



TORPOINT SWIMMING POOL FEASIBILITY STUDY

Client: Torpoint Town Council

May 2021



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1.0 INTRODUCTION

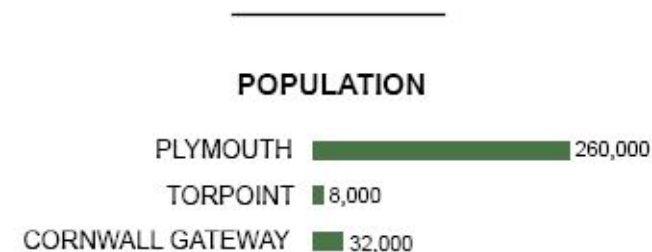
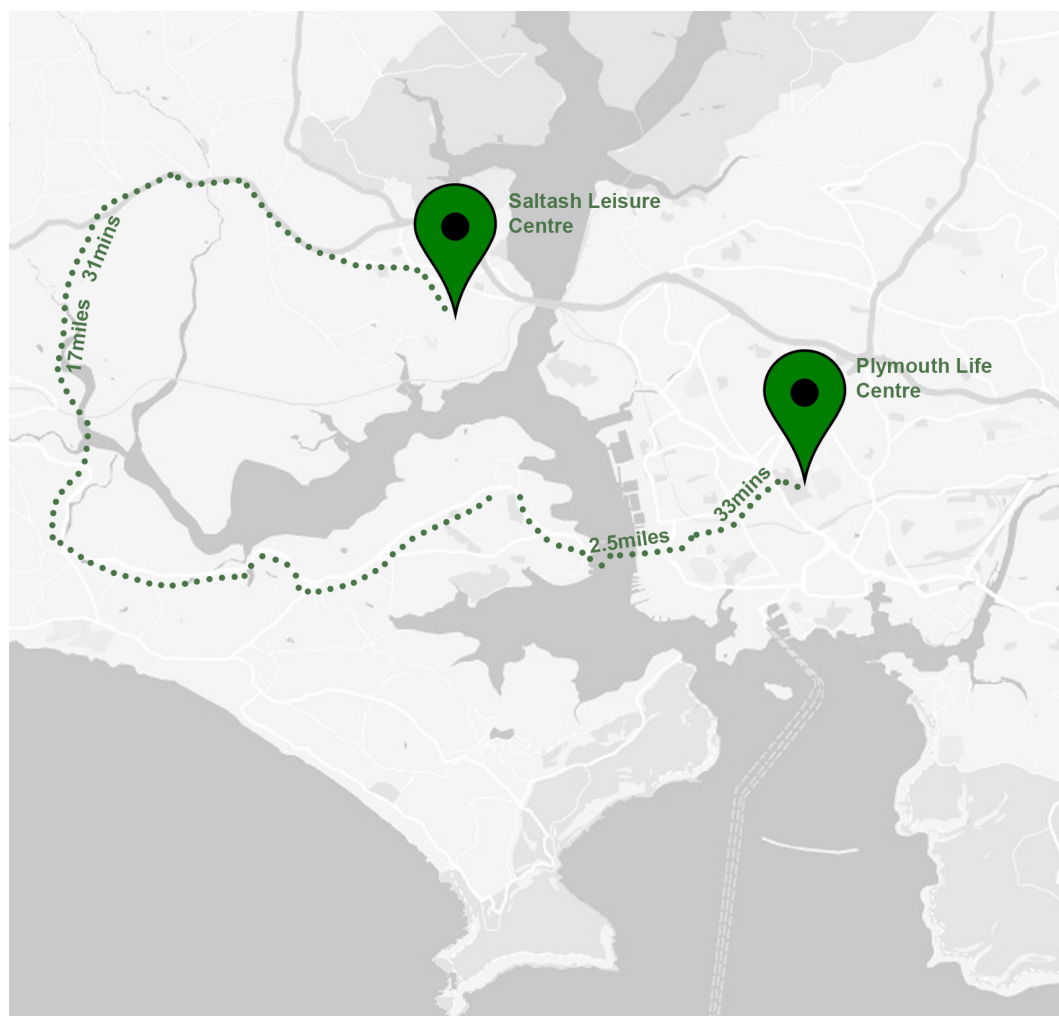
BRL have been appointed to undertake a feasibility study relating to the potential of building an indoor swimming pool inside the town boundary of Torpoint.

Torpoint is located in Cornwall directly opposite Devonport, Plymouth and linked to Plymouth by regular vehicular ferries.



2.0 POTENTIAL USE

There are 8,000 potential users within a 15-minute drive of the currently proposed location for the new pool at Torpoint; and a potential population of 32,000 living within its catchment area. This would be supplemented by more than 10,000 potential holidaymakers staying in the area during the summer months in particular. Torpoint is a natural focal point for the Rame Peninsula and beyond. In addition, if the pool was located at the Community College as proposed, this provides a 'captive audience' on-site for after school use of the pool. If also located adjacent to the Sports Hall as suggested in this report, it would encourage those users to go for a swim. It would save transport costs and time (and carbon emissions) if local schools used the pool. For the wider community, this proposal offers enormous advantages to the advancement of fitness, exercise, and wellbeing as well as swimming skills development.



The new swimming pool will be located within walking distance of the town envelope therefore making it accessible to anyone.

Of course people will still use the car and with 1.2 million+ cars travelling over the Torpoint Ferry every year a site located along A374 would be advantageous in terms of identifying its presence to visitors and tourists.

3.0 NEED/DEMAND

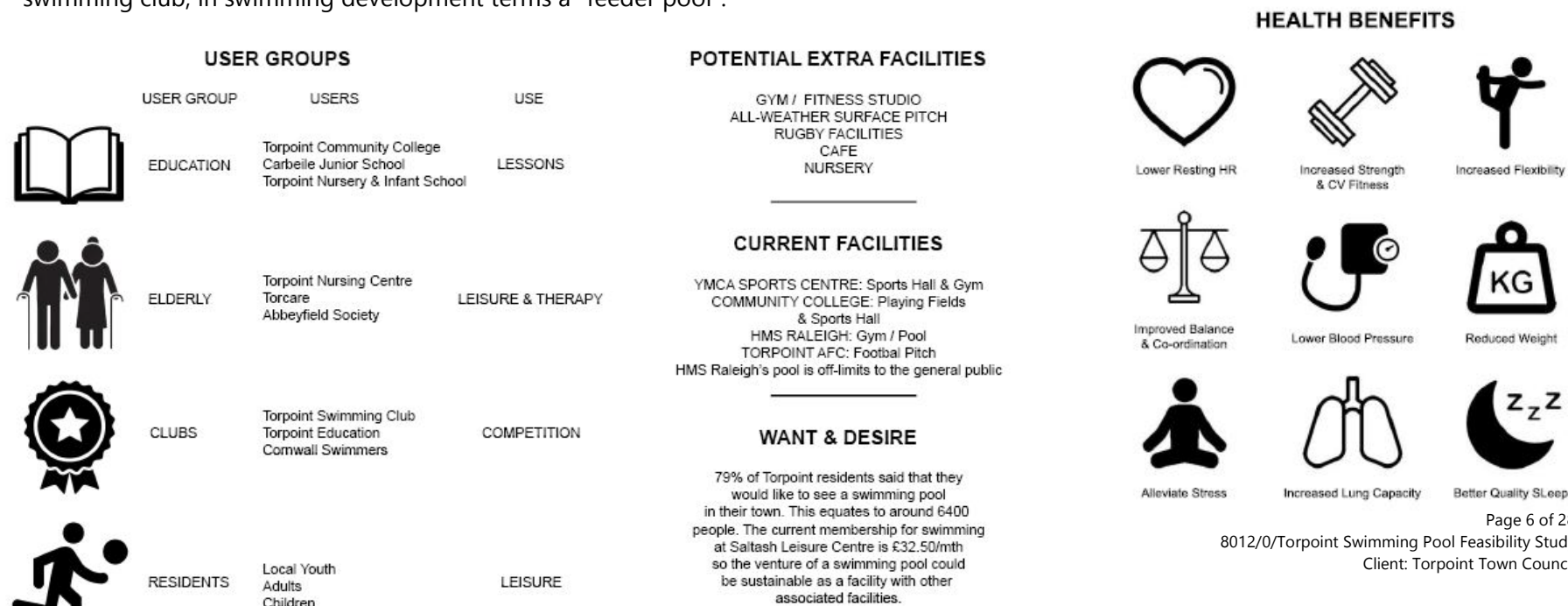
When surveyed (in a survey undertaken by Torpoint Town Council), 79% of those who responded expressed their preference for a swimming pool in Torpoint.

A swimming pool if designed with flexibility in mind would provide:

- Leisure (exercise and fitness).
- Swim lessons for school children.
- Swim training – steppingstone/feeder pool to more competition swimming.
- Tourism – providing a visitor attraction.
- Employment & Training – creating jobs and training.
- Fitness – Water aerobics and hydrotherapy/medical exercise as well as fitness swimming lengths.

A local community pool offers a less inhibiting environment for children, particularly to learn to swim, compared with large venues such as the Life Centre in Plymouth.

A local community pool in Torpoint would necessitate less travelling to Plymouth or Saltash and be more carbon emissions friendly in terms of reduced vehicle emissions. It would encourage steppingstones to competitive swimming in larger venues and the development of a local swimming club, in swimming development terms a “feeder pool”.



4.0 POTENTIAL POOL TYPES & LIKELY COSTS

POTENTIAL POOL TYPES AND LIKELY COSTS

OPTIONS	TYPE OF POOL	CAPITAL COST	REVENUE SUMMARY PER ANNUM
1.	25m 4-lane pool. Separate small learner pool. 50 station gym and exercise studios with café reception.	£4 million to £5 million to build.	£25k per annum.
2.	Basic 25m 4-lane pool with no other supporting facilities.	£2 million to build.	£45k per annum subsidy.
3.	Basic 25m pool with small gym/studio facilities.	£2.5 million.	Could potentially break-even or require small subsidy.
4.	Basic 20m x 4m pool.	£1.8 million.	£15k to £50k per annum dependent upon how operated.

Option 1 offers the greatest flexibility in terms of use and potential revenue income, but requires highest capital funding and revenue support.

Option 3 is probably the most appropriate model in terms of grant funding, operational cost, capital cost and minimum revenue support.

The above costs are only indicative. So many design and site factors can vary the capital cost and running costs can similarly be adjusted dependent upon structure of operator.

5.0 POTENTIAL POOL TYPES

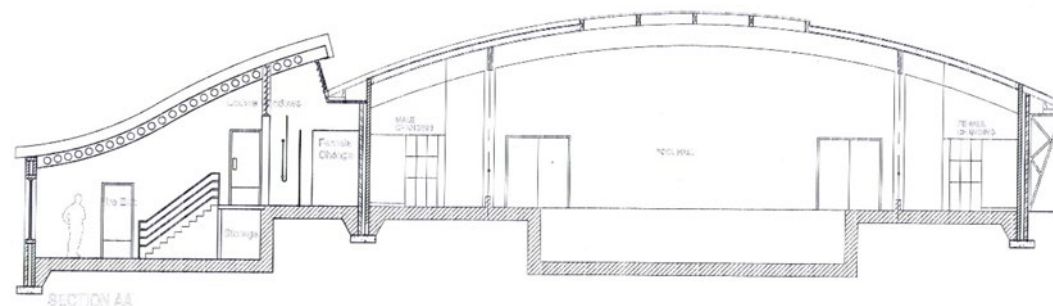
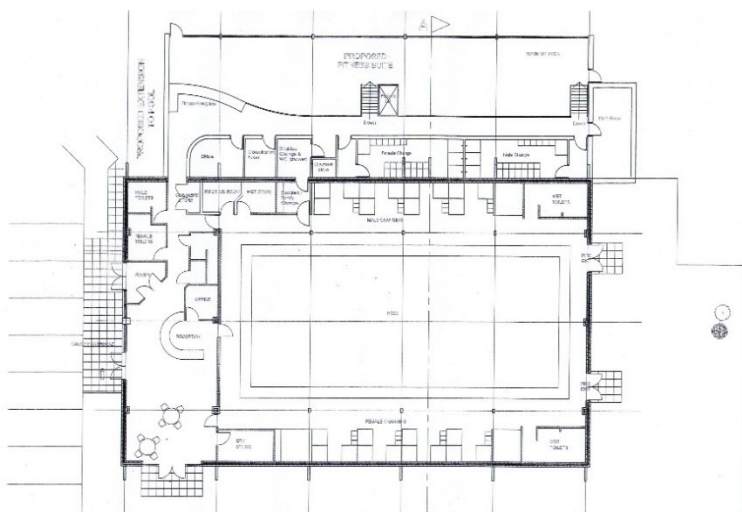
Example of Pool Types – Case Study 1 ‘South Molton Community Pool’ In North Devon

In our long history of designing swimming pools for local communities two schemes come to mind in respect of Torpoint, as described below are most applicable to the potential pool in Torpoint.

The first project was a 20m community pool, which we designed for South Molton in North Devon. This very compact building was partly constructed out of the shell of a 25m open-air lido located on the main town car park. The design was based on the old swimming baths model with changing cubicles either side of the 20m pool tank. This provided flexibility of changing and either separate sex or unisex changing arrangements. For primary school use, it allowed rapid turnover with one class going in on one side as the other class changed on the other. The reception/control desk overlooks the pool allowing added supervision.

South Molton pool is run by a Trust and uses volunteers (properly trained) to assist operational costs and viability.

Even a small community pool like South Molton requires a subsidy to continue operating, however, if they had added a small 35 station fitness suite onto the building, it would almost certainly have run at break-even if not with a small profit.



***Drawings show proposed extension for Fitness Suite**

Example of Pool Types – Case Study 2 ‘Parklands Leisure Centre’ In Okehampton

The second project is Okehampton pool known as ‘Parklands’. It physically joins onto the adjoining college and features a 25m 4-lane pool with moveable floor to add flexibility. The moveable floor is not the full length of the pool but a rising flat platform at one end of the pool approx. one third of the length with a ‘flap’ extension to create a pool profile when in the raised position.

This moveable floor allows any depth of water at one end of the pool such that it can be raised to a shallow depth for the very young as a learner pool who swim across the width of the pool tank. It can also be lowered to adult waist height (say 1.1 to 1.2m) for water aerobics. Alternatively, when lowered it allows for school swimming competitions with depth for tumble-turns at both ends of the pool.

The moveable floor such as that at Okehampton adds about £120k to £140k onto the cost but adds to the revenue potential long term. There was not the justification for a separate learner pool as well as a main pool given the moveable floor.

The moveable floor allowed the flexibility to omit a separate learner pool and therefore reduced overall capital cost whilst retaining revenue stream for various users as described above.

We have included images and drawings of both schemes to assist you in understanding the options.



6.0 POTENTIAL COMPLIMENTARY FACILITIES

A pool as a stand-alone facility will generally require an annual operating subsidy. If complimentary, potentially profit-making facilities can be incorporated alongside a swimming pool, these can often offset the 'loss making' pool and reduce the need for subsidies.

A Fitness Gym, for example, would encourage a membership scheme and combined with the use of a swimming pool would make such membership a lot more attractive allowing a swim after a workout.

Exercise Studios are currently performing very well with demands for various type of classes or used as meeting, practice/rehearsal spaces.

Whilst this site would probably not justify a café (with server), it could provide high quality vending incorporated into a parent/spectator viewing area, which can create a profit centre in its own right.

Without complimentary facilities, it is most likely that a pool would require an annual subsidy. With the appropriate management and suggested ancillary facilities a small pool could be designed to breakeven.

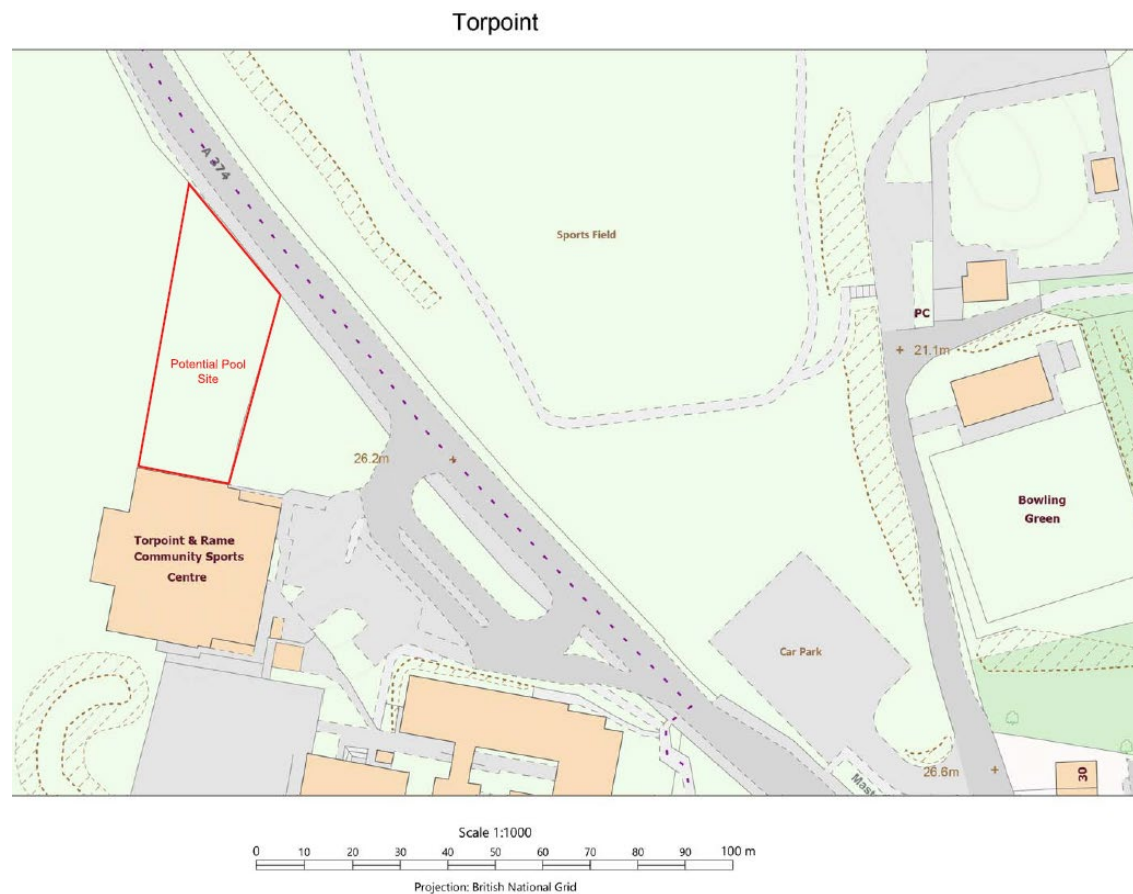
7.0 POTENTIAL LOCATION FOR NEW POOL

The analysis of potential suitable sites was not just based upon 'fit' but land acquisition and potential operational factors.

As the Town Council do not own any land other than the council offices, purchasing land would be a negative cost option. Long term leasing or land granted free would be the better options.

A search around the town and its peripheries offered some potential sites but one site stood out as the most appropriate. The site next to the existing Sports Hall on the Torpoint Community College site.

The further advantage of this site is that it does not propose building on existing sports pitches, which Sport England would resist. It also has some existing car parking.



Sport England promote sport hubs over stand-alone facilities, which offers the potential of more economic management options. It also offers choice rather than single sporting use encouraging family use particularly with enhanced dry side facilities such as fitness suite or exercise studio. Such mixed-use facilities are more likely to encourage membership, which aid financial viability.

A Fitness Suite and Studios can generate good income to offset the inevitable high running costs of a swimming pool.

This site adjacent to the A374 also provides potentially high visibility from passing traffic.

8.0 POTENTIAL OPERATORS

There are many commercial operators who manage and operate local authority leisure centres around the UK. These organisations however often rely on a management fee and/or annual subsidy from the local authority to manage and maintain these facilities.

Organisations such as Parkwood Leisure and GLL already operate several Leisure Centres with pools in Cornwall albeit often under different company names, often in the form of a Trust. These Trusts have been set up for VAT and other Tax advantage reasons such as rate relief and there is no doubt that a Trust is the right approach. However, it must be recognised that these are commercial profit-making companies, and their costs will always reflect this.

The private sector Leisure Facilities operated by the likes of Virgin Active and Nuffield are there to provide a more luxury offering with memberships and fees reflecting this. They do not rely on subsidies but charge higher membership fees and charges to ensure profit.

The ideal operator for a Torpoint Pool would be a not-for-profit Charitable Trust (limited by guarantee), preferably using volunteer staff to keep staffing costs to the minimum. Such a system has existed at South Molton Community Pool in North Devon for nearly 20 years.

Whilst the YMCA who operate the Sports Hall on the Torpoint Community College site have expressed an interest in operating the proposed pool, the basis of their offer would need to be carefully considered before any agreement was reached.

9.0 CONSULTATIONS WITH RELEVANT BODIES

SUMMARY OF CONSULTEES & RESPONSES				
ORGANISATION	CONTACT	COMMENTS	SUPPORTIVE	NOT SUPPORTIVE
Torpoint Community College	Dr Jeremy Plumb (College Head)	College holds the freehold of the school land via a trust. Head generally supportive of pool on school site provided no capital or revenue responsibilities on school.	✓	
YMCA (operates Sports Hall on school site)	Karl Curtis	Karl spoke to Chief Executive of Y.M.C.A who confirmed that Y.M.C.A willing to run the pool alongside Sports Hall.	✓	
Swim England	Ryan Davis	Swim England felt that given the geography, Torpoint could warrant the provision of a local community pool.	✓	
Cornwall Council	Dereck McGrath (Facilities Development Officer)	DM explained about Cornwall Strategy in early stages.	Awaiting outcome of strategy.	
Sport England	Jonathan Couves	Explained that they were working alongside Strategic Leisure on Cornwall's Leisure Strategy and would therefore reserve their position until the strategy had been completed.	Awaiting outcome of strategy.	
Strategic Leisure	Racheal Fowler	Acknowledged aspiration of Torpoint Town Council and stated she would be in touch as strategy developed.	Awaiting outcome of strategy.	

Steve Rickhards on behalf of Torpoint Town Council formally "registered an interest" with Derek McGrath and Racheal Fowler of Strategic Leisure for Torpoint to be considered in Cornwall's Strategic Leisure Review.

Torpoint Community College

When the college site (next to the Sports Hall) was identified as a potential site, the first point of call was with the school Headteacher, Dr Plumb.

Initial content with Dr Plumb was positive in principle, but he stated that he would have to refer to his governors. To assist him and the Governors a site next to the Sports Hall was outlined in red, which was identified as a suitable size for a 25m 4-lane pool with associated changing and plant. The other positive factor about this site is that it did not encroach on the school playing field pitches, which would have been seen as a negative by Sport England who strongly resist the loss of playing pitches.

During the second outline meeting with Dr Plumb, he advised provided there would be no liability of capital or revenue costs to the college, he would be supportive of a pool for the community in this location.

YMCA

Ideally, for VAT and other operational reasons a 'Trust' would be the best method of operating the pool.

The Sports Hall immediately adjacent to the proposed potential site is operated by the YMCA.

Initial contact with Karl Curtis of YMCA Plymouth again met with a positive attitude. Karl was in total agreement that it made sense to link the facilities and agreed that a multi-sport 'hub' would be more attractive to funders and made sense from a management point of view.

Karl was asked whether the YMCA as a Trust would consider operating the pool as well as the Sports Hall and existing small fitness gym. Karl advised this would depend on a viability costs and liability but in principle he was supportive of the idea.

Subsequently in a second conversation, Karl confirmed he had referred the proposal to senior management and subject to finalisation of details and an acceptable business plan, the Chief Executive had given conditional approval for the YMCA to operate the pool.

Ideally, any Trust should be a 'not for profit' organisation therefore it will depend on what the YMCA are looking for financially.

Swim England (formerly ASA)

In applying for funding, it would be essential to obtain support from the sport's governing body, Swim England, in the case of swimming.

Swim England were contacted and eventually a response was received from Ryan Davis the local South West Facilities Development Officer for Swim England (based in Okehampton). He had a good knowledge of Torpoint as he used to play football there. He was aware of the awkward travel times even allowing for the geographical close proximity of Plymouth across the Tamar.

Ryan Davis's view was that in principle (given this was at an early stage) Swim England would be supportive of a small community pool in Torpoint.

To have a positive preliminary support from the governing body of the sport is yet another advantage when applying for grant aid for a new pool and when speaking to Sport England for their Support.

Cornwall Council (Iain Thomson – Area East Estates Manager)

Cornwall Council being the 'local authority' for the Torpoint area, also needed to be consulted and particularly in respect of how a small community pool at Torpoint would fit in with the leisure facilities review for Cornwall currently being undertaken by Cornwall Council.

Initial contact was with Iain Thomson of Cornwall Council Estates, who was sent a copy of the proposed site and confirmed in a telephone conversation that the land in question and the whole 'estate' on which the Community College sits was transferred in 2013 to Torpoint and Rame Co-operative Learning Trust. He stated that the Trust acting on behalf of the Community College would therefore have control over disposal/use of the land rather than Cornwall Council.

In terms of Cornwall's strategic review of leisure, he suggested that Derek McGrath at Cornwall Council be contacted as he was dealing with this. Derek McGrath was forwarded information and asked to make contact to discuss the proposals.

Cornwall Council (Derek McGrath – Facilities Officer)

A lengthy telephone conversation took place with Derek McGrath. He reiterated that Cornwall were reviewing their leisure facilities throughout the county, including private provision and holiday parks as part of a comprehensive review. Strategic Leisure had been commissioned to undertake this work and the process was still in its early stages.

It was emphasised by him there was a strong political policy within Cornwall Council towards supporting health and wellbeing and that leisure provision was high on the Council's priority list. It was also stated that Strategic Leisure were already aware of this aspiration and will be contacting BRL in the not-too-distant future to register a formal interest in being included in the Strategic Review.

The importance of political support for the pool was emphasised and the need for local political lobbying. He stated that he would be happy to talk further as plans for Torpoint progressed. Cornwall Council could not give support at the moment as Torpoint would need to be considered in the context of supply, need and affordability in respect of the County's Leisure Review. Derek McGrath was happy however to keep the dialogue going.

Strategic Leisure

Contact was made with Racheal Fowler of Strategic Leisure, who explained they were at very early stages and it was much too early to pass any comment on a pool in Torpoint, however she agreed to bear this in mind during the process and would be in touch in due course.

10.0 FUNDING SOURCES

Sport England and Swim England are the key to the release of funding from other organisations.

In the case of this project a possible source of match funded capital could be via 'crowd funding'. However, the Town Council could also potentially direct some Section 106 receipts towards this project.

The Council should appoint a 'project champion' to lead and monitor fund raising from as many sources as possible.

Sport England Lottery Fund remain the potentially largest grant funding agency, which is why the emphasis need to be on sports (swimming) development rather than purely leisure. Healthy living advantages to the community are also a consideration by Sport England.

Other sources of funding (but not exclusively) could be: -

- Cornwall Council
- Swim England
- The London Marathon Charitable Trust
- The ASDA Foundation
- Community Sustainable Energy Programme
- Reaching Communities
- SITA Trust

There are potentially 35 other organisations that could be approached.

One area that may be able to be tapped into is the Landfill Tax, which diverts money into local community projects.

11.0 LOCAL FUNDRAISING

It is likely that Cornwall's Strategic Leisure Review could take 12 months to complete and has only just commenced, however this gives an opportunity for local fundraising.

It will be essential for fundraising locally to demonstrate enthusiasm and commitment to the proposals by the Community, which the proposed new pool would serve. This should start as soon as possible; however, we would suggest that this be accompanied by images and the potential site identified to excite people before they commit contributions.

Crowd Funding may be an option, but this would need to be on social rather than commercial basis where investors are looking for a return.

It is likely that Sport England and other funding bodies would be looking for ideally a 5% to 10% financial contribution from the community. On a £2.5 million project this would mean the community/Town Council raising £125k to £250k. Even the lower figure is a tall order.

Land value can also be used as a contribution, but this will depend on ownership/lease, etc.

Before a submission for grant funding could be made to the various potential funders, there would need to be local fundraising to demonstrate the commitment of the community to the project. Initially it could be in the form of financial pledges rather than actual cash.

12.0 LAND ACQUISITION/PLANNING PERMISSIONS

Prior to applying for grant funding, it will be necessary to establish an agreement on the acquisition/use of land with the Community College. A working party from the Town Council should continue discussion in this respect, which BRL Architects have already commenced and would be happy to broker.

There would also be a requirement for a long lease on the land if the site were not donated to whoever become the 'landowners'.

Once the principle of 'ownership' of the land has been agreed, any funder would need reassurance on the planning status of the proposed site. We would recommend therefore that part of the negotiations with the College should be their agreement to progress negotiations with the local planning authority in the form of an in-principle discussions at the least, but preferably a pre-application submission, which would include a written response that could be used as evidence to reassure funders.

13.0 POTENTIAL RUNNING COSTS & BUSINESS PLAN

Operating costs and a 5-to-10-year business plan rely on a final agreement on the type and scale of facilities to be provided.

13.1 Agreed Scheme

It has been agreed with Torpoint Town Council at the last meeting that a 4-lane 25m length pool should be the aspiration for a pool in Torpoint. In addition, it has been an aspiration of the Town Council to develop a MUGA (multi use games area) on the school site close to the suggested location of this proposed swimming pool. This has therefore could become part of the brief and assists in creating a 'Sports Hub' for the town alongside the existing Sports Hall.

It was also agreed at the meeting that a Fitness Suite and/or Exercise Studio should be incorporated into the design to assist the development of a membership scheme and a source of regular income for the facility.

Should the adjacent YMCA Sports Hall be incorporated into the scheme and YMCA eventually operate the whole facility, there would be efficiencies in administration and overall staffing level. However, until such agreements are reached and the Sports Hall and MUGA officially become part of the scheme, they do not feature in this outline Business Plan analysis of the viability of the scheme.

The assumption of this Business Plan therefore is based on: -

- 4-lane 25m competitive pool.
- (Wet) changing village.
- Filtration/air handling plantroom.
- 35 station fitness suite.
- Exercise studio.
- Common entrance/reception area with vending machines.
- Single management organisation for all facilities.
- Use of existing parking and creation of additional parking, as necessary.

13.2 Price/Admission charges for use of Facilities

A competitive analysis of nearby and similar facilities provides an insight into charging in other centres.

The two nearest centres to Torpoint have charges and memberships as follows: -

13.2.1 Saltash Leisure Centre

Individual charges: -

Swimming: -

- Non-members £10 per person.
- Members £8 per swim.
- Children £5.50 per swim.

- Fitness Suite (non-member) £10 per person.
- Fitness Suite (member) £5.50 per person.

- Membership £28 per month.

13.2.2 Plymouth Life Centre Charges

Swimming: -

- £8 per adult.
- £5 per child.

- Gym £6 per person.
- Exercise £6 per person.
- Memberships £30 to £50 per month.

13.2.3 Charging

It is likely that the Torpoint facility would need to charge at a similar rate to these competing facilities.

13.3 Financial Liability

The guidance provided by Sport England suggests the sort of facility proposed could operate at breakeven or make a profit. However, there needs to be strict control over the operation and management of the facility.

There are three main options for operating a centre such as this proposed development.

13.3.1 - Direct by Local Authority.

13.3.2 - Charitable Trust.

13.3.3 - Commercial Operator.

A charitable Trust benefits from National Non-Domestic Rates (NNDR) and VAT savings.

13.4 The key to success is set out below: -

13.4.1 - Health and fitness provides the biggest income stream.

13.4.2 - Learn to swim programme as important income generator.

13.4.3 - Efficient management with lean staffing.

13.4.4 - Realistic pricing based on competition in the area.

13.4.5 - Dynamic marketing and promotion.

13.4.6 - Tight controls on expenditure

13.5 Business Plan

The following indicative Business Plan is based upon Sport England guidance for such facilities interpreted to suit this particular location and socio-economic factors relating to Torpoint. This is a Feasibility Stage Assessment and should not be taken as fixed and achievable at this point. The facility will need to be designed and all elements included before an accurate Business Plan could be compiled.

When grant funding is ultimately applied for, this preliminary assessment will need to be seriously reviewed and tested against the final facility. More detailed specific research will be required and by that stage we will have the benefit of negotiated agreements with other parties.

The following pages are an assessment of likely Income and Expenditure based on the current brief.

Budget Cost Estimate – Operating Costs

3.5.1 Potential Income

Based on defined facilities after say 2 years of operation.

Excludes income from Sport Hall and MUGA (not yet part of the proposals).

FACILITY	ACTIVITY	INCOME PER ANNUM (£)
Swimming	Casual Swimming	250,000
	Lessons	200,000
	Schools	35,000
	Clubs	40,000
	Other	5,000
	Sub Total	<u>£530,000</u>
Fitness Suite	Memberships	350,000
	Pay and play	30,000
	Sub Total	<u>£380,000</u>
Exercise Studio	Classes and courses	15,000
	General hire	5,000
	Sub Total	<u>£20,000</u>
Secondary Spend	Vending	40,000
	Merchandising	12,000
	Sub Total	<u>£52,000</u>
TOTAL POTENTIAL INCOME		£982,000

3.5.2 Potential Expenditure

Based on defined facilities and excludes income from MUGA and/or Sport Hall.

EXPENDITURE TYPE	ACTIVITY	EXPENDITURE PER ANNUM (£)
Staffing	Direct staff costs	500,000
	On costs	100,000
	Other staff costs	25,000
	Sub Total	<u>£625,000</u>
Premises Costs	Utilities (gas & electric)	120,000
	Water sewage	10,000
	Insurance	10,000
	NNDR	15,000
	Maintenance & repair	50,000
	Equipment purchases	10,000
	Equipment rental	5,000
	Equipment maintenance	3,000
	Maintenance contracts	10,000
	Chemicals	10,000
	Trade waste collection	5,000
	Sub Total	<u>£248,000</u>
Admin & Marketing	Design/Marketing	15,000
	Postage	3,000
	Printing/stationary	3,000
	Photocopier	2,000
	Security	5,000
	Bank charges	6,000
	Telephone	5,000
	Sundries	5,000
	Sub Total	<u>£44,000</u>

Supplies/Services	Cleaning supplies	7,000
	Items for resale	30,000
	Misc.	10,000
	Sub Total	<u>£47,000</u>
TOTAL OPERATING COSTS		£964,000

Operating Profit/Loss

Potential income £982,000

Potential expenditure £964,000

Profit £18,000

Effectively operating breakeven

13.6 Conclusion of Viability Assessment

These figures are fairly pessimistic in terms of operating profit but demonstrate that the pool could potentially run at breakeven with the Fitness Suite and Exercise Studio and if properly promoted and managed.

They do not take into consideration the potential income from the Sports Hall and all-weather pitch (MUGA), which could increase the potential operating profit. A caution however is that these figures would be based on an established and up and running leisure facility after a 2-year period of operation. It could be that the first years may require a small operating subsidy.

With new technology in terms of admissions, booking ticketing digital systems, etc. Staffing cost (the largest cost) could be substantially reduced.

Once the negotiations with the YMCA have been concluded and we know whether the Sports Hall does or does not form part of this 'sporting hub', and whether the MUGA is to also be included, the facility can be designed, and a final more meaningful Business Plan be prepared.

Once the 'Leisure Centre' design has been finalised with all elements included, a detailed 5-to-10-year business plan can be developed suitable for grant applications.

Hopefully, this exercise will reinforce confidence in the project in respect of it not being a financial burden to Torpoint Town Council or the local taxpayers and encourage the Council to move forward with the project.

14.0 CONCLUSION & RECOMMENDATIONS

Sport England require that facilities should be sustainable and proportionate to the communities that they serve. Whilst Torpoint has a large catchment area on the Peninsula, Torpoint itself is quite small and its proximity to Plymouth is not in itself helpful. In addition, funding a larger scheme would require a larger amount of match funding, which for a relatively small community is a considerable task.

There are a lot of similarities between South Molton and Torpoint in scale and population and their immediate catchment area. Whilst South Molton pool requires an annual subsidy from North Devon District Council, if it had built the fitness suite extension as we suggested, it would have operated at break-even or made a profit. However, South Molton is a 20m pool and Swim England and consequently Sport England may not support anything less than 25m unless a very good case was made. Therefore, a 25m South Molton type pool with ancillary Fitness Suite and/or Studio(s) would appear to be the way forward. The key, however, would be to keep both capital and operating costs to the minimum.

Firstly, to create as tight a footprint as possible to reduce capital cost and then to reduce operating cost by applying state-of-the-art design such as automatic booking and entry systems to avoid the need for a permanent receptionist (Lifeguards would still be necessary). More automatic systems in plantrooms and reduced plantroom sizes.

It is unlikely that a moveable floor could be justified cost wise so a 'traditional' shallow end and deep end profiled pool would probably be the most economic option. However, a moveable floor should still be an aspiration for maximum flexibility.

The ancillary Gym and Exercise Studio areas would also need to be as flexible as possible to maximise usage and throughput.

In summary therefore our recommendation is for a 25m 4-lane pool with flexible fitness gym and studio space with state-of-the-art technology to reduce staffing and operating costs. Carefully designed, it should be possible to deliver this for around £2.5 million (excluding the MUGA) with a break-even operating model.

Regarding the site, the Community College appears to be the preferable location for the pool, which has been agreed in principle by the Headteacher of the College. Obviously, this will need to be properly negotiated.

We are encouraged and optimistic about this project and look forward to assisting the Council in bringing this proposal to fruition for the benefit of the people of Torpoint and the Peninsula.

Thank you again for putting your trust in BRL Architects to assist you with this ambitious and exciting aspiration for Torpoint.