

Tadcaster Community Sports Trust Support Needs Appraisal

Commissioned by Community First Yorkshire



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Tadcaster Community Sports Club (TCST) – Support Needs Appraisal

1. Introduction

- 1.1 Community First Yorkshire (CFY) were contacted by Angela Crossland, Head of Communities, Partnerships and Customers at Selby District Council (SDC). This was following ongoing dialogue with TCST, the District Council and Damien Smith, Head of Development at North Yorkshire Sport (NYS).
- 1.2 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.
- 1.3 The project has been under development for over the past 4 years and has reached a point where it is timely to move forward from ambitions and aspirations to tangible delivery. SDC and NYS consider that TCST may need additional support to enable the project to be successfully delivered.
- 1.4 Mark Hopley, Head of Community Support at CFY has 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.

2. The Brief

- 2.1 The CFY brief for the scoping work was to:
 - Engage with SDC, NYS and TCST to understand the background and context of the project.
 - Understand from TCST the status of the project and the wider organisational/ governance structure to deliver the project and project funding requirements.
 - Understand the long term proposed operational management, to ensure sustainability.
 - Desk top research to identify how the project fits within a strategic context for sport, health, and wellbeing etc.
 - Identify and quantify specific items which CFY may be able help with under the North Yorkshire Strategic Grant Agreement.
 - Identify and quantify specific specialist advice that may be needed for which funding would be needed.

Sensitivities

- 2.2 ***The research for the report has highlighted several sensitive/confidential areas.*** It is important that these are referenced in the report and these need to be respected when sharing content of the report and approval should be sought from the relevant parties prior to the information being shared. Areas of sensitivity/confidentiality are:

- TCST have a Head of Terms for the lease of land from Smith Brewery. This positive relationship needs to be continued to be fostered and nurtured. The project cannot be delivered without the additional land.
- SDC new Local Plan through to 2040 is currently at consultation stage. The proposed plan identifies preferred options for land use providing a strategic blueprint for regeneration in Tadcaster. Proposals within the plan are inter-reliant and to some extent will need support from Smiths Brewery. The TCST multi sports hubs features within the options.
- TCST have a small project board established. There is general awareness within the community and current sports clubs membership about the project. However, the details and the master planning detail is not currently in the public domain. Delicate balancing of several factors will determine this, albeit TCST totally recognise the need for community engagement and consultation.
- There is an indication from SDC elected members to that they may support this project financially. This may provide substantial financial support however, when and for what has not yet been confirmed or determined. Any contribution would need to adhere to due process.

2.3 CFY have commissioned the report and Peter McNamara from TCST has agreed that the report can be circulated to SDC and NYS in order maintain consistency of knowledge and understanding of the project status.

3. TCST Background

3.1 Table 1 below provides an overview of TCST.

Table 1: TCST Key Facts

History	<p>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)</p> <p>A long-term lease was agreed in 2016 but prior to its signing TMSSC occupied the Queens Gardens site under an informal 12 month rolling arrangement. This meant with 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.</p> <p>A similar situation applied to the sports pavilion which was built to a traditional design around the 1940's and was basically approaching being unfit for purpose. Although the intention was to incorporate redevelopment of the building within the wider plans, a decision was taken to treat the work as a separate initial project and with the aid of a grant from the Football Foundation the building was completely refurbished in 2019 within both the planned programme period and financial budget. TCST can demonstrate a track record in project delivery.</p> <p>TMSSC operated as a Community Amateur Sports Club.</p>
TCST Governance	<p>Charitable Incorporated Organisation CIO Association Model, Charity Number 1188572. Registered 16th March 2020. The Constitution is available on the website https://www.tadcastersportstrust.co.uk/ Charitable objects are:</p> <p><i>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</i></p>

	<p><i>amateur sport and community recreation for the benefit of the local community with the object of improving physical and mental wellbeing.</i></p> <p>As a recently registered charity there is no requirement to submit accounts and annual returns until 10 months after first financial period ends.</p> <p>The original Tadcaster Magnets Sport and Social Club has not been formally dissolved and assets transferred to the new entity. The reason for this being to qualify for government COVID grants and the need to retain bar staff contracts of employment under TMSSC in order to obtain furlough payments for those employees. As it stands after the 3rd March 2020 budget announcement it is likely that the process will be fully completed by the end of June 2021.</p> <p>TCST is the parent company of Magnets 2020 Ltd, Company number 12703170, with TCST owning 100% of the share issue. Magnets 2020 Ltd was registered in June 2020 as a private limited company. The objects state that the profit from trading will transfer to the parent company i.e. TCST.</p>
Policies	<p>TCST produced several policy and procedural documents in 2020, with the following being publicly available on its recently launched website:</p> <p>Code of Conduct – members/visitors using the facilities and sports bar.</p> <ul style="list-style-type: none"> • CCTV • Child Protection • Health and Safety
Membership	<p>Annual membership has categories which provides for those who wish to participate in sport and people who purely wish to join on a social basis. Annual prices are affordable from £30.00 for a full adult member, £12.50 Senior Member, £10.00 Junior member, and options for additional cards for partners.</p> <p>Those participating in sports additionally pay a membership/subscription to the individual sports clubs.</p> <p>This structure is typical of multi sports and social clubs.</p>
What is on offer	<p>The sports facilities consist of: turf football pitch, cricket pitch, bowls green.</p> <p>Social facilities; Sports Bar, Lounges. Available for hire for events, parties, and corporate bookings.</p>
Location	<p>Queens Gardens, Tadcaster, LS24 9HD, located in the western side of the River Wharfe which runs through the centre of Tadcaster. There is a residential area to the south west and the industrial brewery sites to the north east. The site is bounded by the A162 on the eastern boundary and agricultural land to the south.</p> <p>Google Maps</p>
Manor Field	<p>An additional site known as Manor Field approximately 0.5 miles from the Queens Gardens is maintained by the Trust. The site is currently not in use but is a designated as a cricket ground. An 81-year lease remains on this site.</p>

4. TCST Development Project

Project Governance

- 4.1 A Project Delivery Board(PDB) has been established with a mixed skill set. The four members have experience in sport and leisure management (Tadcaster Community Swimming Pool Manager), Finance (Retired Bank Manager), Chartered Survey and Quantity Survey in commercial settings. The PDB has a terms of reference.
- 4.2 The PDB are taking a project management approach and have developed a series of project/action plans. They are currently looking to engage the necessary professionals e.g. architects, landscape architects, civil engineers, to move the existing masterplan

through to design stage, more detailed cost estimates and take forward the requirements to enable a planning application to be submitted.

- 4.3 A business plan is under development to project the costs and budget. The business plan will cover the current operations, development phase, delivery phase and ongoing management of the complex.

Capital Developments

- 4.4 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. The masterplan covers the existing site and the land to the south which as noted above is in the ownership of the Smiths Brewery.
- 4.5 The key components can be categorised as sports provision, informal open space to support health and wellbeing and social hub with onsite car parking. Within the master plan elements can split into ‘must haves’ and ‘would like’, consultation on the masterplan will enable the detail of what is to be developed to be confirmed.
- 4.6 However, the aim is to enable the overall development rather than a phased approach, although the site will be developed in such a way as to future proof the ability for additional development should a phased approach need to be undertaken. The masterplan includes:

Sports	Open Space (health and wellbeing)	Social
Retain existing adult turf football pitch, plus one new adult turf pitch.	Trim Trail route for walking, cycling including off road pump track sections, outdoor fitness equipment, running including sprint training section. (new)	Retain existing Social Club. However, need to recognise that in the longer-term consideration will need to be given to replacement.
Full size floodlit AGP – 3G surface (new)		Create a hub building central to the complex to house, changing rooms, gym, reception/administration, café, possibly grounds maintenance storage. (new)
No.2 junior/youth pitches. (new)	Turf training/informal games areas. (new)	Outdoor Picnic areas. (new)
MUGA – hard court surface for netball, tennis, training with floodlights. (new)	Mini roadway for cycle training. (new)	Currently, on site there are several buildings which serve the existing provision and the future of these is to be determined.
AGP – sand based for hockey, football. Consider 2-Gen pitch for greater flexibility. (new)	Skatepark (new)	
Retain existing cricket pitch.	Play area. (new)	
Permanent cricket practice nets. (replace)	Nature trail and ecological areas. (new)	
Bowls green retained.		
Gym (replace)		

4.7 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)

Management and Operation

[REDACTED]

[REDACTED]

4.10 A grounds maintenance contract is currently in place for the existing facilities. An options appraisal will be needed in the future to determine the most effective way to maintain the site given the proposed new facility mix.

4.11 Tadcaster Magnets Sports and Social Club (TMSSC) employ a bar manager, bar staff and administration assistant. Those roles under TUPE will transfer to the Magnets 2020 Ltd trading company on the dissolving of TMSSC.

4.12 Business Planning is being undertaken as noted above. Historic data and information will assist informing the business plan and TCST understand that this will be required to support applications for external funding.

4.13 In essence income generation will come from memberships, food and beverage sales and hire of facilities. Encouraging people who will access the free to use open spaces to contribute to income generation needs to be explored further e.g. by encouraging people to be members, use the café or make donations.

Community Engagement and Consultation

4.14 There has been engagement with some National Governing Bodies (NGB’s) for football, hockey and cycling. The Football Foundation are positive about the project and the evidence base within the Local Football Facilities Plan identifies the 3G AGP, x2 turf pitches and changing accommodation as a priority ([Local Football Facility Plans](#) |

[Football Foundation](#)) It is expected that the awaited new Playing Pitch Strategy (PPS) will mirror and provide additional evidence to support the proposals.

- 4.15 To date the engagement with NGB's has had a focus on funding. There needs to be wider discussions to help determine the different sports minimal technical requirements to ensure they are fit for purpose and therefore, provide more robust evidence to support a planning application. The new PPS will provide additional evidence of need and demand as consultation is a key component of the Sport England PPS Methodology.
- 4.16 The PDB have to date encouraged through the website and Facebook people to respond to the consultation on the new Local Plan. In particular, the sections which reference a proposed multi sports hub and the change of land use from agriculture to proposed leisure use.
- 4.17 The view of the PDB is their preference would be to be able to have face to face to consultation and engagement with residents on the proposed plans. Displaying the plans and being available to talk through the proposals with people is preferred subject to the lifting of Covid restrictions. Potentially supplementing this method with an online survey. A comprehensive engagement and consultation plan has not been developed to date.

Funding

- 4.18 No funding has been secured for the development. There are positive noises from the Football Foundation and SDC. TCST have some reserves which can be allocated to the project, as yet an amount has not been declared.
- 4.19 There has been some consideration given to funding opportunities for example Heritage Lottery under the landscape and nature theme for the open spaces. However, no detailed funding research has been undertaken to identify and appraise potential sources which would lead to a clear strategic funding plan.
- 4.20 Opportunities for plan and gain monies through section 106 agreements may arise in the future. It would not be sensible to place any reliance on this source of funding as it is linked to planning applications and the subsequent delivery by developers.
- 4.21 A bullet point list of the key application requirements in relation to the Heritage Lottery funding has been produced. In general terms the items listed would be similar for most applications, evaluation and impact measurement is an area least understood by TCSC. Linking back to engagement and consultation creating a clear narrative and evidence base for the need and demand for the project would be required. In general terms there is limited funding experience within TCST.

5. Strategic Context

- 5.1 The project can demonstrate support through the new Local Plan proposals as being part of the overall regeneration of Tadcaster.
- 5.2 Supplementary planning documents which provide the evidence base for the new Local Plan are imminent. The PPS, Open Space and Built Facilities Strategies it is anticipated will highlight and prioritise the demand and need for an outdoor multi sports complex in Tadcaster. The Local Football Facility Plan already concurs the need for football pitch and changing development.


- 5.3 The Sport England 10-year strategy, *Uniting the Movement*, was launched in January 2021. The strategy identifies 'The Five Big Issues' of Recover and Reinvent, Connecting Communities, Positive Experiences for Children and Young People, Connecting Health and Wellbeing, Active Environments. The TCST project has a role to play in addressing these issues and contributing to the overarching Sport England vision '*Imagine a nation of more equal, inclusive and connected communities. A country where people live happier, healthier, and more fulfilled lives*'.
- 5.4 There is opportunity for TCSC to review local Sport England Active Lives data to provide evidence of need. A quick review of the latest headline through to May 2020 adult data indicates that for the Selby District the percentage of people who are classified as Active is below the national average, those who are Fairly Active above the national average and those who are Inactive marginally above the national average. [Active Lives | Sport England](#)
- 5.5 Public Health England www.localhealth.org.uk area profile data indicates that for most domains Tadcaster is either significantly better than the England average or not significantly different than the England average. However, for death due to circulatory disease for all ages and for older people living alone, the area is worse than the England average.
- 5.6 Tadcaster falls within the Vale of York Clinical Commissioning Group (CCG) and at a more local level the Tadcaster and rural Selby Primary Care Network (PCN) which brings together three GP practices serving a population of 28,000. Identified priorities for the PCN are obesity and reducing inequalities, social prescribing service is available. TCST have the opportunity to contribute to the PCN priorities and work in partnership with social prescribing team.
- 5.7 The Joint Strategic Needs Assessment [Joint strategic needs assessment | North Yorkshire Partnerships \(nypartnerships.org.uk\)](#) picks up further the PHE information above and provides more detailed district profiles and the local CCG profile data, with several domains data broken down into small areas i.e. Tadcaster. There is level of detail available drilled down to the Tadcaster and Rural PCN available.
- 5.8 An analysis of the local demographics will help build the case for need and demand and subsequently assist TCSC to demonstrate how the project can contribute to levels of participation and the prevention and reduction of health inequalities.
- 5.9 The TCST project can contribute towards the Selby District Council Plan 2020-2030 which has the vision 'Selby district is a great place' and the strategic priorities of; 'a great place to live, enjoy and grow'. Given SDC will be looking to achieve this through collaborative work with others, being close to communities and supporting wellbeing there is a clear link.
- 5.10 However, the outcomes of the Local Government Review for York and North Yorkshire will result the current SDC plans being superseded from 2023 by the new local authority and potential changes in local political representation.

6. Assessment of Support

Strengths

- 6.1 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.

- 6.2 There is good local connectivity and networking and the key relationship with the Brewery is on a positive footing.

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- 6.4 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.
- 6.5 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. If there is an identified need for more capacity, how will this be achieved? Additional volunteers with the necessary skills and expertise? Recruit dedicated project staff? Contract external suppliers?

Business Planning – Updated from feedback on draft report.

Following circulation of the draft version the 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.

The draft version of this report also highlighted to the PDG areas of knowledge and expertise which they had not been aware of which need to be included in the Business Plan and will be essential to funding applications e.g. demand and need data, evaluation, and impact assessments.

- 6.6 The support needs identified from this initial scoping exercise are listed below. However, the outcomes from 6.5 are likely to inform further support requirements.

Support Needs

- 6.7 There are areas identified which may need support to enable the project delivery to continue to progress are:

Short term

- Consultation and Engagement.
- Funding.
- Ensuring robust evidence base for Demand and Need.
- Building in Evaluation and Impact Measurement
- Charity Law and Finances. Trustee responsibilities.
- **Business Planning – TCST identified priority reference 6.5.**

Medium term support

- Developing physical activity, health, and wellbeing initiatives.
- Volunteering.

- Operation and management of the complex.
- 6.8 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.
- 6.9 Appendix 1 outlines in more detail what support may be needed and how it may be provided. Links to additional online resources are included to supplement the direct organisational support.
- 6.10 Although aspects of the project development and delivery phases can be achieved through TCST PDB and additional volunteers, with advice, guidance, and support at no cost from CFY or NYS there are some aspects which will require financial resources. For example, Sport England's latest Facility Costs Guidance as at 2nd Quarter 2020 allocates 6% for fees associated with project management, site investigation and planning. In addition, TCST may need additional support for other aspects of the project development.

7. Concluding Summary and Recommendations

- 7.1 In simple terms this a straightforward capital build project. However, there are several layers to the project which have an interdependency when it comes to project planning and management.
- 7.2 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.
- 7.3 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.

Business Planning – Updated from feedback on draft report.

In feedback from TCST on the draft report and the identification from the PDB perspective that Business Plan support is a priority the group have a pragmatic approach. They are realistic to understand that should there be any budget/financial support available that this will have limitations. There are elements within Appendix 1 which, they consider can be served through [REDACTED] and that this should be taken into account when/how support might be offered is considered.

- 7.4 As a priority the TCST action plan needs to be finalised which will enable this appraisal to be updated and identify the level of finances required to move the project to the next phase and where these can be potentially found from.

- 7.5 CFY should act as the lead partner in terms of the provision of support where applicable under the North Yorkshire Strategic Grant Agreement and having reflected on the suggestions within this document and enter into dialogue with TCST, NYS and SDC to consider what and how support can be provided.

Appendix 1 : TCST Support Needs

Area of Support	What	Who and How	Indicative amount of support time
Short term within 3 – 6 months			
Consultation and Engagement	<p>Development of a consultation plan to include:</p> <ul style="list-style-type: none"> • Who should be consulted and when. • What they are being consulted on and why, • Methodology to be used. • How will the consultation data be recorded. • How the outcomes of consultation will be communicated and used to inform decision making. <p>Consultation plan needs to include for example:</p> <ul style="list-style-type: none"> • Residents all ages • Current membership • Local sports clubs • Community groups • Town Council • Local Councillors for relevant wards • Primary Care Network • NGB's 	<p>CFY can provide guidance to draft a plan and ideas for methodologies via face-to-face Development Officers time. Additional fact sheets available on the https://communitysupportny.org.uk/.</p> <p>CFY would be able to be a critical friend as TCST developed and produced and implemented the plan.</p> <p>The production of the plan if the capacity and capability is not available within TCST would need to be through an external supplier.</p> <p>There may be a need for additional external supplier support for the implementation and analysis/interpretation phases.</p>	<p>CFY - 0.5 days</p> <p>CFY - 2 days</p> <p>External -5 days</p> <p>Resources and time to be determined if required.</p>
Funding	<p>Research potential funding options.</p> <p>Develop a strategic approach to funding applications linked to project timescales and funder timescales and deadlines.</p> <p>Writing funding applications.</p> <p>Management and accounting of external funding and reporting. Understanding restricted funding.</p>	<p>CFY can undertake a funding search and advise on the most appropriate funds.</p> <p>CFY can support TCST in producing a funding action plan which aligns project and funder deadlines/timescales. The outcome of this stage will help determine whether TCST have the capacity to write and submit bids directly or would need to engage external support.</p> <p>CFY can act as a critical friend on funding bids prior to submission.</p>	<p>CFY - 3 days</p> <p>CFY - 2 days</p> <p>CFY - 1 day per application</p>

		<p>CFY can provide advice with regards to managing and accounting for funding.</p> <p>TCST can sign up to receive the monthly funding bulletin from CFY.</p> <p>CFY facilitate networks for the voluntary sector e.g. Treasurer Network and Finance Network. These are free of charge. Networks Community First Yorkshire (communitysupportny.org.uk)</p> <p>CFY offer generic funding training workshops and specific funder workshops e.g. Children in Need. Training & Resources Community First Yorkshire (communitysupportny.org.uk). There is a small charge for training workshops.</p> <p>Free resources i.e. excel spreadsheets and guidance is available from WYCAS Tools - WYCAS</p>	<p>CFY -0.5 days</p> <p>TCST - 0.25 days per network event.</p> <p>TCST - 0.25 days per workshop</p>
Evidence for demand and need	External critical friend (s) who can review the evidence TCST have gathered, identify any gaps, and review how the information is presented to different audiences/stakeholders to make the case for the project.	CFY and NYS would be able to provide support from their individual perspectives of the wider Voluntary, Community and Social enterprise Sector and the Sports, Physical Activity, Health and Wellbeing sector.	CFY & NYS - 2 days
Evaluation and Impact Measurement	<p>Increased knowledge and understanding within TCST on an outcomes approach. How projects measure the difference they will make and the options for how an outcomes framework might look.</p> <p>As an example, outcomes framework would cover:</p> <p>Vision: The long-term impact, the difference the project will make.</p> <p>Mission: How will the change be achieved? (Broad objectives)</p> <p>Outcomes : The difference which will be made along the way as the project is delivered.</p>	<p>CFY can provide information and help demystify the topic which can seem complex and at times over-egging the pudding.</p> <p>It is important to build in evaluation from day one and throughout the project delivery phase and beyond. As the project progresses the evaluation may need to adapt to be able to provide funders with evidence of the impact their funding has made.</p>	CFY -1 day

	<p>Enablers: The key to the project's success, what is needed to make the project happen.</p> <p>Activities: The actions and outputs at different phases of a project.</p> <p>Indicators: How you will know the project has been a success, the evidence which will be collected, the key performance indicators to be measured.</p>	<p>Subject to the above TCST would need to assess if they felt they had the capacity and capability to develop an evaluation framework.</p> <p>Online resources What difference are we making? Understanding and assessing impact. — NCVO Knowhow a series of short videos.</p> <p>Sport England Evaluation Framework - Sport England Evaluation Framework. This is detailed and has a focus on physical activity and participation projects.</p>	<p>TCST – 0.5 days</p>
<p>Charity Law, Finances, Trustee Responsibilities</p>	<p>As a new charity it is important to ensure compliance is understood from the onset.</p> <p>Given that the CIO and Private Ltd Company are relatively new entities and that TMSSC will soon be dissolved with assets transferred, support to ensure correct process and compliance might be worthwhile.</p>	<p>There is extensive guidance available on the Charity Commission website. Charity Commission guidance - GOV.UK (www.gov.uk)</p> <p>CFY have internal expertise in this area and have available retained external specialists in Charity Law and Accounting. Suggest that CFY undertake a review of the governance and advise on areas which may need attention.</p> <p>CFY can provide ongoing advice and guidance as and when questions might arise from TCST.</p> <p>CFY offer training workshops which would on these topics. Trusteeship Community First Yorkshire (communitysupportny.org.uk) there is a small charge for the workshops.</p>	<p>CFY – 1 day</p> <p>CFY – as and when requested from TCST.</p> <p>TCST – 0.25 days per workshop</p>

Medium term 6- 12 months			
<p>Developing physical activity, health, and wellbeing initiatives.</p>	<p>Being able to demonstrate to funders/stakeholders how the project will deliver health and wellbeing in a tangible way is important.</p> <p>TCST should look at have a sport and community development programme during the delivery phase to provide a foundation from which activities will grow.</p> <p>This will begin bringing new people to the club and be a catalyst for the development of new groups established from a bottom-up community driven approach as the complex develops e.g. Environmental Group, Men's Shed, Friends of the Play Park, Parent and Child Activity group etc.</p>	<p>NYS can provide advice and support to produce a development plan of new activity and how this might be achieved. They can offer specialist advice on disability sport and inclusion.</p> <p>What new activities could be offered from the existing facilities? Being mindful not to duplicate or compete with others.</p> <p>For example, a base from which to set up an adult and junior Park Run, a walking group? Is there the potential for a daytime older persons sociable cricket group? Walking football?</p> <p>Are there opportunities through the NYS Get on track programme to work with young people?</p> <p>CFY have expertise in Asset Based Community Development an approach which would help the development of other nonsporting groups.</p>	<p>NYS – 2 days</p> <p>Plus, as, and when for each activity.</p> <p>Potential Partnership approach with Tadcaster Community Swimming Pool</p> <p>CFY – to be determined</p>
<p>Volunteering</p>	<p>Need to develop policies and procedures to ensure that volunteers are recruited, trained, and retained.</p> <p>Ensuring that volunteers are valued.</p>	<p>CFY have expertise in volunteering and can provide specific advice. A series of factsheets are available People Community First Yorkshire (communitysupportny.org.uk)</p> <p>CFY host the VINY website for the recruitment of volunteers. Portal Community First Yorkshire</p> <p>CFY facilitate a Selby District Volunteering Network Networks Community First Yorkshire (communitysupportny.org.uk)</p> <p>NYS have information on volunteering North Yorkshire Sport - Workforce</p>	<p>CFY – as and when requested by TCST.</p> <p>Potential Partnership approach with Tadcaster Community Swimming Pool</p> <p>TCST – 0.25 days per network event.</p> <p>NYS as and when requested by TCST.</p>

<p>Operation and Management of the complex</p>	<p>An independent overview of the proposed arrangements may be worthwhile to provide a check and challenge.</p> <p>[REDACTED]</p>	<p>CFY and NYS have experiences and knowledge to assist with this. However, it may be worthwhile engaging external support with sport and leisure facility management expertise to provide an external perspective.</p>	<p>Resource and time to be determined. Estimate minimum 3 days.</p>
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