

BUSINESS PLAN

Executive Summary

Introduction

Moseley Road Baths CIO is a Charitable Incorporated Organisation. It forms part of the Moseley Road Baths Coalition of partners, with the aim of securing the future of Moseley Road Baths.

The baths is a Grade II* listed building and has been recognised worldwide as at risk and having national significance. This significance is recognised for its:

- completeness and rarity
- historic interest; documentation of attitudes towards class and gender in the early 20th century
- role in expressing civic pride
- continued original use
- positive value to the surrounding urban environment.

Vision for Moseley Road Baths

MRB CIO's vision for Moseley Road Baths is as a vibrant, sustainable community asset and heritage venue running as a community business offering a range of health, wellbeing and community facilities including swimming.

Current Ownership and Operation

The baths are owned and managed by Birmingham City Council (BCC) which is working with the coalition to secure their future. The Council has agreed to extend the opening of the baths and its remaining working pool to give MRB CIO sufficient time to develop its capacity to run the swimming facilities, and the coalition partners time to develop their wider redevelopment plans for the building.

Proposal for a Licence to Operate

MRB CIO is a Charitable Incorporated Organisation and is led by local residents and users of the swimming pool. MRB CIO recognises the building's significance and that swimming is integral to its uniqueness and heritage value. MRB CIO therefore proposes to run the swimming facility as a community-owned and -led social enterprise under a licence to operate agreement with BCC.

Model of Operation

MRB CIO is a charitable community business that will enable it to operate the swimming facility on a part-staffed and part-volunteer model. The model proposed has been tried and tested in cities (including Birmingham) and local communities across the UK. The local comparison is within Castle Vale where the swimming facility has been community run for some four years or more.

The CIO will run the facilities, employ staff, trainees and volunteers, seek external funding, and potentially develop new and innovative health and wellbeing activities.

The other activities will be developed to both support the redevelopment and refurbishment of the building and ensure ongoing income generation to help subsidise and maintain the swimming facilities. These will be achieved whilst maintaining the uniqueness and heritage of the building to ensure wider benefits and opportunities remain.

Social and Economic Outcomes

MRB CIO believes there will be a number of social and economic benefits from supporting its application for a licence to operate the swimming facilities, including but not exclusively:

- Safeguarding an historic pool of national significance
- Safeguarding a health and fitness facility within a deprived area of Birmingham

- Ensuring access to health and wellbeing activities for 20,000+ local residents
- Safeguarding three full time jobs
- Creating two full time training (apprenticeship) opportunities
- Creating ten volunteer opportunities
- Contributing at least £160,000 to the local economy
- Increasing the likelihood of wider investment to develop this community asset for future generations.

As an important historic sports venue Moseley Road Baths is expected to play a major role in the cultural programming for Birmingham’s hosting of the 2022 Commonwealth Games.

Finances

The CIO has developed a robust 3 year financial projection that demonstrates the viability of the swimming operation. The projection is based on prudent and resilient assumptions; all possible costs have been identified and inflated at RPI whilst conservative estimates of usage and income have been assumed.

MRB CIO has identified a tried and tested part-time staff, part-volunteer model of operation that will enable it to run the current facilities as a social and community enterprise on a not-for-profit basis. It is envisaged that after three years the swimming operation will be operating at full capacity and producing an annual surplus.

To ensure the viability of its 3 year plan and to provide a cushion against unforeseen events the MRB CIO has to date secured £40,237 in cash reserves. This is equal to over 3 months of projected gross expenditure. This level of reserves provides time to the CIO whilst it builds up its customer base. The model assumes further grant funding for the business' initial stages. Applications for this are under way. The users will mainly be public swimmers, schools, aquatic clubs and local community groups who have expressed a wish to continue at MRB in future years.

With this initial investment the business will be able to ensure the swimming facility remains open to the local community, and safeguard the uniqueness of MRB whilst coalition partners work to secure the building’s future.

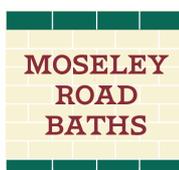
Despite the prudent and cautious income projections the swimming operation is expected to produce a surplus within three years and have significant reserves (£35,952: just under three months’ operational costs). These figures are based on detailed analysis of the pool users and customers, costs of operation, local and regional comparable swimming facilities.

The key cautious assumptions are that public swimming income will be reduced from 2017 levels in years one and two and expected to reach 2017 user levels by year three. School use will also slowly increase each year to 40% of available water time for schools. Club use increases slowly over the three years to 80% of available water time for club use. MRC CIO is recruiting a business development manager to build up the use of the pool and these cautious assumptions are expected to be surpassed. This will increase the actual financial surplus above current projections. The headline finances are shown in the table below:

	Pre Start	Y1	Y2	Y3
Income Total	£43,487	£135,800	£156,707	£168,922
Expenditure Total	£12,000	£128,857	£166,153	£161,954
Surplus/ deficit - year	£31,487	£6,943	-£9,446	£6,968
Surplus deficit cumulative (cash)	£31,487	£38,430	£28,984	£35,952

Conclusion

MRB CIO believes this is a viable operational model, based on tried and tested community swimming pools in current community operation. It is cost-effective, and will maintain the swimming facility and uniqueness of this much-loved Grade II* listed building, which in turn will increase the likelihood of the coalition partners’ being able to secure the long-term future of the building.



Moseley Road Baths C.I.O.

c/o St. Paul’s Community Development Trust, Hertford Street, Balsall Heath, Birmingham, B12 8NJ
 keepswimming@moseleyroadbaths.org.uk; www.friendsofmrbs.co.uk/about/mrb-action-group
 0121 449 8348 Contact: Karen Leach (Chair)