



**Report Reference Number: E/21/5**

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**To: Executive**  
**Date: 27<sup>th</sup> May 2021**  
**Status: Key Decision**  
**Ward(s) Affected: Tadcaster**  
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**Title: Tadcaster Community Sports Trust – request for funding support**

**Summary:**

This report outlines the ambitions of the Tadcaster Community Sports Trust (TCST) to develop a multi-sport and community hub in Tadcaster. The report considers the initial outline of the plan for an estimated £4-6million development in the town and how the project fits with wider Council strategic priorities around town centre regeneration in Tadcaster, the developing Local Plan evidence for indoor and outdoor sports provision, and the need to deliver leisure services for all.

The request for financial support from TCST is assessed against the Council Plan priorities, the project's current progress and what is required further to ensure that an ambitious project of this nature is viable and that any Council investment at this stage supports the Trust to progress, as well as secure longer term external funding arrangements that will be required to fulfil the vision. Further detail is also set out in the Corporate Business Case (see Appendix 3).

The initial request to the Council is for funding support to help with design and further development of the project. The report reviews this request as well as the other resources required to support the project, including from external sources such as Community First Yorkshire (CFY) and North Yorkshire Sport. The review also considered detailed advice from sport consultant Carol Lewis, on behalf of CFY, which identifies the further work the Trust will need to do to put itself on very strong

footings for future external funding bids which are critical to the successful delivery of this project.

### **Recommendations:**

- That Executive note the strategic fit between the project and the Council's own priorities (as set out in paragraphs 2.31 – 2.36) and the integral part it can play in the wider regeneration strategy for Tadcaster.
- That Executive note the key outcomes and benefits if the project is realised (as set out in paragraphs 2.38-2.39).
- That Executive note the further work identified in the independent Appraisal Report (see Appendix 1) including the need for further work on business planning and funding strategy to be undertaken to put the TCST in the strongest possible position for the external funding bids critical to the delivery of the project (see paragraphs 2.19 – 2.24).
- That Executive recommend to Council to approve a grant of £192,000 through the unallocated Programme For Growth funding. This would enable TCST to further design and develop the project including completion of business planning as a first stage of that work.
- That payment would be released in stages and be dependent on achieving key milestones and deliverables to be agreed between TCST and SDC. The first stage of funding will be to enable completion of business planning to confirm the project scope, likely costs and potential funding sources for the project. Future stages of payment will be conditional on achieving key milestones and deliverables to be informed by the outcomes of the final business plan. Conditions will be set out in a Funding Agreement that will ensure all elements of viability, community engagement and funding planning as outlined in the TCST Appraisal Report are delivered.

### **Reasons for recommendation:**

Use of Programme For Growth funding which is unallocated to projects is subject to Full Council resolution as per the Full Council recommendations in section 71 (v, vi) of 20<sup>th</sup> February 2020 to enable all councillors to have a considered input to review existing and newly considered projects under P4G.

The recommendations support Tadcaster Community Sports Trust to deliver services to the local community. This is in support of the Council Plan priorities to make Selby District 'a great place' to live, enjoy and grow and a Council delivering 'great value' including through a mixed-economy model. It also reflects the principles in the Council Plan of being collaborative (we will be outward-focused and work with others to get things done), community focussed (we will empower and involve people in decisions about their area and their services) and well-being led (we will consider the impact on encouraging healthy life choices in our decision-making)

It also aligns well with a key delivery priority in the Council Plan to:

‘Develop a long-term programme of market town regeneration to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, visitors and businesses’.

The recommendations are offered on the basis that the progress of the project is subject to stringent conditions and overview to ensure viability of the project and to ensure effective use of public funding, and leverage of further external funding to support development and delivery.

## **1. Introduction and background**

- 1.1 Tadcaster Community Sports Trust (TCST) have ambitious plans to develop an outdoor multisport hub in Tadcaster which will enhance their current provision and expand the opportunities for residents in Tadcaster and the surrounding area to be able to participate in formal sport, be physically active and improve their health and wellbeing.
- 1.2 The project has been under development for the past 4 years and has reached a point where TCST want to move forward from ambitions and aspirations to tangible delivery.
- 1.3 Executive Members have previously indicated a willingness to support the project and this report considers the ambitions of the Sports Trust alongside the strategic priorities of the Council and local partners in developing a long-term plan for regeneration in Tadcaster.
- 1.4 To date, officers have offered support and advice to ensure that Tadcaster sport and activity needs are understood at a strategic level both for the Council and within wider National Governing Body plan development. The Trust have also secured advice and support from North Yorkshire Sport (NYS) and Community First Yorkshire (CFY). The Leader has also previously provided financial support for TCST's early feasibility and masterplanning work (approx. £12,000).
- 1.5 The project is estimated to cost £4-6m dependent on the scope. To be delivered it will require external grant aid and support, particularly from key sports or other funding bodies. The TCST have requested financial and other support to help move the project forward to the next stages of planning and design.
- 1.6 In order to properly consider this request, it is important to fully understand the status of the project, its business plan and ensure that the project puts in place the right building blocks to ensure successful external funding bids.
- 1.7 SDC and NYS consider that TCST may need additional support to enable the project to be successfully delivered and have secured advice from CFY who

asked for an initial scoping exercise to be undertaken to identify the nature of any support needs and inform where and how those needs might be met.

- 1.8 This Support Needs Appraisal was carried out, at no cost to TCST, by Carol Lewis, an experienced sports consultant on behalf of CFY. The Appraisal report is comprehensive and covers a range of information including, the Trust's set up, the strategic drivers for the project, the outline of the project plan and areas of project development still required. This advice is included as Appendix 1 to this report. This report has been discussed with TCST who have agreed that it can be released to the Council to help further its consideration of their request for funding.
- 1.9 TCST recognise they need additional help and support to bring the project to fruition. We have connected the Trust to CFY and NYS to explore this as well as use of own officer time to facilitate such approaches. Para 7.2 of the Carol Lewis report captures why this early support for TCST is required:

The idiom "If you build it, they will come" unfortunately will not satisfy the requirements for investment from external funding bodies, potential partners, or stakeholders. TCST clearly recognise this and equally accept there is a need for additional support for aspects of the delivery of this project.

- 1.10 The remainder of this report summarises the TCST project, the TCST ask for support, and the independent advice from Carol Lewis. The Corporate Business Case (see Appendix 3) considers the case for investment in some detail and has informed the recommended approach set out in this report. The report sets out a proposed way forward to enable the Council to offer conditional support for this project whilst ensuring:

- we apply due diligence to any request for funding; and
- the right building blocks are in place for future external funding bids required to deliver the project.

## **2. Consideration of TCST's request for Funding**

### **2.1 Background to the Tadcaster Community Sports Trust**

- 2.2 Sports facilities were established in 1926 at the Queens Garden site by John Smiths Brewery for their employees. A social club was built in 1948 and following various mergers and acquisitions the Magnets Sports Club no longer receives a subsidy from the brewery and became an open to all members club in 1997. Known as the Tadcaster Magnets Sports and Social Club (TMSSC)

- 2.3 A long-term lease was agreed in 2016 with landowner Heineken but prior to its signing TMSSC occupied the Queens Gardens site under an informal 12 month rolling arrangement. This meant no certainty over long term

occupancy; capital investment was extremely limited and as direct consequence many of the original facilities (e.g. tennis/netball courts) became dilapidated and unusable. It is custom and practice that external funding bodies would expect to see a 25-year minimum lease in place. The land to the south of their existing site is required to deliver this project and in the ownership of Sam Smith's Old Brewery (SSOB). We understand that the brewery are supportive of this project.

2.4 TMSSC operated as a Community Amateur Sports Club. The TMSSC registered as a Charitable Incorporated Organisation (CIO) in 16<sup>th</sup> March 2020 under the name of the TCST. This was set up to enable them to deliver their plans for a Sports Park and Community Hub to address and improve the fragmented nature of sports provision and social facilities in Tadcaster.

2.5 The Purpose of the Tadcaster Community Sports Trust is:

*To promote community participation in healthy recreation and the advancement of amateur sport for the benefit of the inhabitants of Tadcaster and the surrounding area through the provision of playing surfaces and facilities for the playing of amateur sport and community recreation for the benefit of the local community with the object of improving physical and mental wellbeing.*

2.6 The TCST have recently set up a Project Delivery Board (PDB) to oversee delivery of the project and have committed significant 'in kind' volunteer resources from the Board to develop the project.

## 2.7 **The Project**

2.8 The ambition to develop and extend the existing facilities at the TCST Queens Gardens location has moved from the initial ideas and concepts to architects proposed masterplan. A copy of this is attached as Appendix 2 to this report. The masterplan covers the existing site and the land to the south which is in the ownership of Sam Smiths Old Brewery.

2.9 The key components can be summarised as enhanced sports provision, informal open space to support health and wellbeing and a social hub with onsite car parking. Further detail is set out at paragraph 4.6 of the Carol Lewis report (see Appendix 1). Within the master plan elements can split into 'must haves' and 'would like'. Further work on the business plan covering need, demand, consultation on the masterplan with key stakeholders and consideration of potential funding will ultimately enable the scope and detail of what is to be developed to be confirmed.

2.10 Indicative costs are in the region of £6M for the whole development. This reduces to circa £4M if only the following key elements are developed:

- Car parking facilities
- Hub building – with reduced overall floor area to facilitate admin, changing rooms and café.
- Football 3G AGP

- MUGA – slightly increased size to facilitate maximum utilisation.
- Trim Trail incorporating nature, ecology, and fitness elements.
- Turf football pitches and picnic area (cycling, children's play area etc would be subject to additional funding)

2.11 No external funding has currently been secured for the project.

## **2.12 Tadcaster Community Sports Trust request for support**

2.13 TCST have requested financial and other support from the Council to progress the project. They have provided a phased Project Plan incorporating estimate delivery costs.

2.14 They have requested support in funding their Phase 1 works (£182k) which would cover the design and planning stages of their project. The further support on business planning which they have agreed they need (£10k) means a total funding ask of £192k.

2.15 TCST recognise that a key piece of work is to identify the funding that is needed and can be made available for delivery of future delivery phases. They suggest in the first 16 weeks of the planning and design development phase that:

- TCST seek to identify the level of funding that can realistically be provided by external organisations, national governing bodies etc. This would be covered in the business planning work referred to above.
- The Council enter into ongoing discussions to determine if SDC would be prepared to commit additional funding to support delivery of phases 2-7 of their project plan.

## **2.16 TCST Support Needs Appraisal – Community First Yorkshire report**

2.17 This recently commissioned report by Carol Lewis (see Appendix 1) provides an in-depth review of the project's current status capturing the key strengths of the project but also identifying key support needs. It recommends the further work required, some of which can be provided at no cost to TCST by CFY and NYS.

2.18 The key strengths of the project identified in the report are:

- The project has moved from concept through to formal project planning. Project planning and understanding the processes to realise the construction of the complex is a strength of the PDB.
- There is good local connectivity and networking and the key relationship with the Brewery is on a positive footing.

- Working in partnership with the existing Tadcaster Community Swimming Pool Trust will provide economies of scale and brings with it experience, skills and knowledge of operating sports facilities.
- The move towards a CIO with a trading arm in the form of Magnets 2020 Ltd, simplifies the governance and opens up greater opportunities for funding.
- Business planning and detailed project management plans are under development. The completion of these will identify key tasks to be undertaken and there will need to be an assessment of capacity and capability within the PDB to take these on.

2.19 There are areas identified in the report where TCST need support to enable the project delivery to progress. These are:

***Short term support:***

- Consultation and Engagement.
- Funding strategy.
- Ensuring robust evidence base for Demand and Need.
- Building in Evaluation and Impact Measurement
- Charity Law and Finances. Trustee responsibilities.
- Business Planning – TCST identified as the key priority

***Medium term support:***

- Developing physical activity, health, and wellbeing initiatives.
- Volunteering.
- Operation and management of the complex.

2.20 Elements of the above can be provided through the CFY North Yorkshire Strategic Grant Agreement at no cost. North Yorkshire Sport can offer advice and guidance and assist in making the necessary links to NGB's and Sport England. Not all support will be able to be provided free of charge, some areas will need a level of expertise which will need to be funded.

2.21 The box at para 6.5 in the report highlights **business planning as a key priority for support identified by the TCST** and also identifies some gaps in TCST's own business planning (which is being progressed) which will need filling to enable strong bids for external funding to be successful.

2.22 Following circulation of the draft version of the report the TCST PDG have reflected on what they consider are the priority support areas and have identified Business Planning. Although the PDB have the requisite skills and experiences to pull the Business Plan together they have recognised that having the sufficient time and capacity to produce a coherent and high-quality document, which will not only keep the project on track but provide the evidence to support funding applications, will be challenging.

2.23 The report concludes at para 7.3 that:

In summary project management and the tangible aspects of delivering this project are well understood and a strength of the TCST. The area where there is need for additional support lies more in the qualitative aspects which will ensure a robust rationale and justification for the project and looking ahead a clear activity development plan which demonstrates that this project will make a difference to the levels of sports participation, physical activity, health, and wellbeing within Tadcaster and the surrounding villages.

2.24 Further discussions have taken place since the report was issued involving TCST, SDC, CFY and NYS. TCST are in agreement on the next steps needed and in particular the need for further support on the following:

- Business planning
- Funding Strategy
- Consultation plan

We cover these in more detail below.

## 2.25 **Project Costs and Funding**

2.26 The project outline indicates a £4-6million project over a number of years. This is a substantial development and would require a large proportion of external investment.

2.27 The Trust has initially engaged National Governing Bodies such as Sport England and the FA on the outline ambitions and the assessed need for football/outdoor sport provision has initially been identified in the Football Foundation's Local Football Facilities Plan for Selby District and is thoroughly assessed in the imminent Selby District Playing Pitch Strategy being developed for the Local Plan.

2.28 However, the project is not at a stage where applications for funding are ready to be made. To access such external funding there will be a need for a robust business case and extensive further match funding.

2.29 The Trust has not identified what they have made available at this stage to invest in the development. A full business case would need to be completed to identify this. The TCST have however already committed significant 'in kind' resources from their PDG to develop the project plan and their business planning work to date.

2.30 In conclusion, a full business case and comprehensive funding plan is required by the Trust to understand how the project will be fully funded and ultimately maintained and to clearly articulate need/demand, strategic fit and the outcome and benefits the project will deliver. This is outlined in more detail in the SDC Corporate Business Case (Appendix 3).



### 2.31 Council Plan 2020-2030 - strategic priorities assessment

2.32 The project demonstrates a strong strategic fit with the Council Plan priorities as outlined in the SDC Corporate Business Case (see Appendix 3). These are to make Selby District 'a great place' to live, enjoy and grow and a Council delivering 'great value' including through a mixed-economy model. It also reflects the principles in the Council Plan of being collaborative (we will be outward-focused and work with others to get things done), community focussed (we will empower and involve people in decisions about their area and their services) and wellbeing led (we will consider the impact on encouraging healthy life choices in our decision-making).

2.33 It also aligns well with a key delivery priority in the Council Plan to:

Develop a long-term programme of market town regeneration to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, visitors and businesses.

2.34 The strategic rationale for the project is strong:

- It would consolidate and enhance sporting and community provision in Tadcaster.
- It is identified as a key ambition for the town in the new Local Plan Preferred Options document.
- It can be seen as an integral part of the wider regeneration led masterplan for Tadcaster.
- It aligns well with the Council Plan ambitions to help our towns reach their true potential.

2.35 Part of helping Tadcaster reach its true potential is the provision of high-quality leisure, health and well-being services. TCST have been an active stakeholder in discussions to develop the P4G funded Town Centre Revitalisation Action Plan for Tadcaster. Surveys conducted for this work with local stakeholders including residents and businesses have been completed. There was an overwhelming response to the surveys (1000+) providing a strong sense of what local people want in order to improve their town centres. Appearance and support with retail mix, better active travel infrastructure and **access to leisure** are the emerging strong themes. An Action Plan is now being developed for Tadcaster which will need input from the key stakeholders originally engaged in the process, including the Trust and Tadcaster Pool, to understand the key projects to focus on to make an impact. **The Trust's project would fit well with this.**

2.36 The proposed car park in the project would be located closest to the town centre and is proposed as a shared resource which could, along with other alternative provision, help to replace the loss of the central area car park, and

widen the choice of parking opportunities close to the town centre, which is required to deliver the Town Regeneration Plan.

2.37 The Council is a leisure provider for the town through Tadcaster Leisure Centre, as managed by Inspiring Healthy Lifestyles. One of the assessments yet to take place is the impact of any development of the facility, balanced with the projected needs and demand for such services in the area. Evidently, a full business case for the project must identify this to enable the Council to understand better any impact on service delivery and whether there would be any potential conflict of interest with existing leisure facilities in the town.

### 2.38 **Key Outcomes and benefits**

2.39 The project if realised would deliver a range of key outcomes and benefits that align with the Council Plan priorities including (these were outlined in the Councils Corporate Business Case - see Appendix 3):

- Improving the quality of sport and community provision in Tadcaster
- Increasing participation in sport in Tadcaster and surrounding areas
- Securing wider investment into Tadcaster and the district from other key partners public and private sector partners e.g. sport governing bodies, Sports England, Football Foundation, NHLF, businesses etc
- Delivering wider health and wellbeing benefits e.g. developing healthy behaviours and resultant improvements in key health areas such as obesity levels
- New community facilities leading to an increase community participation, initiatives and events in the town
- An enhanced car parking area close to the town centre which can contribute to overall town centre public car parking provision.
- Deliver a key element of the wider Tadcaster Regeneration masterplan as set out in the Local Plan Preferred Options consultation document
- Help to improve town centre vibrancy.
- Creating a sustainable Community & Sport Hub for the town reducing the need to travel further to access quality sport facilities, which will benefit all ages including young people who may not have easy access to alternative forms of transport.

## 3 **Key issues for the Executive**

3.1 It is clear from the further project appraisal work done through Community First Yorkshire that there are **additional things that the TCST will need to do to put the project on a firmer footing** for future potential external funding bids.

3.2 The ask from TCST is to support their phase 1 design and further project development costs, which if to be funded in full would cost £182k. It does not cover the **further work required to develop the business plan**, estimated to be £10k and if this is agreed the total grant would be £192k.

- 3.3 As mentioned at para 2.10 above the project could cost between £4-6m depending on which elements are included. There is also a request from TCST for the **Council to consider further, significant funding contributions to phases 2-7 of their project plan**. The project has not secured any external funding to date. This request for significant further funding should be considered at a later date once the full business planning work is completed to inform the scope of the project and other potential funding sources.
- 3.4 For comparison, Sport England would assume in considering grant applications that 6% of the capital cost would go towards project management/professional fees, planning and site investigations – that would equate to £240k for a £4m scheme and £360k for a £6m scheme so the request from TCST for £182k of funding to support design and further development of their project fits well within these indicative parameters.
- 3.5 As outlined at paras 2.31-2.36 above the **strategic rationale** for the project is strong – it would consolidate and enhance sporting and community provision in Tadcaster; it is identified as a key ambition for the town in the new Local Plan Preferred Options document; it could be seen as an integral part of the wider regeneration led masterplan for Tadcaster; and it aligns well with the Council Plan ambitions to help our towns reach their true potential.
- 3.6 The potential **benefits and outcomes** are significant if the project is delivered and are outlined in paragraphs 2.38 -2.39 above.
- 3.7 The Council will need to fully consider the **potential risks** associated with grant funding and in particular if the project does not proceed to delivery. These are set out in more detail in paragraphs 5.3 of this report and in the Council's Corporate Business Case (see Appendix 3). The approach recommended in this report seeks to mitigate these risks.
- 3.8 The Council will need to satisfy itself that appropriate **due diligence** has been carried out on the project and that appropriate checks and balances are put in place before allocating any significant funding to the TCST. The engagement to date between TCST and NYS and CFY, which SDC facilitated, has identified, through the in-depth study by sports consultant Carol Lewis, the important next steps in the process. The issues highlighted in the Corporate Business Case (Appendix 3) are part of this process and have informed the recommended approach set out in this report.
- 3.9 If the Executive were minded to support the TCST's request for the full £182k of funding it is recommended that the funding is made conditional on certain steps being completed first, to be set out in a Funding Agreement. This **stepped and conditional approach** would be as follows:
1. A first phase of grant funding is offered to enable the TCST to complete the necessary business planning work – this would require: some technical survey work to firm up potential scheme costs and do

some necessary revisions to the masterplan; a look at need/demand; a review of potential external funding sources. This work will ultimately shape what elements of the scheme are delivered. The further work from the sport consultant is expected to cost £10k. The other technical survey and design work circa £20k. The scope of this work and cost will be agreed and captured in the Grant Agreement but is expected to cost circa £30k.

2. The remainder of the grant funding would be released in phases dependent on key milestones and deliverable being achieved as set out in the Funding Agreement. These milestones and deliverables would be based on TCST's project plan with milestones and deliverables to be agreed between TCST and SDC.

3.10 This approach will enable some survey and design work to be funded to support further development of the business plan and to firm up likely costings. It will also ensure that:

- the additional business planning is completed to inform a more accurate idea of the key tasks and capacity gaps. Cost: £10k for sport consultant; £20k for the technical survey/design work. Total cost circa £30k. Releasing the remaining funding for the development of detailed designs should be conditional on first finalising the business plan work.
- Development of the community engagement plan to establish need and demand: community inclusion is often a significant element of any other external funding body criteria.
- Development of a funding strategy to give a realistic focus on how funds will be generated to finance the next stages of development, ongoing management and sustainability of the site into the future.

3.11 TCST are eager to move to their next stages of project design and delivery, but welcome the further support from CFY and NYS. Unless they **get the building blocks right now** (through the completion of a strong business case) then they won't be able to submit really strong external funding bids on which the success of the project is reliant.

3.12 **If the Executive were minded to support** the full project cost for design and further development work (£182k) and the required business case development (£10k) then the **total grant allocation from SDC would be £192k**. As stated earlier there may be further requests for funding to deliver phases 2-7 but these costs cannot be firmed up until the detailed business planning and funding strategy work is completed and should be considered at a later date.

## 4. Alternative Options Considered

4.1 In terms of the options SDC have before it these are:

1. **Reject the request for funding (£182k)** – this would mean TCST may not be able to progress the further business planning work identified by sport consultant Carol Lewis. They would not be able to progress the further project design and planning work required to support external funding bids. Given the wider benefits and outcomes the scheme can deliver for the town and district, and the strong synergies with our own Council Plan, **an out-right rejection of the funding request is not recommended.** An alternative phased approach to funding is set out at Option 3 below.
2. **Accept the full request for funding (£182k)** – this would enable the TCST to progress with its further design work which they see as key for securing external funding bids. However this could put significant project spend funded by SDC at risk as some elements of scheme design work may be abortive. This is because scheme design can't be finalised with any certainty until the further business case work is completed to look at need/demand and potential external funding sources which will ultimately shape what elements of the scheme are delivered. TCST accept that the scheme will have to be flexible in scope dependent on external funding available. **For the above reasons this option is not recommended.**
3. **Accept the full request for funding (£182k) but make the funding conditional on certain steps being completed first** as set out in paragraph 3.9 above. In this option it is also recommended that an additional allocation of £10k is made to support the further business planning work making a total Council contribution of £192k.

4.2 **Option 3** (from the option appraisal set out above) **is the recommended option** - this will ensure the TCST complete the necessary business planning critical to establishing the right scope for the project reflecting need/demand and potential external funding critical to delivery. This would also protect the Council's grant investment by ensuring significant (and potentially abortive) spend on design did not take place until the business planning recommended in Carol Lewis's report is undertaken and a firmer project scope agreed from this.

## 5. Implications

### 5.1 Legal Implications

5.1.1 Part 1 of the Localism Act 2011 applies a general power of competence to local authorities in England. Section 1 (1) of the Act provides that "a local authority has power to do anything that individuals generally may do". This

includes the power to make grants where to do would be in the interests of the Council, the District and the inhabitants.

5.1.2 Grant agreements will need to be signed which provide appropriate levels of control and reporting back so that the impact can be monitored.

5.1.3 As identified, robust conditions will be placed on the agreement.

## **5.2 Financial Implications**

5.2.1 In discussions with the Trust the overall project cost is in the region of £4m to £6m. The final scope of the project is yet to be agreed and will depend on a number of factors including need/demand and grant funding likely - all which will be considered further in the next stages of business planning.

5.2.2 The current phase of development work is estimated to be £192,000. This is made up of:

- £10,000 required for sport consultant input to support TCST to complete their business planning (as per the Carol Lewis report recommendations (see Appendix 1).
- £182,000 for design and planning identified by the TCST in their Outline Project Plan. This includes the circa £20k of other technical survey and design work required to inform the next steps of business planning work. The remaining money would not be released until the outcomes of the business planning work are known and the scope of the project is finalised.

5.2.3 No funding has been secured for the development to date - so there would be no match-funding for SDC's investment. It is proposed that the £192k be funded from the unallocated Programme for Growth budget which will need to be referred by Executive to Council as set out in the report recommendations and reasons for those recommendations.

5.2.4 We have identified a phased approach for releasing funding and will set out the conditions that would unlock the next phases of funding in the Funding Agreement. This is covered in para 3.9 above.

## **5.3 Policy and Risk Implications**

5.3.1 We've already considered the key policy considerations in paragraphs 2.31 - 2.37 above.

5.3.2 There are a number of risks we need to consider. The risks related to whether we fund, fund but make it phased and conditional, or reject the request have been set out in the Options appraisal section above.

5.3.3 There are a range of other project risks we need to consider. Potential mitigations are set out after these are listed.

#### 5.3.4 **Delivery Risks**

- Non delivery of the project unless TCST can secure grant funding.
- Other external funding bodies less likely to commit funding unless the Council commits some funding/resource to the project.
- The project is dependent on successful relationships with a range of stakeholders - including SSOB who own land required for the project - they have offered a long lease but this is yet to be secured. Release of funding can be made subject to proof of tenure.
- Delivering on time – the TCST have set a very ambitious delivery timeline given they have yet to open-up detailed discussions with external funding partners on which delivery is dependent. Essential business planning should help to manage the timeline and any cost changes because of delivery timescale changes,
- SDC internal staff capacity to support this project. This is not a SDC project and will be reliant on officers without allocated working capacity. Risk of impact on other SDC project timescales.

#### 5.3.5 **Financial Risks**

- Unintended impact on Council leisure services. Could result in loss of income and impact on SDC contractual services. Full assessment of need and demand in the Tadcaster area and engagement with other leisure providers required to ensure complementary development of the Tadcaster leisure offer.
- £4-6m project that will require significant investment - if funding opportunities do not present, there is a risk of no delivery. The scope is varied and will change the costs associated with development. Risks that costs could overrun.
- Risk that SDC invest significant funding and the project cannot be delivered - financial and reputational losses as a result.
- Risk that unless SDC shows commitment that other external funding bodies will be less likely to invest. TCST will need to consider their level of investment and funding into the project to satisfy funders that financial risks are shared.
- Future sustainability of the project - developing the business plan and funding strategy are crucial to long term management planning.

#### 5.3.6 **Legal Risks**

- Potential for challenge as to why funding is being given to TCST?

5.3.7 We would seek to minimise delivery risks by making any SDC grant funding conditional on certain things happening e.g. completion of business planning,

funding strategy, shaping the scope of the project after completion of the business planning. We would make maintaining effective stakeholder relationships a condition of the grant agreement. TCST to lead and project manage the project to minimise SDC staff input required given other competing priorities.

5.3.8 We would seek to minimise SDC's exposure to financial risk through taking a phased and conditional approach to SDC grant payments as set out under Option 3 in the options appraisal above. We would also ensure through the scoping and business planning that impact on existing SDC/IHL sport and leisure facilities was properly considered and reflected in any revised project scope. Future sustainability of the project would be considered at the business plan stage including detailed financial modelling and open book approach to understanding TCST finances.

5.3.9 We would seek to manage any potential legal risks by involving legal colleagues early on in shaping the approach taken, any grant agreement and conditions if member were minded to approve, and by ensuring that legal and governance issues, as they related to TCST, are picked up in the additional business planning they will be required to do.

## **5.4 Corporate Plan Implications**

5.4.1 This has been covered elsewhere in the report.

5.4.2 The project supports the Council Plan 2020-30 priorities to 'Develop a long-term programme of market town regeneration to support development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, their families, visitors and businesses.'

## **5.5 Resource Implications**

5.5.1 We will continue to offer advice and support through officer time subject to availability of resources. A significant amount of officer time has been used to support TCST to develop links with funders and CFY to support their ongoing development. It is anticipated that the TCST will require a continued point of contact in the Council which will be offered through the Community and Partnerships service. Grant monitoring will also need to be monitored through the team on an ongoing basis.

## **5.6 Other Implications**

5.6.1 None identified.



## **6. Equalities Impact Assessment**

- 6.1 An equality, diversity and community impact screening has been undertaken and does not identify any significant, negative impact from this project. It identifies that there are positive impacts for communities of protected characteristics such as age and disability, enabling an increased participation from these groups at the facility. The Trust will need to complete their own engagement and consultation plan to ensure an accessible project.

## **7. Conclusion**

- 7.1 The initial request to the Council is for funding support to help with design and further development of the project. The report reviews this request as well as other resources required to support the project, including from external sources such as Community First Yorkshire (CFY) and North Yorkshire Sport.
- 7.2 We have also taken into account detailed advice from sport consultant Carol Lewis, on behalf of CFY, which identifies the further work the Trust will need to do to put itself on a strong footing for future external funding bids which are critical to the successful delivery of this project.
- 7.3 There is a strong strategic fit between the project and the Council's own priorities (as set out in paragraphs 2.31 – 2.36) and it can play an integral part in the wider regeneration strategy for Tadcaster.
- 7.4 There are a range of key outcomes and benefits for Tadcaster and the district if the project is realised (as set out in paragraphs 2.38-2.39).
- 7.5 The SDC Corporate Business Case (see Appendix 3) considers a range of key issues, risks and considerations as part of the initial due diligence process. It recommends that a phased and conditional approach is taken if the Executive are minded to support the request from TCST for £182k of funding to support design and further development work for the project. This is set out in paragraph 3.9 of the report.
- 7.6 The work by sport consultant Carol Lewis (appendix 1) identifies the further support required to complete the TCST's business plan for the project which is estimated to cost circa £10k to complete.
- 7.7 This would equate to a total investment from SDC of £192k towards the design and further development of the project.
- 7.8 Use of Programme For Growth funding which is unallocated to projects is subject to Full Council resolution as per the Full Council recommendations in section 71 (v, vi) of 20<sup>th</sup> February 2020 to enable all councillors to have a considered input to review existing and newly considered projects under P4G. This means that if Executive were minded to approve then it will need to be referred to Council for approval.

## 8. Appendices

Appendix 1 (redacted) – Carol Lewis – TCST Appraisal Report

Appendix 2 – TCST Masterplan

Appendix 3 – SDC Corporate Business Case

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