		
	Bring Back the Heart	Sport England/OSCA Foundation	Community Activity Sports Project

18.4 Times and Usage

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
08.00 – 09.00						RL	RL FA CEA
09.00 – 10.00	MA CEA	MA CEA	MA CEA	MA CEA	MA CEA	RL CEA	RL FA CEA
10.00 – 11.00	MA ES CEA	MA ES CEA	MA ES CEA	MA ES CEA	MA ES CEA	RL CEA	RL FA CEA GOC
11.00 – 12.00	MA ES	MA ES	MA ES	MA ES	MA ES	RL CEA	RL FA CEA GOC
12.00 – 13.00	MA	MA	MA	MA	MA	RL CEA	CEA GOC
13.00 – 14.00	MA ES	MA ES	MA ES	MA ES	MA ES	RL	FA CEA
14.00 – 15.00	MA ES	MA HxRL	MA ES	MA ES	MA ES	RL FA CEA	FA CEA
15.00 – 16.00	AFTER	SCHOOL	CLUBS			RL FA	FA CEA
16.00 – 17.00	FA MA	MA	FA MA	MA	MA	RL FA	
17.00 – 18.00	FA MA	MA	FA MA HxRL	MA HxRL	MA	RL FA	
18.00 – 19.00	FA RL HxRL	FA RL GOC	FA RL HxRL	FA RL	FA HxRL	CEA	
19.00 – 20.00	FA RL HxRL	FA RL GOC	FA RL HxRL	FA RL	FA HxRL	CEA	
20.00 – 21.00	RL MA	RL MA	RL MA	RL MA	RL MA	CEA	

MA Multi Activity FA Football Bring Back the Heart RL Rugby League GOC Go Cycling HxRL Halifax RLFC Training CEA Community Events/Activity ES Education and Training

18.5 Staff and Volunteers

	OSCA	Ovenden ARLFC	Ovenden WR	Ovenden Phoenix	Go Walking	Go Walking	TOTAL	FTE
Community Sport Development Officer	1						1	1
Part-time Coaches	9		1		2	2	15	.5
Directors/Non Exec.	9						9	2.5
Committee Officers		4	3	5			12	1.2
Facility Management	4	5					9	1.8
Coaches		9	8	2			12	3.5
Team/Touchline Management & Admin		12	10	4			26	1.6
Safeguarding Officers		6	7	4			17	1.7

18.6 Pricing

FOOTBALL and RUGBY OPEN AGES	Season (League Matches ONLY)	Occasional Bookings
Field Only (Ovenden ARLFC ONLY)	£293.75	£58.50
Field and Dressing Room	£470.25	
Field and Posts	£377.00	£58.50
Field and Posts and Dressing Room	£563.50	£82.00
Field Only JUNIORS	£207.50	£30.00
Field and Dressing Room JUNIORS	£404.50	
Field and Posts JUNIORS	£294.25	
Field/Posts/ Dressing Room JUNIORS	£460.25	
Field Only Modified Size JUNIORS	£125.00	£20.00
Mini Festivals JUNIORS	£70.00	
Orienteering	POA	
Fields Events and Gatherings	£90.00	
Unauthorised Pitch Use	£60.00	Per occasion
Sports Litter Clearance	£45.00	Recharge per pitch
Team Training	NO CHARGE	One session per team per week
Dog Walking	NO CHARGE	
Car Parking	NO CHARGE	

MULTI -USE GAMES AREA				
CHARGES				
MIDWEEK (Monday to Friday)			WEEKENDS (Saturday and Sunday)	
OFF PEAK	09:00 - 10:00	£20 per hour	09:00 - 10:00	£20 per hour
	10:00 - 11:00		10:00 - 11:00	
	11:00 - 12:00		11:00 - 12:00	
	12:00 - 13:00		12:00 - 13:00	
	13:00 - 14:00		13:00 - 14:00	
	14:00 - 15:00		14:00 - 15:00	
	15:00 - 16:00		15:00 - 16:00	
	16:00 - 17:00		16:00 - 17:00	
PEAK TIME	17:00 - 18:00	£30 per hour	17:00 - 18:00	
	18:00 - 19:00			
	19:00 - 20:00			
	20:00 - 21:00	OSCA Foundation Partners £25 per hour		
5-a-side LEAGUE			(see competition brochure/ Website for further details)	
BLOCK BOOKINGS			DISCOUNTED CHARGES on Midweek Bookings (on application)	

19. Asset Development Plan

Plans for reforming, refurbishing and the overall development of the Pavilion will be phased, realistic and be a counterpart to the successful achievement of capital and revenue funding plan for the overarching OSCA development. The Pavilion development will start from modest beginnings predicated upon the present condition of the building, predicted costs and the types of and need for the spend needed in the early stages.

The development of the Pavilion accommodation and its fundamental purpose to support the outdoor community sports hub therefore must be set alongside and complement the development of the other assets of the overarching development.

This Plan shows our approach to managing the land and property assets fits OSCA Foundation's Strategic Plan and Business Plan - A Compelling Vision - to ensure that they contribute to the achievement of our priorities. It also demonstrates the progress made since the first transfer of assets of the land to OSCA and the next steps in our approach to continuously improving our land and property assets.



As a prelude to the land and property assets OSCA consider our people as our greatest asset. Whether it is participation, footfall or skills, their impact is immense. We really wish to capture their full value as human resource.

19.1 Our 'People'

The current economic reality of working in the third sector demands more strategic stewardship of volunteer and people resources involved in the services provided by OSCA. There is a need for us, as donations decline and funding becomes increasingly competitive and scarce that 'our people', whether volunteers, participants, spectators are inspired and grasp ownership and loyalty to deepen their current relationship. The good news is that volunteer rates are good throughout the foundation partners and will continue to increase commensurate to the increase in provision.

With thoughtful progressive programs to engage volunteers in meeting community needs and to get beyond what staff can do alone OSCA needs to apply the most innovative volunteer engagement strategies we have. Volunteers are an undervalued, remain untapped and are a vital resource to cultivate as they can be the resource for sustaining and expanding service delivery. Volunteer programs then become a solid investment in this challenging economic climate.

OSCA acknowledge the roles and contribution of volunteers and align this volunteer's time categorised, as far as possible, into certain roles with set notional salary rates.

Role	Notional F/T salary	Notional hourly rate
Project Manager	£44,366	£21.57
Project Researcher	£31,779	£16.78
Project Coordinator	£27,105	£14.05
Project Administrator	19,505	£9.97
Trainer	£25,330	£13.05
Self employed	NA	£11.38
Unskilled Labour (22 years of age plus)	NA	£4.98
Unskilled Labour (under the age of 18)	NA	£3.68

Source ONS 2009

19.2 Value and Investment of Volunteers

The volunteer investment and value audit (Institute of Volunteer Research 2011) highlighted that a total value of £50,000 and expenditure of £10,000 yields a ratio of 5 (i.e. 'for every £1 we spend on volunteers, we get back £5 in the value of the work they do', - a five-fold return on the organisation's investment in volunteering). This continued involvement is vital to OSCA's development plan.

	OSCA	Ovenden ARLFC	Ovenden WR	Ovenden Phoenix	Go Walking	Go Walking	TOTAL	FTE	Volunteer £ value <i>Volunteer time is calculated at £11.09 per hour. (Community Development Foundation)</i>
Community Sport Development Officer	1						1	1	£20,000
Part-time Coaches	9		1		2	2	15	.5	£10,000
Directors/Non Exec. Committee /Officers	9						9	2.5	£34,000
Facility Management	4	4	3	5			12	1.2	£29,333
Coaches		9	8	2			12	3.5	£44,000
Team/Touchline Management & Admin		12	10	4			26	1.6	£20,200
Safeguarding Officers		6	7	4			17	1.7	£21,000

19.3 Participation and Footfall

Equally important as the investment of volunteers is the level of participation and footfall on the site. This is particularly important to increase the level of trading services to provide revenue income streams. This revenue stream is vitally important to both sustainability and our development plan.

Organisation	Members/ Participants			Throughput TARGETS		
	Baseline Estimate 15/16	16/17	17/18	Baseline Estimate 15/16	16/17	17/18
 Ovenden West Riding	150 _{pw}	180 _{pw}	210 _{pw}	220 _{pw}	250 _{pw}	280 _{pw}
 Ovenden ARLFC	200 _{pw}	245 _{pw}	260 _{pw}	296 _{pw}	296 _{pw}	296 _{pw}
 Ovenden Phoenix	40 _{pw}	40 _{pw}	40 _{pw}	80 _{pw}	80 _{pw}	80 _{pw}
 CI Adventures	N/A	120 _{pw}	180 _{pw}	60 _{pw}	120 _{pw}	180 _{pw}
 Pennine Housing	N/A	N/A	N/A	N/A	N/A	N/A
 Bring Back the Heart Community Sports Activity	476 _{pa}	456 _{pa}	486 _{pa}	7380 _{pa}	7280 _{pa}	7280 _{pa}
 West Yorkshire Combined Authority	20 _{pw}	30 _{pw}	50 _{pw}	20 _{pw}	50 _{pw}	50 _{pw}
 West Yorkshire Combined Authority	30 _{pw}	45 _{pw}	55 _{pw}	150 _{pw}	180 _{pw}	200 _{pw}

The Foundation Partners and various other sporting groups (football clubs, cycling groups, walking etc) express a keen interest in OSCA's existing and proposed facilities and seek potential that parts of the hiring out for self-managed sporting programmes and specific events. The facilities also provide an attraction to local dog walking.

Rooms and facilities could also be hired out to other community groups and corporate functions and as a venue for wider community galas and festivals, with revenues being generated from the hire of 'pitches' to traders and stall holders.

The lack of pavilion facilities is a significant service barrier to raise income in this way. Examples that teams are unable to be accommodated with changing rooms for their pitch hire whilst conversely the financial loss is £186.00 per team per season, the difference between Pitch/Posts (£377.50) and including accommodation (£563.50). Similarly there is no facility for team hospitality, pre and post- match activities and an events meeting place.

19.4 A Sequenced Approach

OSCA therefore envisages populating the building in a phased transition schedule informed by:-

- Capital build costs are not factored into the financial projections at this stage and it is assumed that capital funds will operate under a building project budget, balance out an £00.00 at the end of the project and will not impact on the revenue budgets and projections outlined in the business plan.
- The urgent needs of accommodation to support the growing demand for outdoor facilities and the development of new emerging activities;
- The needs of the existing services still in occupation until their plans for relocation are met.
- The introduction of facilities which provide good income streams to the project to provide financial sustainability;

The challenge remains for the Foundation to have a flagship facility serving the community as a hub for participation and learning....a first-class outdoor community sports hub. It is an exciting and innovative vision. Within the overall multi-sports hub and community provision several discrete projects have been identified.








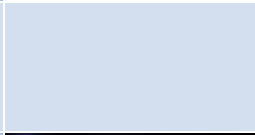



No finance options should be ruled out if the project is to be developed successfully. Whilst grants are the preferred vehicle for funding; loans and equity arrangements have been being considered as alternatives.

The review of funding for which OSCA is eligible identified the funding streams:-

Funding Body	Name of Funding Stream	Type of Funding
Key Fund	Building Assets Fund	Loan
Unity Trust Bank	Community asset transfer loan	Loan
Charity Bank	Cashflow and property investment	Loan
Football Foundation	Facilities Grant	Grant
Peoples Millions	Jubilee Fund	Grant
The Tudor Trust		Grant
RFL	Whole Sport Plan	Grant
Biffaward	Main Grants Programme	Grant
Sita Trust	Enhancing Communities Programme	Grant
Sport England	Protecting Playing Pitches	Grant
Sport England	Inspired Facilities	Grant
Halifax RFL	Community	Grant
Football Foundation	Stadium Improvement Fund	Grant
Calderdale Council	Performance Reward Grant	Grant
Calderdale Council	Section 106	Grant
Biffaward	Large Grants Programme	Grant
The Brelms trust	Grant	Grant
Trusthouse Charitable Foundation	Large Grants Scheme	Grant
Big Lottery Funding	Power to Change/Big Potential	Grant/Loan
Community Foundation for Calderdale	Go Cycling	Grant
Brewery Financing	Asset Finance	Lease/Loan

The discrete projects have been sequenced to bring together an asset development plan that focusses on the over-arching project. The development plan spans the two asset transfers and the complementary advancement of capital development and community sports facility development. The following table shows the sequencing of the discrete projects from the point of asset transfer in 2012:-

Sequence	Facility	Accommodation	Cost/Funder
March 2012	Transfer of Asset	5.5 hectares of land situated on Cousin Lane Ovenden Halifax (green)	 Asset Value £210,000 
May 2013	Floodlit Multi Use Games Area	40x20m floodlit 'state of the art' multi-use games area with 3G rubber-crumb playing surface	    bearder-charity.org.uk COMPLETED 
May 2013	Performance Pitch	The levelling and groundworks to establish full-size Football/ Rugby pitch	£65,000  COMPLETED June 2014 
July 2014	Informal Multi Use Kick About Area	A safe hard surface 25mx15m games area for ball rebound games and basketball. Informal free access for young people	£55,000  Section 106 Grant COMPLETED JULY 2014 
August 2014	Tree Planting	1500 trees planted along boundary and to provide wind-breaks	 COMPLETED JULY 2014 
From May 2015 on one year licence	Changing Rooms, Bring Back the Heart Community Sports Project, Cycle Hub	The 'old' changing rooms, annexe and part of former barn . To provide urgently needed facilities for changing/showers, cycle hub and administrative base	Capital Bid Internal Refurbishment Changing Rooms 103m ² = £123,600 Offices 46m ² = £34,500 Meeting Room 75m ² = £55,010 Windows/Doors = £15,000 External groundwork = £10,000 Shutters = £16,000 Prof Fees £5,000 RESUBMIT Jan 2016 
August 2015	Business Plan Submitted		
September 2015	Clarification Meeting		
October/ November 2015	Approval by Council Subject to CAFM Officer Panel		
January 2016	Cycle Hub and Rendezvous Cafe	Ground floor venue for cycle hub, runners, go walking and match day spectators pre and post match refreshments	Est. Cost £18,835.00  RESUBMIT January 2016 
April 2016	Transfer of Asset or Licence for Use Complete	Former Forest Cottage Community Centre transferred to community management as a sports Pavilion to the community sports hub.(brown/blue)	 COMPLETED JULY 2014 

Spring 2015	Outdoor Gym	Installation and matting of cardio charge equipment for health and wellbeing impact. Green energy range.	<p>Est. Cost £27,904</p>   <p>Resubmission JANUARY 2016</p> 
Spring 2016	Groundwork Project Rendezvous	Cycle Hub and rendezvous frontage to building	<p>Est. Cost £40,000</p> <p>Setts, edging, Flags Seating Planters, Notice Board hedge Plants cycle stands and Turf.</p>  <p>RESUBMIT JANUARY 2016</p> 
From April 2016	Sports Barn	The activity hall (Enderby Hall) on first floor. Glass wall made safe and artificial grass carpet installed.	<p>Est Cost. £25,000</p> <p>To provide indoor shelter, activity programmes and sport 'nursery' for early years and to combat aggressively inclement weather. Initially licence until lease in place</p> <p>Application April/May 2016</p> 
April 2016	The 'OSCA Pavilion' hospitality clubroom, bar/kitchen and venue/sport related events	The main Hall (Edwards Hall) and Café first floor. To provide Pavilion facilities to accommodate initial facilities on site. To quickly establish the main regular funding stream. Initially licence until lease in place	<p>This will rely on the present facilities and conditions with small initial costs to establish accommodation and refreshing refurb. We will seek business support through Brewery Financing to relocate by April 2016 and bar/cellar fittings.</p>  <p>Full scheme Est Cost. £125,000</p> <p>Bar/Function Suite, External Balcony, Catering Kitchen & Terrace</p>
From Summer 2016	Occupy remaining areas to assume full occupation of building. Initial Phase	The main building, Crossley Room and remaining former barn	<p>Nominal Cost initially</p> <p>To provide sports gym, meeting/committee room. Accommodation for anchor tenants and office workspaces. Refurbish in Phase 2</p> 
Spring 2016	Pavilion Refurbishment Phase 2 Changing Rooms	New build dressing rooms to Sport England Spatial Specification and to include female changing	<p>Est. £278,000</p> <p>Extension 231m @ £1200/m = 278k includes toilets & changing so high M&E cost.</p>  
Summer 2016	Pavilion Refurbishment Phase 2	Full architect's scheme (except new build changing rooms)	<p>Est. Cost £1.2m</p> <p>Refurbishment 1275m2 @ £1000/m = 1.275m External Works budget 150k Fees £100k to completion an all phases</p>  
Summer 2016	Floodlights and Pitch improvement	Feasibility of Performance Pitch as location for Full-sized 3G Pitch	<p>Est. Cost £70,000</p> <p>Football Foundation - Stadia improvement scheme</p>  
Autumn 2016	Full-Size Third Generation Pitch	Feasibility of relocation of natural pitch and develop floodlit full-sized 3G Pitch on the foundations.	<p>Est. Cost £700,000</p>   
Autumn 2016	Landscaping Scheme (Phased)		<p>Est Cost £20,000</p> <p>First phase of landscape improvements in partnership with Groundwork environmental regeneration charity</p> 
Autumn 2016	Business Plan and Implementation of Rake Bank	Establishment of facilities for orienteering, pathways and climbing/bouldering	<p>Phased Development implemented by CI Adventures</p> 

20. Sensitivity Analysis

20.1 Revenue Grant Funding

The financial and business model OSCA Foundation has adopted has factored in allowance for revenue funding of £18,000(2015/16) £42,180(2016/17) and £35,180(2017/18) in the first three years in introduce new potential. £54,000 is already secured over the first three years by a Sport England/Lottery grant and the remainder is to be sought by the £95,350 from the resubmission of the Potential to Change/Lottery Initial grants programme. This funding will provide the contribution to salaries of the Community Sport Development Manager and a Business Development Manager as follows:

- Year 1:** Community Sports Development Officer £18,180 (1.0 FTE)
Business Development Worker £28,000(12% performance related) (1.0 FTE)
- Year 2:** Community Sports Development Officer £18,361 (1.0 FTE)
Business Development Worker £14,000(12% performance related)(0.25 FTE)
- Year 3:** Community Sports Development Officer £18,545 (1.0 FTE)
Business Development Worker £7,000(12% performance related) (1.0 FTE)

The Sport England Community Sport Activation Fund grant of £178,592 over three years is secure although subject to annual review over the 3 years. The Potential to Change resubmission will be made in January 2016. The assumption it is that in the resubmission responds to the findings of Potential to Chang Grants Policy Committee which found the initial bid was insufficiently developed at the first time round. This has now been further developed to include up to date information regarding OSCA's financial governance and financial management and the feedback was strong and encouraging a re-application - "the grants Board were impressed by many aspects of the proposal including the focus on community health and our proactive and motivated approach".

The intention is that as the pump priming effect of the funding will develop establish the trading activities to be accommodated on occupation and generate potential trading activities outlined on our business plan. This tapering FTE appointment will fill any void so that by the end of year 3 and onwards OSCA Foundation should be in a position to fund both salaries from on-going income from trading, funded projects and contract delivery.

Should this funding bid be unsuccessful the organisation would continue to apply through other means for contributions to the Business Development posts. The contingency resulting from failure to access funds would be that the Business Development Worker appointment would be postponed and the 'Pavilion Manager's' salary would be covered by a combination of trading income and possibly patient development capital, such as Key Fund, or rely on volunteer management roles to enable opening times to remain as planned.

If the organisation was successful in funding of projected posts and staffing levels remained as projected, the annual operating for the Pavilion and Hospitality would show a year on year small surplus and an annual turnover approaching £100,000. The Foundation is however confident that this forecast in conservative given the understanding that the existing trading services turnover is understated.

If on the other hand OSCA made the decision to employ only according to the funding obtained at % of the projected figure, the access and opening times would have to be reviewed in order to accommodate for the resource shortage and the business model would need to be revisited to operate on a more 'organic' model of growth.

20.2 Capital Funding for Refurbishment

The breakdown of funding sources identified for the capital works identified in the asset development plan is as follows:

Funding	Maximum Value (£)	Confidence
Power to Change	£123,000.00 (to resubmit)	High
Community Foundation Go Cycling	£20,000 (to resubmit)	High
Transfer of Asset	District Valuer to Assess	High
Sita Trust	£28,000.00 (to submit)	High
Power to Change	£40,000.00 (to resubmit)	Medium/High
Football Foundation Sports Barn	£25,000 (to be submitted)	High
Brewery Financing - initial bar facilities	£10,000 - £15,000 (loan)	Medium/High
Football Foundation – Phase 1 Changing Rooms	£278,000 (to be submitted)	Medium
Power to Change/Big Potential/ Lottery	£1.2m (to be submitted)	Medium/High
Football Foundation -floodlights	£70,000 (to be submitted)	Medium/High
Football Foundation/Lottery/RFL - 3G Pitch	£700,000 (to be submitted)	Medium

The total funding through the above sources totals £2.5m is so OSCA Foundation is seeking to maintain its 80% success rate on its applications. It will of course continue to be particularly challenging and demanding in the prevailing financial circumstances. The Foundation needs to strengthen the resourcing of its funding strategy to maximise success and to continue to source other funding (see funding strategy and sequenced approach). If the Foundation were to be unsuccessful in being achieving the funding required, it would seek to accommodate facilities and undertake minimal works to the Pavilion accommodation until further funds became available. This would have minimum impact on the first year income projections.

As with other key elements of the building process the Foundation will be involving the work of supervised volunteers, especially at the initial and concluding stages of the refurbishment process. It is also committed to using local tradespeople on projects of this scale. In this case the project may not qualify for full VAT recovery under the HMRC Capital Goods Scheme as the supply will to some extent be VAT exempt.

20.3 Early Occupation

The initial targets are challenging but achievable given the size of the increase membership upon transfer and the acquisition of facilities to provide significant trading services which is forecasted as £167,000 in the first year trading. It is sensitive on:-

1. The building at the point of asset transfer, having been satisfactorily maintained by the Council, echoes the spend breakdown, annual and cumulative spend, and spend over time outlined in the Whole of Life Costing (section 15).
2. The building at the point of asset transfer immediately accommodate transferring services from present occupants at minimal costs or works supported from volunteering, local sponsorship or altruistic local tradesmen.
3. A first year trading surplus is secured on the pace of introduction of potential trading services and to capturing one or two service related anchor tenants.

20.4 Our People and Footfall

There is some reliability on maintaining and increasing membership and increasing footfall as current members and participants appear loyal and actively engaged. At present no current members by subscription or registration to Foundation members subscribe to OSCA Foundation. It is assumed the current membership of 150 rugby club members and the registered participants of the Foundation partners will lead to a doubling of membership income in the first year (£1500) to £3000 in the second year. Other new membership categories eg Friends of OSCA, families, supporter groups social members add a further potential. The average annual attrition rate on membership is very low as it is intrinsically linked in participation in sporting programmes.

20.5 Risk Management Strategy

RISK	MITIGATION
<ul style="list-style-type: none"> • Fall in membership/ subscription • Pace of transfer of asset leading to frustration and disengagement • User confidence and loyalty in transition 	<ul style="list-style-type: none"> • maintaining regular contact with members (text, email and phone) to maintain establish strong membership system to promote services and would to minimise attrition. • maintaining lower than average prices, members discount/privilege scheme, and quality services and a membership subscriptions scheme at OSCA Foundation which would aim to retain members for longer than average periods up to lifetime memberships. • holding occasional/regular events for current and past members and the foundation members building their celebration/presentation, fundraising and social events in to the Pavilion accommodation. • offering special promotions rewarding members' loyalty.
<ul style="list-style-type: none"> • Delay of asset transfer or transfer not approved by Council 	<ul style="list-style-type: none"> • In the event of further delay to continue existing services within the existing lease and community use agreement at existing levels. • extend the present licencing agreement with the Council for part of the building • delay the transition arrangements and yield up of Ovenden ARLFC lease and land subject to the existing ground rent in the under-lease within the existing lease with Calderdale MBC • In the case of the CAT not approved by Calderdale MBC maintain all of the above and pursue new build option approved in planning approval.
<ul style="list-style-type: none"> • Delay in the surrender and yield up to OSCA with full guarantee of all its estate interest and rights to the ORLFC property on completion of the Pavilion 	<ul style="list-style-type: none"> • Through our legal representative provide ORLFC with a copy of the certificate of practical completion of the New Pavilion within 10 working days of its issue and that certificate will be sent with an accompanying notice in writing served by OSCA on ORLFC terminating the ORLFC Lease • Prepare a deed of surrender • agree and confirm with Ovenden ARLFC that on expiry of the notice period (or earlier by agreement) ORLFC will immediately surrender and yield up to OSCA with full title guarantee all its estate interest and rights to the ORLFC Property
<ul style="list-style-type: none"> • Low levels of community engagement 	<ul style="list-style-type: none"> • Community consultation and social impact survey • targeted marketing and promotions to gain new members and trading services • by concentrating additional efforts into the development of the use of the Pavilion beyond bar and café facilities for meetings, gym and a Rendezvous venue for running, cycling, walking, orienteering to increase membership and footfall.
<ul style="list-style-type: none"> • New entrants to the market 	<ul style="list-style-type: none"> • establish local partnerships and collaboration to avoid duplication and provide added community provision • revise and adapt trading services
<ul style="list-style-type: none"> • Risk of failure in gaining funding • Initial cash flow and working capital 	<ul style="list-style-type: none"> • Maintain grant applications and investigate extending grant/loan options • Investigate funding through grants from charitable foundations, government and European funds. • Consider debt finance in the form of loans from banks, specialist social finance providers such as community development finance institutions or co-operative lenders or from supporters • costs or works supported from volunteering, local sponsorship or altruistic local tradesmen • Capital build costs are not factored into the projections at this stage and it is assumed that capital funds will operate under a building project budget, balance out an £00.00 at the end of the project and will not impact on the revenue budgets and projections outlined in the business plan.
<ul style="list-style-type: none"> • Medium to long term building repair 	<ul style="list-style-type: none"> • Secure or commission up to date condition report to confirm predicted Whole Life Costs • Negotiate positive maintenance to the point of transfer to mitigate foreseen and known building repairs to avoid transfer of liabilities. • Build a contingency 'sink' fund for any future capital expense
<ul style="list-style-type: none"> • Over-reliance on volunteers 	<ul style="list-style-type: none"> • Be sensitive to needs, commitments, work/life/volunteering balance • Establish volunteering accreditation and reward scheme • Provide volunteer trading services discount scheme • Establish life-long membership for active volunteers
<ul style="list-style-type: none"> • Loss of discretionary rates relief 	<ul style="list-style-type: none"> • Make budgetary provision in revenue budget • Reflect in anchor tenancies and remaining ground rent charges

21. Finance

The recent Power to Change management diagnosis and analysis found financial performance and track record was this apparent strength (75%) but whilst financial performance was strong there were some gaps in financial control and systems (51%).

These aspects of financial control and reporting, including accountancy support, have been identified within a recent financial memorandum to the board.



21.1 Headlines

Our most recent funding application to Power to Change (February 2015) presented the following financial information:-

Financial Summary	Financial History		
Year	2011/12	2012/13	2013/14
Period end date	30/09/12	30/09/13	30/09/2014
Income	£66,970	£87,406	£110,415
Earned Income	£4,245	£4,162	£3,426
Expenditure	£15,655	£22,538	£22,965
Surplus / (Deficit)	£55,560	£69,030	£90,877
Total Current Assets	£88,976	£13,248	£36,670
Total Current Liabilities	£30,000	£20,038	£13,996
Total Fixed Assets	£24,236	£159,032	£360,445
Total Term Liabilities	£0	£0	£0
Unrestricted Funds	£43,320	£35,279	£217,670
Restricted Funds	£39,892	£116,963	£165,512
Total Funds	£83,212	£152,242	£383,119

- No deficits exist
- The key income sources were made up from grants which included:-

2012	£66970
2013	£87408
2014 Grants	£110378
- The increase in funds due to Land Revaluation £140,000
- The grants included in income are:-

2012	Third Party Contribution Fee	£10852
2013	Depreciation	£10425
2014	Depreciation	£15583
- Fluctuations are varying grant levels
- Significant Assets are:-

2012	Bank £87753:	Land £23730
2013	Land	£151,787
2014	Bank £33334	Land £352,420

21.2 Finance Forecast - One Year Profit and Loss

One Year Profit and Loss Forecast Pavilion & Hospitality Trading

MONTH	1	2	3	4	5	6	7	8	9	10	11	12
INCOME												
Event Management and Bar Income												
Drink - Bar/Wet Sales	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17	£5,214.17
Food, Drink - Café	£1,675.00	£1,675.00	£1,750.00	£1,750.00	£2,000.00	£2,250.00	£2,250.00	£2,500.00	£2,000.00	£2,250.00	£2,250.00	£2,550.00
Parties/Celebrations/Presentations	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00	£515.00
Vending Machine	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00
Event & Bar Income Total	£7,704.17	£7,704.17	£7,779.17	£7,779.17	£8,029.17	£8,279.17	£8,279.17	£8,529.17	£8,029.17	£8,279.17	£8,279.17	£8,579.17

EXPENDITURE												
Premises Costs												
Marketing	£50.00	£0.00	£0.00	£50.00	£0.00	£0.00	£50.00	£0.00	£0.00	£50.00	£0.00	£0.00
Media Web	£30.00	£30.00	£30.00	£30.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Electric	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.17	£104.13
Gas	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.67	£166.63
Rent/Lease Payment	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00
Water Services	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00	£75.00
Rates Charge	£75.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00	£53.00
Insurance - Public Liability	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.63
Fees and Accountancy	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00	£200.00
Premises Costs	£992.51	£920.51	£920.51	£970.51	£890.51	£890.51	£940.51	£890.51	£890.51	£940.51	£890.51	£890.39

Event Management and Bar Costs												
Management/Bar Staff	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.33	£2,333.37
Staffing	£889.38	£889.38	£924.10	£950.15	£958.82	£958.50	£958.83	£958.83	£993.98	£958.83	£993.98	£993.98
Cleaning	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.33	£563.37
Drink - Bar/Wet Sales	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96	£1,824.96
Parties Stock & Catering	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00	£170.00
Food, Drink, Café & Vending Costs	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00	£700.00
Event Management & Bar Cost Total	£6,481.00	£6,481.00	£6,515.72	£6,541.77	£6,550.44	£6,550.12	£6,550.45	£6,550.45	£6,585.60	£6,550.45	£6,585.60	£6,585.68

PROFIT & LOSS SUMMARY												
Income	£7,704.17	£7,704.17	£7,779.17	£7,779.17	£8,029.17	£8,279.17	£8,279.17	£8,529.17	£8,029.17	£8,279.17	£8,279.17	£8,579.17
Expenditure	£7,473.51	£7,401.51	£7,436.23	£7,512.28	£7,440.95	£7,440.63	£7,490.96	£7,440.96	£7,476.11	£7,490.96	£7,476.11	£7,476.07
Surplus/Deficit	£230.66	£302.66	£342.94	£266.89	£588.22	£838.54	£788.21	£1,088.21	£553.06	£788.21	£803.06	£1,103.10
Surplus/Deficit (%)	3.0%	3.9%	4.4%	3.4%	7.3%	10.1%	9.5%	12.8%	6.9%	9.5%	9.7%	12.9%

21.3 Finance Profit and Loss Forecast

Five Year Profit and Loss Forecast - Overarching Facilities

											Assumptions	
Sport Development Income												
Hire of Pitches	£3,500.00	10.0%	£3,850.00	40.0%	£5,390.00	10.0%	£5,929.00	10.0%	£6,521.90	10.0%	£7,174.09	2,19
Hire of MUGA	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	3
Sports Development Officer Grant	£18,000.00	1.0%	£18,180.00	1.0%	£18,361.80	1.0%	£18,545.42	1.0%	£18,730.08	1.0%	£18,914.74	4
Programme Subscription Income BBTH		0.0%	£1,000.00	50.0%	£1,500.00	10.0%	£1,650.00	10.0%	£1,815.00	10.0%	£1,996.50	5
Go Cycling Tender	£20,000.00											6
Sports Development Income Total	£41,500.00		£23,030.00		£25,251.80		£26,124.42		£8,336.90		£9,170.59	
Premises Income												
Rent of Ground (Rugby Club)	£1,600.00	0.0%	£1,600.00	0.0%		0.0%		0.0%		0.0%		7
Tenancy Income			£3,000.00	100.0%	£6,000.00	0.0%	£6,000.00	16.0%	£10,000.00	0.0%	£10,000.00	8
Premises Income Total	£1,600.00		£4,600.00		£6,000.00		£6,000.00		£10,000.00		£10,000.00	
Event Management and Bar Income												
Business Development Manager Grant			£28,000.00	-50.0%	£14,000.00	-50.0%	£7,000.00					9
Drink - Bar/Wet Sales			£62,570.00	12.0%	£70,078.40	2.0%	£71,479.97	2.0%	£72,909.57	2.0%	£74,367.76	10
Food, Drink, Café & Vending			£24,900.00	5.0%	£26,145.00	2.0%	£26,667.90	2.0%	£27,201.26	2.0%	£27,745.28	11,12
Event Management and Bar Income Total	£0.00		£115,470.00		£110,223.40		£105,147.87		£100,110.83		£102,113.04	
Memberships Income												
Membership Subscriptions	£0.00	10.0%	£1,500.00	100.0%	£3,000.00	0.0%	£3,000.00	0.0%	£3,000.00	0.0%	£3,000.00	13
Membership Income Total	£0.00		£1,500.00		£3,000.00		£3,000.00		£3,000.00		£3,000.00	
INCOME SUMMARY	£43,100.00		£144,600.00		£144,475.20		£140,272.29		£121,447.73		£124,283.63	15
EXPENDITURE												
Sport Development Direct Costs												
Sport Development Officer	£18,000.00	1.0%	£18,180.00	1.0%	£18,361.80	1.0%	£18,545.42					4
Rent for Forest Cottage	£75.00											17
Go Cycling Tender	£20,000.00											6
Sports Development Cost Total	£38,075.00		£18,180.00		£18,361.80		£18,545.42		£0.00		£0.00	
Premises Costs												
Marketing			£200.00	2.0%	£204.00	2.0%	£208.08	2.0%	£212.24	2.0%	£216.49	
Media Web			£120.00	2.0%	£122.40	2.0%	£124.85	2.0%	£127.34	2.0%	£129.89	
Cleaning And Domestic Supplies			£127.50	2.0%	£130.05	2.0%	£132.65	2.0%	£135.30	2.0%	£138.01	
Energy Costs			£11,045.51	-20.0%	£8,836.41	0.0%	£8,836.41	0.0%	£8,836.41	0.0%	£8,836.41	16,18
Rent And Rates			£4,908.75	-80.0%	£981.75	0.0%	£981.75	0.0%	£981.75	0.0%	£981.75	16,18
Water Services			£3,744.47	2.0%	£3,819.36	2.0%	£3,895.75	2.0%	£3,973.66	2.0%	£4,053.13	16
Alarm monitoring, fire equipment, DEC			£1,265.45	2.0%	£1,290.76	2.0%	£1,316.57	2.0%	£1,342.91	2.0%	£1,369.76	16
Intruder Alarm & CCTV			£1,527.00	2.0%	£1,557.54	2.0%	£1,588.69	2.0%	£1,620.46	2.0%	£1,652.87	16
Repairs & Main.			£10,422.17	2.0%	£10,630.61	2.0%	£10,843.23	2.0%	£11,060.09	2.0%	£11,281.29	16
Plus estimate caretaking / cleaning			£5,000.00	2.0%	£5,100.00	2.0%	£5,202.00	2.0%	£5,306.04	2.0%	£5,412.16	16
Centre Equipment & IT			£1,200.00	2.0%	£1,224.00	2.0%	£1,248.48	2.0%	£1,273.45	2.0%	£1,298.92	16
Centre Admin/Office			£960.00	2.0%	£979.20	2.0%	£998.78	2.0%	£1,018.76	2.0%	£1,039.13	16
Property/Land Insurance	£2,500.00	2.0%	£2,550.00	2.0%	£2,601.00	2.0%	£2,653.02	2.0%	£2,706.08	2.0%	£2,760.20	
Legal Fees/Accountancy	£600.00	2.0%	£612.00	2.0%	£624.24	2.0%	£636.72	2.0%	£649.46	2.0%	£662.45	
Premises Costs Total	£3,100.00		£43,682.85		£38,101.32		£38,666.98		£39,243.96		£39,832.48	
Event Management and Bar Costs												
Business Development Manager			£28,000.00	-50.0%	£14,000.00	-50.0%	£7,000.00	0.0%		0.0%	£0.00	9
Bar Manager & Bar Staff			£11,000.00	8.0%	£11,880.00	1.0%	£11,998.80	1.0%	£12,118.79	1.0%	£12,239.98	
Cleaning			£6,760.00	1.0%	£6,827.60	1.0%	£6,895.88	1.0%	£6,964.83	1.0%	£7,034.48	16
Drink - Bar/Wet Sales Costs			£21,899.50	5.0%	£22,994.48	5.0%	£24,144.20	5.0%	£25,351.41	5.0%	£26,618.98	10
Food, Drink, Café & Vending Costs			£8,400.00	5.0%	£8,820.00	5.0%	£9,261.00	5.0%	£9,724.05	5.0%	£10,210.25	11,12
Event Management & Bar Cost Total	£0.00		£76,059.50		£64,522.08		£59,299.87		£54,159.08		£56,103.69	
Interest Expenses												
Key Fund Loan	£9,948.00	-50.0%	£4,974.00									19
Interest Cost Total	£9,948.00		£4,974.00									
PROFIT & LOSS SUMMARY												
Income	£43,100.00		£144,600.00		£144,475.20		£140,272.29		£121,447.73		£124,283.63	
Expenditure	£51,123.00		£142,896.35		£120,985.19		£116,512.28		£93,403.04		£95,936.17	
Surplus/Deficit	-£8,023.00		£1,703.65		£23,490.01		£23,760.01		£28,044.68		£28,347.47	
Surplus/Deficit (%)	-18.6%		1.2%		16.3%		16.9%		23.1%		22.8%	

22. Forecast Assumptions

1. All expenditure projections are based on baseline figures on current usage and expenditure levels provided by Calderdale Council and OSCA Foundation. Projections assumed an average pricing to increase affordability and access to sports and physical activities.
2. All income projections are based on baseline figures on current usage, membership, and footfall to OSCA Foundation and Foundation Partners sport and physical activity programmes. Projections assumed year to year increases on team and programme development.
3. MUGA income included in Hire of Pitches
4. Sport England Community Sports Activation Grant Assumes funding is maintained for the Community Sports Development Officer until Year 17/18
5. Bring Back the Heart Programme income is maintained from 2017 after Sport England Grant ceases
6. Assumes West Yorkshire Combined Authority income ceases
7. Assumes the Pavilion replaces the existing rugby pavilion which is on land leased to ORLFC and will be surrendered and yielded up to OSCA with full title guarantee all its estate interest and rights to the ORLFC Property.
8. Anchor Tenancy is secured in 2015 and second secured in 2018/19
9. Assumes a successful Power to Change revenue support bid for appointment of Business Development Officer 2015/16(1FTE),2016/17(0.5FTE) and 2017/18(0.25FTE)
10. Income baseline based on last three years available Bar and Wet Sales trading accounts:-£64K, £59K and £54K respectively.
11. Assumes increased uplift of 5% to reflect substantial increase in members and footfall as a result of merger of hospitality trading services
12. Projections are based on 60 per cent gross profit on food and drink.
13. Membership baseline based on current membership and a forecasted doubling with the amalgamation of other foundation partners. Assumes a baseline membership in the first year of 150 at an average fee of £10.00 pa which will double to 300 in year 2 with the inclusion of other OSCA Foundation partners and users. In subsequent years it is maintained at that level of growth and assumes no increase in fees.
14. Projections exclude allowances for capital depreciation on the forecast.
15. Projections assume eligible body status for VAT making some supply VAT exempt where a membership scheme exists and is joined by service users.
16. Projected costs on rates and rents are based on those supplied by Calderdale Council and have not been adjusted as a registered charity and sports club for 80 per cent mandatory relief and a possible discretionary relief from the local authority to 100 per cent.
17. Assumes a peppercorn rent within new lease
18. Utilities costs are those provided by the local authority and projected use will not include full- time daytime office accommodation for Council staff.
19. Assumes that works are completed to temporary changing rooms and letting and pitch hire fees will increase 40 per cent in year 1 and 10 per cent thereafter.
20. Capital build cost are not factored into these projections and it is assumed that capital funds will, in the main, be generated through grant application balanced out at the end of the capital development and will not impact on the revenue budgets and projections in this business plan.
21. There is no assumed asset value of the building and additional land at this stage as no valuation has taken place. The existing asset value (£120,000 - District Valuation July 2011) for the adjoining land already leased to OSCA Foundation is also not included.
22. There is no sink fund applied for sporting programme revenue expenditure forecasts. This is factored into capital project expenditure.
23. The OSCA 5 year projection includes the current year interest on the Key Fund loan and the remaining interest payment in Year 15/16. No further repayments are required in subsequent years.
24. It assumed that all catering rights and income on the site belong to OSCA Foundation.

23. Summary

This business plan and forecast for the community sports hub combines what OSCA Foundation believes is a challenging, but realistic, forecast with an inspiring vision of how sport and physical activity can increase participation and improve health and wellbeing and to the community benefit of Ovenden Sports and Community Arena.

The overarching plans are ambitious in scope and scale to build upon the significant success of the outdoor development since the first transfer of assets in 2012. The forecasts are concerned with the acquisition of the building, as a Pavilion, and sets out the additional revenue income and expenditure required to achieve a sustainable facility. The forecasts are based on existing known income streams from the outdoor facilities and the available information and predictions from the existing owners, the Council, and OSCA Foundation and the foundation partners.

Capital build costs are not factored into the projections at this stage and it is assumed that capital funds will operate under a building project budget, balance out an £00.00 at the end of the project and will not impact on the revenue budgets and projections outlined in the business plan.

The business plan outlines an organic growth strategy which involves strengthening OSCA Foundation by using its own energy and resources. This approach, although slower than other development strategies, has relatively low up-front costs, making it an attractive option for OSCA to expand in the way described in this plan their but don't have large amounts of liquid capital and, in the light of our experience, have to be hard won in the third sector funding climate.

We also set our forecast and projections in the light of the recent Power to Change consultancy on how OSCA might pursue and present its business case to external and internal stakeholders to assure its future and ongoing viability and sustainability. Our forecast predicts the realisation of potential trading and revenue generating services and activity growth to improve the project and its long term sustainability.

The forecast illustrates a viable long term position although, whilst acknowledging the Whole Life Costing for the building, it does not take account for any unforeseen requirements to invest ongoing issues with the building itself. It is important therefore that the building itself is transferred to OSCA Foundation in a good state of repair and having such works maintained during the remaining occupation and carried out prior to transfer.

OSCA Foundation also chooses, through this business plan, to develop through external growth strategies. It builds on the success of the previous years of experience to secure grants and loans to fund capital improvements. This approach is outlined in our Asset Development Plan and funding strategy. However, the internal growth model allows the capital development to be phased in concert with successful funding when and as achieved. It does not overly restrict an early occupation and populating the building with activity at an early point of transfer with low cost, small grant and self-help contributions to provide suitable accommodation.

Like any business plan, this document represents a snapshot in time and in this case reflects the distance travelled by OSCA Foundation since asset transfer in 2012. The detailed market research for the project and sensitivity has already moulded and shaped provision and will continue in post-business planning.

We believe this plan builds on success and outlines our goals, the reasons they are attainable, and our plans for reaching them.