

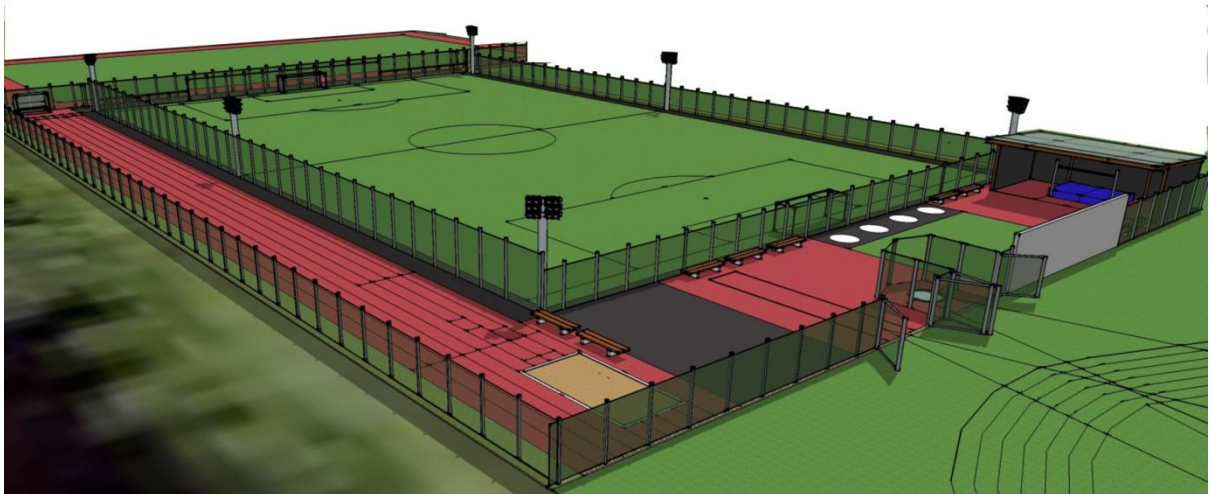
ILKLEY ATHLETICS FACILITY LTD

ILKLEY HARRIERS

COMPACT ATHLETICS TRAINING FACILITY

BUSINESS PLAN

December 2017



ILKLEY HARRIERS COMPACT ATHLETICS TRAINING FACILITY BUSINESS PLAN

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SECTION 1: EXECUTIVE SUMMARY

Ilkley Harriers is a local community grassroots club which is friendly and inclusive. The senior section is a 'Harriers Club' on roads, country or fell whilst the junior section, established in 2003 for 8 to 16 year olds focuses on sportshall athletics and outdoor endurance running. Since 2013, athlete numbers have reached maximum capacity with waiting lists in place. The lack of all year round athletics facilities is stalling further growth of the club and development of individuals.

The Compact Athletics Training Facility (CATF) is part of a scheme to build a sporting centre of excellence at Ben Rhydding and Ilkley Grammar School playing fields which would include athletics, football and hockey for the benefit of some 1,500 adults and children.

The CATF concept is based on a 'kit of parts' wrapped around two sides of Ilkley Town FC (ITFC)'s new 3G football pitch. The proposal is for the project to be constructed together in two phases minimising costs and sharing certain groundworks and lighting. The athletics facility is 15m wide to the south and 17m wide to the east. The southern strip has an 8 lane all weather 100m straight leading into a 5m pit for long and triple jumps. The eastern strip has provision for all the throws on marked hard standing. A throws wall and high jump area (including open covered building) will be added at a later date. The grassed area to the east will double up as a throws landing area and have a 200m marked grass running track in the summer months. To the North of the jumps pit will be an open marked up tarmac area suitable for agility, balance, coordination and general fitness sessions.

The lack of all year round athletics facilities is stalling further growth with the additional threat that this development takes away space currently in use.

Why we need the project

Currently, junior outdoor training takes place on the IGS playing field but in the dark winter months training is restricted to a small area close to the all-weather hockey pitch, benefiting from its over-spill lighting. Stakes with LED lights mark out a make shift track and the ground conditions are often wet, muddy and overused by us and other sports. Despite this training is oversubscribed with waiting lists.

There are no 'real' outdoor all weather facilities in Wharfedale to provide a year round schedule of training and create the natural lead into track and field athletics. The outdoor season is restricted to just 5-9 weeks in the summer term, when limited athletics facilities are available on the IGS and Ghyll Royd School playing fields. In the summer, a 400m track is marked on the IGS playing field and the jumps pit that we have used in the past has now been built over.

The facilities in the area are limiting the potential development of junior athletes, with the inability to allow children younger than 7 to try athletics or to offer 14-18 year olds a clear pathway to progress plus limiting the total numbers who can participate and enjoy athletics, we currently can no longer meet existing demand.

The planned development of the sites at Ben Rhydding Sports Club will actually reduce the ground currently available to the Juniors for their outdoor endurance sessions – the 75 children currently catered for cannot safely train on the smaller footprint so session numbers will be restricted hence membership numbers and participation will fall. Given the efforts of coaches and volunteers, the support of parents and the sheer commitment and enthusiasm of the children participating, this would be a retrograde step for the Club.

The opportunity arises with the development of the Ben Rhydding sports centre to add a CATF together with the hockey and football builds offering a combined wider range of activities to attract new and experienced athletes and be an added benefit for the community. We would work together to maximise these opportunities whilst minimising costs and management overheads. The timing allows this proposal to be practical now.

How can the project be achieved?

Achieving the increase in athletes, coaches and the weekly programme is the responsibility of the Junior Harriers. Led by Shirley Wood, a team of existing members have come together to develop a business plan to deliver the project and the management of the facilities once completed. This includes succession planning. The plans have been developed in line with advice from various sporting bodies including England Athletics, Bradford Athletics Network and Ilkley Grammar School.

The land is owned by Bradford MDC, IGS has a 125 year lease. ITFC has been granted a sublease of 22 years by the school with the required area sub leased to the Harriers for a similar tenure at a nominal rent. Planning permission was granted in May 2016 and will remain valid for a period of 3 years.

A separate company, Ilkley Athletics Facility (IAF Ltd) will be set up to manage the facilities and hold the lease. The use of the facility will be rented out to clubs, schools and the wider community, including Ilkley Harriers. All management of the facility will be carried out by IAF Ltd. IAF Ltd will be a Community Benefit Society with an asset lock, registered with the FCA and HMRC for the investment loan scheme. It will also be VAT registered to enable VAT incurred on the capital expenditure to be recovered. Ilkley Harriers will be a member of the company and appoint a nominee to act on its behalf.

The CATF will be added after the football build at a cost of £285,000. It is proposed to fund the initial capital outlay from

- a) member loans, with optional interest.
- b) contribution from Junior Ilkley Harriers with ongoing donations of surplus income each year thereafter,
- c) Sport England Community Asset funding
- d) local club fundraising including business sponsorship and Crowdfunding to kickstart.

Certain aspects including the covered high jump area and throws wall have been removed from this initial build to be added to the site at a later date. The reduced footprint will still allow the working group to deliver the business plan and provide a sustainable facility into the future.

A tender has being prepared together with the project managers, RLF, appointed to oversee the project on behalf of ITFC and Ilkley Harriers.

The project would ideally commence in Spring 2018 to be in place for the summer.

SECTION 2: BACKGROUND

Introduction

This Business Plan describes Ilkley Harriers proposals for a new Compact Athletics Training Facility and why this facility is important for the club and the community. It describes the investment required and how this new facility will be managed sustainably into the future.

UK Athletics

Recent years have seen exciting times for Athletics in the United Kingdom. The success of events including London 2012 Olympic/ Paralympic Games, the 2014 Commonwealth Games (Glasgow), the 2016 World Half Marathon Championships (Cardiff), 2017 IPC & IAAF World Outdoor Athletics Championships (London) and 2018 IAAF World Indoor Athletics Championships (Birmingham), plus the increase in high profile mass participation running events, are all contributing to a burgeoning profile of athletics presenting a fantastic platform for the development of the sport.

The UK Athletics Facilities Strategy 2014-2019 recognises that improved facilities are essential to attracting, retaining and developing athletes of the future. They note that having the right facilities in the right place will be crucial in meeting growing demand, increasing participation in physical activity and athletics, improving the health of the nation and supporting a new generation of athletes in clubs and schools through to national and world class level.

UKA's 2014-19 Facilities Strategy key outcomes:

1. Increased participation across all athletics disciplines
2. Increased club membership by providing facilities that support a participation pathway from novice through to club member
3. Increased talent pool
4. Long term improvement in the development of athletes of all ages and abilities
5. Securing the long term future of existing facilities
6. More attractive and inspiring facilities for existing and potential athletes
7. Improving the athletics experience for all participants
8. Improved relationships and interactions between stakeholders, particularly clubs and facility operators

The challenge for local clubs like Ilkley Harriers is to provide these facilities against a backdrop of lower state funding and grant aid.

Ilkley Harriers

Ilkley Harriers is a local community grassroots athletics club run by volunteers comprising senior and junior sections, with a total membership of over 600. It is not an elite club and welcomes and provides training for all abilities in a number of athletic disciplines. The club achieved Clubmark renewal in 2016.

The senior section was established in 1986 and is based at the Ilkley Tennis Club and is by name and tradition a 'Harriers' club which focuses on running, whether on the roads, country or fell. The junior section was established in 2003 for 8 to 16 year olds and focuses on sportshall athletics and outdoor endurance running, utilising the existing facilities of Ilkley Grammar School and Ghyll Royd School. Since its inception, junior membership has increased to 356 with numbers increasing almost every

single year during that period. A strong pool of 75 volunteers, a mix of adults and junior leaders has been developed over time to support the full programme of athletics offered to the Juniors.

Together, Ilkley Harriers caters for all abilities, right through from newcomer to international level and from ages ranging from 8 to 80. The club prides itself in the links that it has forged with the local community and over a decade ago the junior club set up the Wharfedale Primary Schools Cross-country League. This winter series of 5 races regularly attracts over 500 children to each race and creates the excitement and demand for the junior club endurance running groups. A total of 12 local schools send teams to league events, giving broader participation and competitive opportunities for the juniors of Wharfedale and through increased involvement, a large number of schools have been inspired to start their own running clubs.

Junior Ilkley Harriers has seen 7 athletes go on to represent England at Mountain running and in 2015 proudly saw the first athlete progress right through from sportshall athletics programme to achieving international honours in Track & Field Athletics. He is currently ranked 4th in the UK at U23 Decathlon. Similarly, the senior section organises adult beginner 0 to 5k and improver running courses to encourage new runners into the club and also has its share of international athletes including the M75+ and M70+ gold medallists from the 2015 World Masters Mountain Running Championships.

Project background

Almost 200 junior athletes aged 6 -13 take part in indoor sportshall athletics (SHA) sessions each week in the autumn and spring terms, and outdoor Track & Field athletics using seasonal facilities in the summer term. However, these facilities are severely limited, and not adequate to fulfil the on-going athletic development needs of the junior section. Without a clear pathway, it is not possible to build on the great foundations of the junior programme and allow individuals to continue in the sport for fun and fitness or recognise untapped potential to the benefit of the athlete, club and UK athletics as a whole. For highly talented individuals who currently want to continue their development, it is likely to mean regular trips to train much further afield in Gateshead and South Leeds for facilities and specialist coaches, and the travel factor can deter many.

This proposal is to provide a purpose built Compact Athletics Training Facility ("CATF") to support the Wharfedale community with a quality track and field athletics facility and provide a continuing pathway beyond the great foundations of the junior programme. This facility would be a major asset for the local area, thereby promoting continued participation in athletics and helping individuals to achieve their potential.

SECTION 3: THE STRATEGIC CASE

Athletic Facilities – the current provision

Senior Ilkley Harriers organise a number of group runs and more specific training sessions mostly on the roads in the winter months and on the fells/terrain in the summer. In addition, a weekly speed endurance session is organised October to March on the grass field at the Tennis Club with LED lights strapped to stakes to mark out a makeshift track. The field doubles up as a car park and uses the overspill lighting from the floodlights. A few seniors attend a weekday track session at Carnegie, Leeds but the distance/timing involved generally rules this out as a viable training facility for most members.

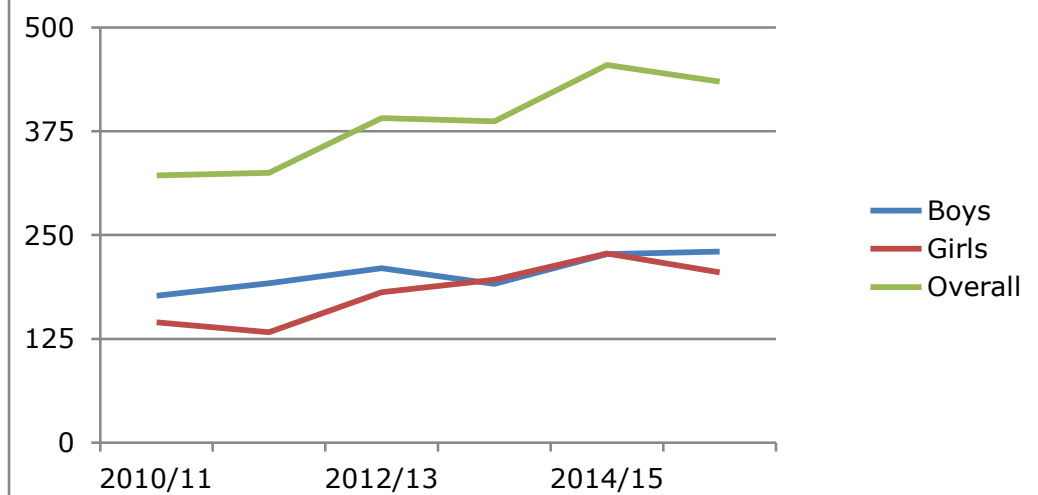
Cross country and fell running are also popular disciplines for the juniors, with the grassroots Wharfedale Primary Schools XC League creating the demand for children wanting to train for endurance running. Currently, junior outdoor training takes place on the IGS playing field but, in the dark winter months, training is restricted to a small area close to the all-weather hockey pitch, benefiting from its overspill lighting. Stakes with LED lights mark out a make shift track and the ground conditions are often wet and muddy and overused by both junior harriers and other sports. Despite the limitations of these facilities, training is oversubscribed and waiting lists are in operation.

An Autumn / Spring programme of indoor Sportshall athletics for 6-13 year olds is also over-subscribed each year. Originally all juniors up to the age of 16 were accommodated but, due to current demand, the programme now ends at age 14 so, for most teenagers, athletics abruptly stops with limited alternatives. The numbers applying cannot be accommodated due to the limited space available within the non-specific training facilities available in Ilkley, such as school gyms and sportshalls. The current programme is only able to provide entry level athletics for juniors and complements running activities (circuit training).

Unfortunately, there are no 'real' outdoor all weather facilities in Wharfedale to provide a year round schedule of training and create the natural lead into track and field athletics. The outdoor season is restricted to just 5-9 weeks in the summer term, when limited athletics facilities are available on the IGS and Ghyll Royd School playing fields. In the summer, a 400m track is marked on the IGS playing field and the jumps pit that we have used in the past has now been built over. A jumps pit at Ghyll Royd School is constantly being damaged by rabbits. The coaching of throws at both venues is in an open field, which is far from ideal, potentially dangerous and restrictive to coaching. Talented throwers who want to progress further have to travel to Leeds or Halifax to train on proper athletic facilities. While there is a high jump bed at Ghyll Royd School, our limited sessions are over-subscribed. In addition, the container where the equipment is stored is leaking so the equipment is suffering as a result.

In summary, the facilities in the area are limiting the potential development of junior athletes, particularly 14-18 year olds who are outgrowing the existing provision and do not presently have a clear pathway from the sportshall athletics into track and field. The facilities available are also limiting the numbers who can participate and enjoy athletics, as the current capacity can no longer meet existing demand.

Participation in the Wharfedale Primary Schools XC League (KS2 only)



Since its inception in 2007, the Wharfedale Primary Schools Cross-Country League has not only introduced regular local inter-school competition but has allowed the junior section to develop the potential of those who are interested to train and compete at a higher level. 12 local schools compete and 5 local primary schools, in and around Ilkley, organize and host races for the league. At each event there are approximately 200-250 KS2 children regularly running. In addition races are also held for KS1 children in reception to Year 2. These are also extremely popular with an estimate of an additional 240-280 children competing in each of the 5 races to get a taste of the cross country running.

Over the last 10 years, from this grass roots initiative, 7 athletes have gone on to compete for England in mountain running, a huge success for the Club.

Junior Ilkley Harriers - membership

The core aim of the Junior section is to provide athletics training for individuals from 8 to 18. Whilst the majority of children are from the Ilkley area, the catchment area extends throughout Wharfedale from Burley/Guiseley through to Addingham. Appendix 1 shows a table of the postcode catchment area of the junior section.

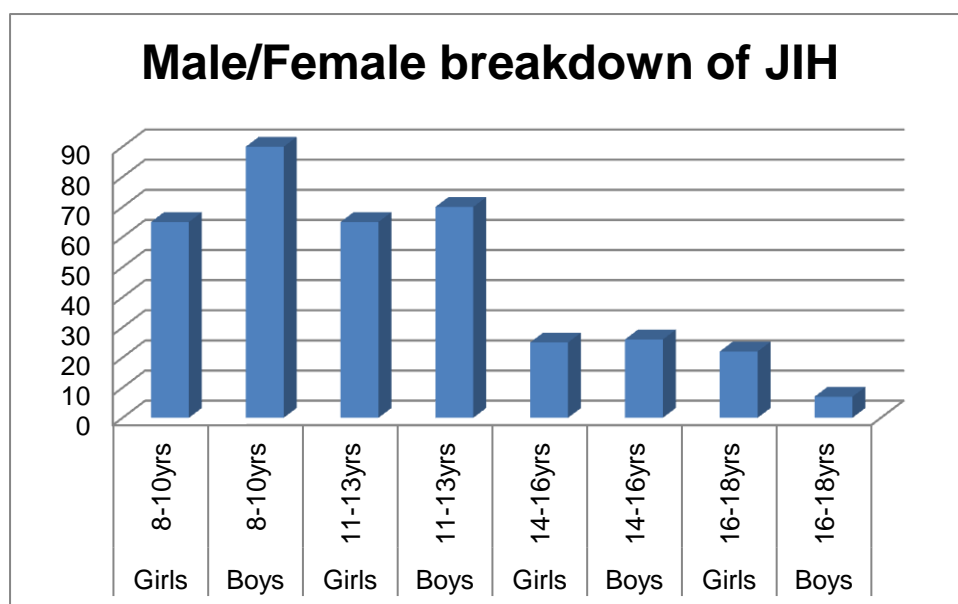
Through its links with the local primary schools and the Wharfedale cross-country league, there is the capacity to pull through greater numbers of new members to try other forms of athletics. In addition, Otley AC who also have expressed an interest in using the facility, have their own catchment of schools and are only 10 minutes away.

The entry level athlete pathway is through endurance running or sportshall athletics (and for some individuals both). On average 24% will follow the endurance running athlete pathway; 48% the sportshall athletics and 28% will be involved in both.

Since 2003, membership has shown steady growth through word of mouth rather than by advertising. A significant increase in membership was noted after the introduction of the Wharfedale Primary Schools Cross-country League in 2007 and another rise in 2013 when the number of sessions offered each week increased, reflecting an increase in the number of coaches who qualified that year and thus were insured to lead sessions.

Since 2013, numbers have continued to rise but have now reached maximum capacity with waiting lists in place. The lack of all year around athletics training facilities is stalling further growth of our junior section.

The club has been successful in attracting and retaining both girls and boys, with generally an equal split across the age groups.



There is significant reduction in athlete numbers after Year 8 (14-18 age group) reflecting the fact that the Club does not have the capacity, or facilities, to cater for a significant number of juniors beyond the sportshall athletics programme (SHA). The natural development from SHA is Track & Field Athletics but there are no all-weather facilities in the area to develop this athlete pathway further.

The junior section is now at a membership plateau with increased numbers of children on waiting lists and no facilities to accommodate them.

Furthermore in 2016, Bradford Council, as part of its Core Strategy Development Plan, has agreed that 2,500 new homes will be built from Addingham to Menston over the next 10-15 years. Ilkley is expected to have 1,000 of these homes and Burley, approximately 700; planning permission has already been submitted for 500 of these. This is likely to have a significant increase on the number of school age children in the area.

As a result, there are several opportunities to extend beyond the current catchment and to continue to grow membership numbers in future.

Junior Coaching

The Club is run entirely by dedicated volunteers who are the heart of the success of the Club, many of whom have been with the club for years, with a team of 75 helping to run sessions each week.

A key feature of the growth of junior activities since 2010 has been its ongoing investment in Coach Education, both in the development of adult coaches and in the Junior Leadership Training Programme (JLP). As a result of the success with the JLP half of the volunteers are 14-18-year-old junior leaders and the programme continues to be oversubscribed each year. The junior leaders reflect an almost even split between boys and girls, reflecting the underlying junior membership.

The Club has also been rewarded for its investment in continued training of adult coaches. With the support of the Club, 5 volunteers qualified to Coach Award status in March 2013 and 3 more in spring 2017, enabling the Club to offer further sessions.

Of the 34 adult coaches/helpers currently with the Club, 25 are female and 9 are male. This is significant and is a result of the Club actively promoting Sport England's national campaign 'This Girl Can' to promote women into sport:-

"England Athletics recognise the importance in growing the number of women in coaching to help widen the diversity of coaches in our sport; by supporting the development of females in achieving their coaching ambitions from all coaching levels. Women have different life, leadership, qualities and attributes that can be brought into coaching. Female athletes who have been coached by women are more likely to pursue a career in sport; this will increase the number of female coaches and experts in our sport. More women coaching in athletics clubs will promote it as an attractive proposition for women as participants, volunteers, and coaches and increase the profile of coaching."

Coaches follow a pathway in much the same way as athletes and are pushed to higher levels by the demands of young athletes coming through. Amongst the volunteer coaches, who dedicate vast amounts of time and commitment to the Club, are some elite athletes, who have trained Olympic national teams or who have competed for their county, who volunteer their services for the benefit of junior athletes. Developing the facilities available to the Club will be key to attracting and retaining the services of volunteers with such specialised knowledge, in the future. This facility therefore offers the opportunity to increase the number of qualified leaders and coaches for the Juniors and also to carry through to lead groups of the younger adults into their twenties and thirties.

Meeting the need for athletics facilities in Ilkley

The need for a Compact Athletics Training facility (CATF) is primarily being driven by the needs of the junior section; however this would be a fantastic asset for the community and would provide additional fitness and training opportunities for senior athletes too.

The junior section is thriving and respected and each year demand increases. Sessions are running at capacity and, in order to keep waiting lists to a minimum, numbers per session are larger than ideal. Sessions are oversubscribed with waiting lists; the specific Track and Field training at Ghyll Royd is limited to 24 due to the limitations of the facilities and our junior leader programme is capped at 16 per year.

There is no capacity to grow without purpose built facilities. The CATF would provide this capacity to introduce athletics at a younger age and provide a clear pathway for the 14-18 age group to maintain and build on the great success the club is achieving athletic participation amongst the juniors.

The planned development of the sites at Ben Rhydding Sports Club by the Hockey and Football clubs, who are improving their facilities to include artificial grass pitches, will actually reduce the ground currently available to the Juniors for their outdoor endurance sessions – the 75 children currently catered for cannot safely train and compete in the smaller footprint so it is expected that session numbers will be restricted and that membership numbers and participation will fall as a result. Given the efforts of coaches and volunteers, the support of parents and the sheer commitment and enthusiasm of the children participating, this would be a retrograde step for the Club.

It is recognised, nationally, that a major deficiency in current athletics is the lack of developmental facilities, specifically designed for beginners and those at the early stage of the athlete development model. This is supported by the UK Athletics facilities strategy 2014-19, as set out in the Overview section, which recognises that improved facilities are essential to attracting, retaining and developing athletes of the future.

The Club vision is to develop an outdoor, all-weather, athletics training facility in line with UK national sport strategy and Bradford Athletics Network (BAN) development strategy.

The plans have been developed in line with advice from various sporting bodies including England Athletics, Bradford Athletics Network and Ilkley Grammar School. Letters of Support have been obtained from senior representatives of the sporting bodies and are attached at Appendix 2.

In summary, the CATF will increase athletics participation and opportunities in the area by:-

- ☐ Providing activities that are currently not widely available to the local community and all year around.
- ☐ Increasing the quality and number of hours available to train and in safe conditions (lighting)
- ☐ Introducing younger children from age 5 to the FUNdamental skills of running, jumping and throwing using 'Come and Try it' ('CATI') sessions leading into short taster blocks to set early positive attitudes to exercise.
- ☐ Allowing more 7 to 14 year olds to experience a greater range of athletics to develop confidence, competence and enjoyment.
- ☐ Providing a clear pathway post SHA to help retain the 14-18 age group with a more varied athletics programme to meet their changing needs (fitness, strength & conditioning).
- ☐ Extending the Junior Leader programme.
- ☐ Introducing innovative low level competition formats, virtual leagues and award schemes.
- ☐ Provide new and upgraded facilities for pupils from Ilkley Grammar School and other local schools
- ☐ Providing a general outdoor athletics programme beyond sportshall athletics, particularly for age 14+.
- ☐ Reducing waiting lists.
- ☐ Allowing more specialist group/individual coaching on purpose built facilities for all aspects of Track and Field Athletics and endurance running.

- ☐ Allowing a greater number of adult volunteers to follow a more specialist coaching pathway to suit their interests.
- ☐ Providing local 'real' athletics training facilities for talented athletes negating the need to travel long distances to train.
- ☐ Specialist coaches would be more inclined to support the Club and athletes if proper training facilities are available.
- ☐ Providing a social base for Junior Ilkley Harriers.
- ☐ Providing a training facility for Otley AC junior section.
- ☐ Making use of the facilities during the school holidays with Summer Camps led by older junior leaders returning from university
- ☐ Providing introductory Track & Field/running sessions for parents and/or workshops to better support their child.
- ☐ Wider use of the facilities for pre-season fitness training sessions for Rugby/Football & Hockey run by professional fitness training businesses.

The Club believes that the focus on entry level CATF will both encourage and increase usage and participation of children and young adults in the Wharfedale area and be sustainable at club level. To do this the Club aims to work in partnership with the communities in this part of Wharfedale, including local schools and sports clubs.

Excluding the number of junior members who currently participate in Sportshall internal sessions, the current number of regular users taking part in athletics on the IGS playing fields is 230 per year – with. With the availability of all weather facilities and dedicated training space, it is estimated that in the first year of the facility this number will double to 488 followed by a steady increase up to the end of the fifth year to approximately 680. These are juniors taking part in exercise for a minimum of 30 weeks in the year.

In addition there would be non-committal use of the facility in one off 'CATI's and short blocks of athletics as a stepping stone into more regular use. This would see an additional 800 to 1,400 users per year taking part in athletics, albeit there is expected to be some cross over with children first participating in a Sat morning session before going on to commit to a 4 week block. It is possible that after one or two blocks of 4 weeks sessions, they would then apply to become Junior Harrier Members.

The table showing the detail of current and projected participation, as a result of the new facilities are set out the in Appendix 3.

Survey of existing membership

A usage survey of the junior membership in Winter 2016 – the full findings are attached at Appendix 4. The purpose of this was to find out, though cost effective market research at Club level, whether there was broad support for the initiatives and whether there is interest amongst existing members to participate in a broader athletics offering, including new CATI sessions.

A 33% response rate was received – a good response in the world of online surveys. This 33% represents 82 family units and approximately 110 children.

Over 75% of this number indicated that they would be interested in taking part in 'Come and Try it' sessions, along with 21 units with younger children (Year 2).

The short 4 week blocks of introductory run, jump, throw activities with national award scheme for Years 2-6 gave a 38% positive response. Generally, the target group for these sessions are children outside of the current junior programme ie those who may want to try athletics on a non committal basis initially, before deciding if they want to become Junior members. Therefore, it is encouraging that there is additional interest that within the current membership. To be prudent, the financial predictions are based on the facility generating 50% of the expected income on these non committal sessions.

For sessions where a longer term commitment is required (based on 30 weeks in the year), there are enough children on waiting lists to achieve projected numbers on the speed endurance programme and annual trends are expected to continue ie new children progressing through each year to join the sessions. After Year 1 projected figures are based on an additional 30 children joining the endurance programme annually – a conservative target based on the experience of the club.

Furthermore, there is sufficient interest from young people in Year 7 and older to establish a more varied programme of athletics including the traditional run, jump, throw (32% of current year 6-8 interested and 24% of years 8-13) and fitness and conditioning sessions (30% of current year 8-13 interested). The planned additional sessions are generally non specific in nature but just by being able to train on real facilities there would be an anticipated increase in athletes wanting to train specifically to compete in Track and Field Athletics. This is an area of great opportunity.

71% of those surveyed were interested in summer holiday sessions and something which could be developed alongside the other sports on site.

16 positive replies were gained from parents wanting to participate in some form of athletics for fun/more serious training with a few expressing interest in understanding more about some of the athletics events to support their child's interest.

Finally a resounding 97% of parents who replied thought that an athletics facility at Ben Rhydding would be a benefit to the children in the area and the wider community.

SECTION 4: THE PROJECT

The aim is to deliver and manage a new Compact Athletics Training Facility (CATF) at Ben Rhydding Sports Club, in partnership with others. Covered in this section:-

- ☐ The proposed facilities, cost to build and their use.
- ☐ The project timeline and key milestones.

The proposed facilities

The CATF is part of a combined proposal to build a sporting centre of excellence at the Ben Rhydding Sports Club (BRSC) and adjoining Ilkley Grammar School (IGS) playing fields. The proposals include the development of athletics, football and hockey facilities for the benefit of the community including Ilkley Harriers, IGS, Ilkley Town Football Club (ITAFC) and Ben Rhydding Hockey Club. Between the different sports, there are in excess of 1,500 adults and children that use the facilities regularly.

It is anticipated that the overall development of BRSC will have a number of phases:

1. Building of a sand based Artificial Grass pitch (AGP) for Hockey, completed Spring 2017
2. Building an AGP for football, Autumn 2017
3. Compact Athletics facility, Summer 2018
4. Extension to clubhouse, changing rooms and classroom (tbc)

Appendix 5 shows the overall development plan for BRSC.

The proposed site for the CATF is situated on the IGS playing fields and wrapped around two sides of the 3G football pitch in an L shape. Both facilities will share lighting once in place.

Recognising the interaction between the pitch and CATF, Ilkley Harriers and Ilkley Town Football Club (ITFC) have been working together on this project from the beginning. Whilst it was originally hoped that both clubs would complete the project as one build this has not been possible.

ITFC are scheduled to complete their build in November 2017. It is anticipated that the athletics construction will follow as phase two completing in May 2018. The athletics build will be depending on athletics securing all the necessary funding both locally and from Sport England.

This feels like a unique and one time opportunity for the athletics development.

What is a CATF ?

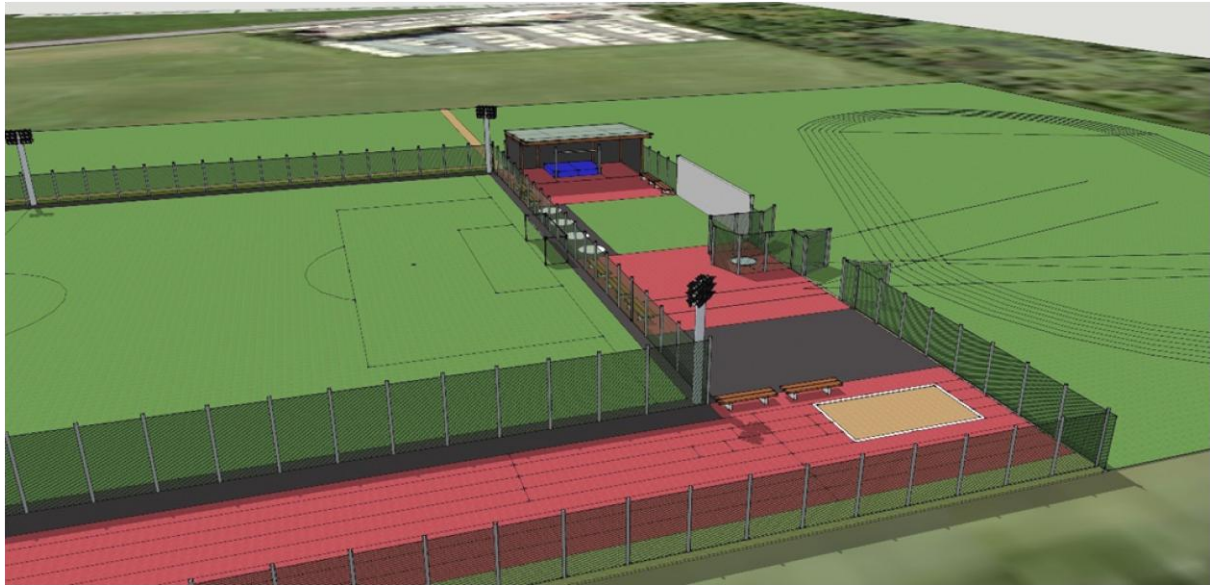


Figure One – example of Compact Athletics Training Facility

The proposed facility is known as a Compact Athletics Training Facility (CATF). The concept is based on an innovative approach to athletics provision that takes the main elements of full-size athletics facilities and scales them down into affordable solutions for smaller sites. Compact Athletics Facilities are made up of a 'kit of parts' that can be creatively pieced together to give facility solutions that will fit almost any site or budget and enable the essential athletic skills of Run, Jump and Throw to be taught, enjoyed and developed. UK Athletics has provided support and guidance on the suitability of these schemes and promoted them as a way of delivering its Facilities Strategy at a community level.

The athletics facility is 15m wide to the south and 17m wide to the east. The southern strip has an 8 lane, all weather, 100m straight leading into a jumps pit and the eastern strip has provision for all the throws with a high jump area (including open covered building) at the far end nearest the River Wharfe. The grassed area to the east beyond the security fencing will double up as a throws landing area and have a 200m marked grass running track during the summer months.

100m Running straight

The 8 lane 100m straight will provide the main element of the Compact Athletics Training facility. All level of athlete will benefit from running drills, speed work and hurdle drills as well as the more specific skills of sprinting, hurdling, sprint starts and baton handovers. The large speed endurance groups can use the straight when the grass track is unusable and fun relays are a great way of finishing off a session for any age group.

Jumps pit

The pit and surrounding area has been designed to allow the complete development of both long and triple jump. The pit is 5m wide to allow standing jumping from the side as well as having a marked triple jump grid from the track run out side. It has the benefit of a double run up, one 10m for younger children and the other an extension of lane 1 of the 100 straight. Both run ups have additional take off markings to suit the development level of the child.

Discus Cage and Javelin run up

Both these throws take place on the hard standing area with the landing sector on the grass running track. Gates in the perimeter fence open fully back to allow these activities to take place and a 4m high cage surrounding the discus circle will ensure safety for other users of the facility.

Shot and throws wall

Three shot circles marked on the tarmac with wooden retaining boards and a shale landing area will provide enough space for this most basic of all throws. In addition a 7 x 3m throws wall can be used to develop throwing technique further with the use of medicine, javelin and tennis balls.

High Jump

Currently few children will ever have the opportunity to try high jump but this facility will allow the complete development from beginner to the more advanced competitor. The high jump bed will be housed in an open covered building with additional lighting for all year round use whatever the weather.

General training area

Just to the North of the jumps pit there is an open tarmac training area suitable for general training such as agility, balance and coordination training for younger children with training ladders, movement patterns and hopscotch painted on the tarmac. The area can also be used for throwing activities such as foam javelins and vortex howlers as well as a general circuit/fitness area for adults and juniors

200m grass running track

The grassed area to the East will be used by the endurance groups throughout the year but only marked with a 200m running track in the summer months. It will support the basic training needs of the speed endurance programme but if underfoot conditions are too wet or muddy the sessions can switch to the CATF running straight.

The facility will not only serve as a much needed training area but also be used for innovative competition formats particularly for the younger child (KS2) to give confidence and put them on the first step of the ladder to compete in Track and Field Athletics.

A detailed layout plan of the CATF is included at Appendix 6.

Planning permission

Topographical and highway surveys were completed for the whole site as part of the Ben Rhydding Sports Club Hockey Artificial Grass Pitch (AGP) planning application. The Harriers team has worked closely with ITFC on the development of this area of the site and other surveys commissioned specifically for the Clubs are the flood risk assessment, sustainable drainage plan, phase 1 habitat survey, survey and arboricultural impact analysis. These surveys were required for the planning permission process. Plans were submitted earlier in 2016; planning permission was granted in May 2016 and will remain valid for a period of 3 years.

Land ownership

The land is owned by Bradford MDC and Ilkley Grammar School has a 125 year lease. ITFC has been granted a sublease for 22 years for the area by the school. ITFC will grant the Harriers Club a similar lease for a similar tenure at a nominal rent. A separate company, Ilkley Athletics Facility CBS (IAF Ltd) will be set up to manage the facilities and hold the long lease on the ground. A long term user agreement will be set up between Bradford Council/IGS and IAF regarding the use of the grass area to the East of the CATF (tbc) along with access agreements to cover access over walkways and the carpark.

A plan of the proposed lease/user agreement of the area is attached at Appendix 7.

How the project will work once operational

The lease of the ground and ownership of the CATF will be held by IAF Ltd, and the use of the facility will be rented out to Clubs and the wider community, including the Junior section of Ilkley Harriers. The timetable also allows time for the facilities to be used by Ilkley Grammar School and various community groups.

All management of the facility will be carried out by IAF Ltd. IAF Ltd will be responsible for costs relating to the upkeep of the facility including track and floodlight maintenance.

Life cycle information

Assuming that all necessary site investigations are conducted and the facility is constructed in accordance with all recommendations in the ground survey report, the construction would be expected to remain stable for at least 25 years. It will be necessary to re-apply the texture spay after approximately 6-7 years and line markings when the black base matting starts to show through. The artificial surfacing should last 10-15 years before resurfacing is required.

Cost of the build

An original tender has been prepared together with the project managers, RLF, appointed to oversee the project on behalf of ITFC and Ilkley Harriers. They have also submitted costs separately for the athletics and football elements of the project to enable each to be constructed independently of one another should the funding timescales dictate this.

These costs include all groundworks, construction and drainage, surfacing equipment and flood-lights, together with any professional fees thereon.

Our original confirmed costs, based on tenders received assumed a joint build with ITFC. However as the athletics element is now being built separately as phase two there is an increase in cost of £35,000.

The capital costs of the whole CATF proposals are over £300,000 but by removing the high jump area and covered building and throws wall from the initial build, a smaller footprint could be built for **£230,000**. These elements can be added at a later date.

High jump is a specialised activity, attracting lower numbers of athletes, so could be developed later without detrimentally affecting the overall use of the facilities in the short term or the projected income derived from them. Nevertheless, as more athletes progress within their pathways, there will be a greater requirement for these specific facilities in future. The provision of high jump would remain indoors at Ghyll Royd School until the outdoor facilities are built.

Should there be a shortfall in securing Sport England funding, a further reduced footprint could be considered. This could see the removal of the discus cage (to be added later) or the reduction of the number of sprint lanes. Both these options would not reduce the cost greatly but would compromise the effectiveness of the facility and the capacity to cater for increased user numbers at a later date.

In addition to the £230,000 there are estimated costs of **£55,000** needed to cover professional construction project managing fees (£20,000); other professional/set up fees (£15,000) and car park build (£15,000), contingency (£5,000).

The total project cost of **£285,000** excludes VAT which will be reclaimed by IAF Ltd and professional advice has been obtained from accountants in this regard.

It is proposed to fund the initial capital outlay of £285,000 from 6 sources, as follows: -

- ☐ Member loans with optional interest of up to £145,000 (this figure will reduce depending on the amount of business sponsorship obtained)
- ☐ Contribution to Capex from Junior Ilkley Harriers £45,000 with ongoing donations of surplus income each year thereafter
- ☐ Sport England Community Asset funding, £50,000, pending grant confirmation
- ☐ Local community funding of £30,000 (Ilkley Round Table, Parish Council and Carnival fund)
- ☐ Business/individual sponsorship of the 8 lane straight
- ☐ Local community donations (Crowdfunding ?) up to £15,000 (with short term funding requirement to cover the first year if there is a cashflow shortfall due to timing of VAT repayments).

Financing is covered in more detail in Section 6 of this business case.

Timeline

The current timeline for the project is as follows:

Seek approval from Ilkley Harriers Committee	Approval given 21 st March 2017
Seek project approval at EGM of Ilkley Harriers	Approved 2nd May 2017
Application for Sport England Community Asset Funding (£50,000)	Application submitted February Decision expected by April
Application for Postcode Lottery funding (£2,000)	Application submitted February rejected
Club fundraising activity and session fee income	March 2017 – March 2018
Approach Ilkley Parish Council (£7,000) Ilkley Round Table (£15,000) Carnival Committee (£3 -7,000) for funding	Carnival - primary beneficiary. £8,600 Parish Council - £7000 granted Round Table - re apply (top up)
Funding decision: Sport England	2 nd November 2017
Sub lease, CUA and long term user agreements	October - December 2017
Seek Business/individual sponsorship of 8 lane straight	End October 2017
Football 3G completion	November 2017
Establish NewCo IAF Ltd as a CBS	End November 2017
Launch evening for parents/ athletes/ supporters – seek expression of interest for loans	End November 2017
Round Table application	£7,500 granted
Open Bank Account for CATF	December 2017
All company, lease, funding in place	End December 2017

Award of contracts	January 2018
Construction begins	April 2018
Compact facilities completed for IAF Ltd	June 2018
Compact facilities operational	Summer 2018

The external project team

Project Managers – RLF

Robinson Low Francis have been appointed project managers jointly with ITFC. The firm has delivered over 700 projects for the Rugby Football Union to improve grass roots rugby facilities across England and are working with the Football Association, Football Foundation and the RFU on an industry-leading initiative to provide and upgrade over 100 all-weather pitches for football and rugby.

RLF handle the tender process for the project and appointment of the construction company. Three tenders have been received, including from companies accredited by England Athletics

Other specialist firms and volunteers have been involved in providing knowledge, services and support to the project team in the run up to the tender process. These firms are based locally and many have an association with Ilkley Harriers.

Steve Maslen JBA Consulting

Richard Addenbrook Sence of Space Architects

Steve Barclay Energyquest International Ltd

Peter Haines Dudleys Consulting Engineers

Dr Alan Neuff Neuff Athletics Equipment Ltd

The internal project team is covered in Section 7 below.

SECTION 5: FINANCIAL PROJECTIONS

Usage projections

The CATF would be prioritised for use by local school children and junior harriers between the ages of 5 and 18 years. It would cater for both less experienced children as an introduction to athletics and also those who want to train specifically to compete at higher levels for club, county or country.

During school term time, and during school hours, the facilities will be used by Ilkley Grammar School and other local schools. From 4.30pm (tbc) to 8.30pm during term time, the facility will be managed by and have a timetabled programme of athletics sessions for the Club.

It is expected that the facilities will be used from 9am-8.30pm most weekdays for 30 weeks for the year. Junior club activities generally run for 4 evenings a week, 30 weeks a year - Autumn and Spring terms are based on 20 weeks and the summer term (April to July) 10 weeks. The facility will be used by:

- Ilkley Grammar School during term time from 9am-4.30pm
- Junior Ilkley Harriers in evenings and some Saturday mornings
- Otley AC Junior section some evenings
- The local community:
- Summers Athletics Camps can be put on during school holidays
- Coach education

The timetable of use in Year one will be the following:

		AUTUMN/WINTER		SPRING		SUMMER	
Day	Timing	Term	October half term & Christmas holidays	Term	Feb half term and Easter holidays	Term	Spring bank and summer holidays
Monday - Friday	9am to 4.30m 4.30pm to 8:30 pm (4 days per week)	Schools	Available	Schools	Available	Schools	Available
		JiH	Available	JiH	Available	JiH	Available
	4.30pm to 8:30 pm (5th day)	Available	Available	Available	Available	JiH	Available
Saturday	Full day	JiH 1/2 day	Available	JiH 1/2 day	Available	JiH 1/2 day	Available
Sunday	Full day	Available	Available	Available	Available	Available	Available

Based on the above, and not counting expected usage from both IGS and other schools, participation through timetabled sessions for the Club in Year 1 is estimated as follows:-

- ☐ An estimated 350 children will use the facility each week in the Autumn and Spring terms. Club track and Field sessions currently limited by number can be allowed to grow; the setting up of short 4 week taster blocks of athletics for years 3-6 will allow newcomers into the sport.
- ☐ An estimated 530 children will use the facility each week in the summer term. In addition to the sessions noted above in the Autumn and Spring terms, the two large sportshall groups of younger athletes that remain indoors during these terms, will come outdoors to use the facilities in better weather.

These usage assumptions are used in the income forecasts shown in the next section.

Whilst the usage will be primarily local schools and the Club in Year 1, it is expected that, going forward, other clubs and communities will express an interest in the facility. The elements of the CATF would lend itself to summer athletics camps - rather than 'overburden' the current junior volunteer network we would look at opportunities for older junior leaders coming back from university to organise and lead these courses.

The CATF could also be used by professionally run sports fitness training businesses to provide fitness classes to the wider community or pre-season training for other sports including rugby, football and hockey. There are a number of athletics clubs in the area who also lack proper training facilities and it is anticipated that this would generate some interest. Depending on the final usage agreements with schools, another use of the facility could be corporate training days with recognised providers of such services.

None of these revenue streams have been factored into the projections, so any additional revenue generated would provide potential upside to the projections from the second or third year after the facility becomes operational.

Volunteers and coaches

To successfully support the proposed usage of the new facility, and the associated increase in sessions offered to athletes, some growth of the volunteer network will be required.

The junior section already has an established pool of over 70 volunteers who lead groups each week. Half are adults (qualified coaches/parent helpers) and half junior leaders (14-18 years). The junior leader programme can already deliver an entry level broad 'run, jump, throw' programme suitable for newcomers and there are sufficient specific coaches to deliver the specialist coaching sessions that have been projected.

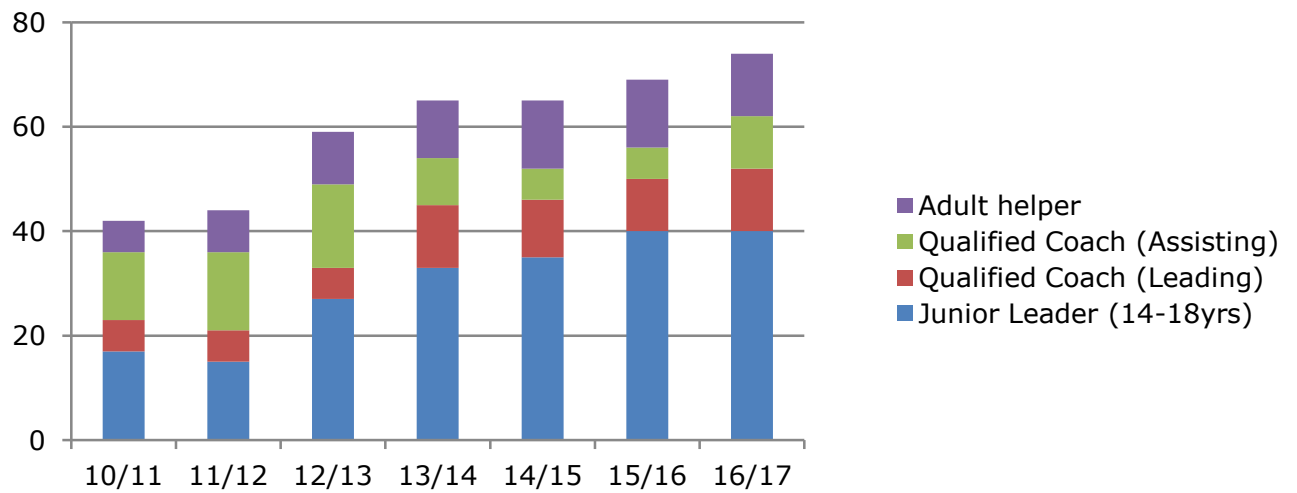
The Club will continue to invest in its volunteer network – both adult and juniors will continue to be developed. In addition, Year 9's have just been invited to assist at sessions, before having the opportunity to start the Junior Leader programme in Year 10.

Although more specialised coaches will be required, the project is not dependent on having them in the first few years. The first priority of the facility is to increase younger athlete numbers so Years 3-6 will be the target age group and non-specific coaches will be able to deliver sessions.

Specialised coaches will be identified as the Track and Field develops and will 'grow' in parallel with the more able athletes. The Club would also make use of the England Athletics Flying Coach Programme which is delivered across England to benefit clubs, coaches and athletes of a variety of abilities, across all disciplines.

Under the scheme, top coaches visit local clubs to work directly with club coaches, the emphasis is on helping the coach's expertise in a particular technical event in a practical coaching environment. This means that, rather than simply benefitting from the presence of the 'Flying Coach' when that coach is present, the group is able to enjoy an on-going benefit through the group coach having a stronger set of skills for coaching the group week-by-week. Flying Coach visits typically take place over a number of weeks to ensure that coaches maximise the development opportunities from them. Where appropriate, clubs are encouraged to work together to host the sessions so coaches across BAN would be invited.

Volunteers in the Junior section



The chart shows the breakdown of the volunteers in the junior section over the last 7 seasons.

The Junior Leader programme was established in 2010/11 to help retain the 14-18 age group as volunteers, post sportshall athletics. Currently 40 Junior Leaders support the sportshall athletics and endurance running sessions each week (half are qualified). Many adults have a coaching/helper 'lifespan' which relates to their child being in the programme so this is a key area of continued development and in recent years the club has been particularly successful in retaining adults at the end of this period.

Financial position of Junior Ilkley Harriers (JIH)

Past years

Historically the majority of JIH's income has come from memberships, sportshall session fees and race income. Most of the expenditure is on venue hire including indoor and outdoor facilities from Ilkley Grammar School and Ghyll Royd School.

The club has always been self-financing and has become more profitable in recent years due to growing numbers of children participating in athletics. Net assets and funds have grown in line with this and with surplus funds always re-invested in the club. At 31 August 2017, the Club had funds of £23,000. An increase in revenue from previous years partly as a result of an increase in indoor session fees from £3 to £4.

The JIH balance sheet is very simple, with a bank account and P&L reserves making up the main balances each year.

Income and expenditure accounts and balance sheets for past years are attached at Appendix 8.

Projections

Junior Ilkley Harriers will be the main beneficiary of the new facility and through its wide variety of coaching at a reasonable fee level, it is accessible by all children in the communities of Ilkley and surrounding catchment area.

The new facilities will enable the junior section to increase the range and number of sessions that it provides to children and young adults, so this, along with increased capacity within sessions is the basis for the projections. These projections are based on a year 1 scenario and have been conservative in their predictions. Whilst it is expected that a wider range of sessions would be offered in following years, these have not been factored into the current projections, so would provide further uplift on the figures.

At the start of September 2017 there has been a small increase in session fees to £4.50 for the indoor sessions and £2.50 for the outdoor running sessions which will give a small increase in revenue for the year ending 2018. This still represents excellent value compared to other community based activities and sports clubs. Further price increases have not been budgeted but could be reasonably expected in future so could provide an even larger surplus.

The use of the facility will lead to increased venue hire costs for the Club but this will be more than covered by session fees. This leaves the club in a very positive position, with a net surplus of funds each year before any donations towards the new facilities.

The junior section is run on a not for profit basis and all surplus in the past has been re-invested in the club. The additional revenues in 2017 and future years will enable Junior Ilkley Harriers to contribute all surplus (over and above that required to maintain current standards in the club) towards the Capital Expenditure of the new project in 2018 and beyond.

Projected Income and Expenditure Accounts, balance sheets and cashflow forecasts are attached at Appendix 9.

Financial position of Ilkley Athletic Facility Ltd (CBS)

Projected Profit and Loss

IAF Ltd will be registered as a separate company and all bank accounts, financial accounts and cash-flows of the facility will be ring fenced to ensure there is no crossover with the Ilkley Harriers Club. The primary revenue streams of the facility rental fees from clubs and community groups including the Junior Ilkley Harriers. It has been assumed that the facility will be operational from Summer 2018.

The projected Profit and Loss account is attached at Appendix 10.

Facility operating costs have been estimated using information from England Athletics, particularly the track maintenance costs, and other local sports clubs. Some setup fees (corporate) are assumed in the first year. Given the regulatory and tax reporting requirements of the company, an allowance has been made for a paid treasurer/ audit position. A contingency of £2,000 has been allowed for each year for any additional costs.

Furthermore, an amount of £6,000 will be set aside each year for the sinking fund (tbc) to pay for the track resurfacing after 10 years. This will ensure the surface is in good condition for an extremely long period and the business is sustainable for the foreseeable future.

Depreciation represents the write down of the facility asset over the expected lifetime of ten years.

Balance Sheet

The main balance sheet items comprise the facility capital costs in fixed assets, the loan stock and grant associated with the facility, which are amortised over the lifetime of the facility (ten years). Separate bank accounts are maintained for the facility and the sinking fund. Monies donated by Junior Ilkley Harriers are reflected in a separate reserve to allow full transparency to both club members and investors of funds received.

Projected balance sheets and cashflow are attached at Appendix 10.

Cashflow

Construction is expected to happen over spring/summer 2018, with operations starting shortly afterwards.

The cashflows in 2017 reflect of the net proceeds of the loan stock offer and the expenditure on the fixed asset. Other cashflows during subsequent years (Appendix 10) would generate enough surplus cash to facilitate the repayment of the loans.

SECTION 6: FINANCING

Sources of finance

The Club has identified three key sources of funding:-

1. Members loan with optional interest
2. Sport England Grant aid
3. Fundraising and local sponsorship

Member and supporter loan stock offer

The loan stock offer will enable our members and supporters to help finance the capital cost of the Compact Facility. This enables members of the Ilkley community and beyond to both help finance a project which will help transform athletics in the local area, and also to make a return on their money.

Based on current projections and the amount of Grant Aid that may be available to the Club, the amount to be raised from members and supporters will be in the region of £145,000.

The loan stock offer will be available to Investors as follows:-

- ☐ A minimum investment of £1,000
- ☐ A unlimited maximum investment
- ☐ Investors can invest in a loan which is repayable in instalments on the 2nd, 3rd, 4th, and 5th anniversary after the Compact Facility becomes operational

An example is shown below:

Amount of loan (example)	Amount paid by the investor	Interest rate p.a.	Term of loan – repaid in instalments n 2 nd , 3 rd , 4 th & 5 th anniversary	Interest paid each year	Loan Amount repaid
12,000	12,000	2.5%	3 years	£300	£12,000

Social Investment Tax relief

Many sports clubs in the UK have been able to avail of Social Investment Tax Relief to assist in raising finance for projects such as this. That was the plan of the project team when discussions initially started about the facility as the scheme used would reflect that used by the Football project team for the adjacent football pitch.

However in September 2017, HMRC announced new legislation respectively enacted as at April 2017 which will now exclude this project on the grounds that the asset will be leased (i.e. rented to com-

munity groups) when complete. Although it was probably not the express intention of HMRC to penalise community led projects such as this when the new legislation was introduced, it does mean that the project can no longer offer the tax breaks that were offered by other sports projects and instead, the team will have to explore interest payments on the loans instead, at an additional cost to the project.

The project team has obtained professional advice on this area.

Sport England Community Asset Funding

The future of the project is dependent on the receipt of grant aid towards the capital cost of the project. An initial funding application to Sport England for the maximum £50,000 has been submitted, at the first available opportunity, in February 2017. The last round was in December 2015 with decisions being made by May 2016. A further round of funding that was expected to be made available in May 2016 did not go ahead. An acknowledgement of success has been delayed and is now expected sometime in October/November 2017.

Whilst there are no guarantees on funding being approved, the Club has benefitted from advice from England Athletics at a regional level and Bradford Athletic Network from whom it has received letters of support (see Appendix 2). The Club is confident it has made a compelling case for the funding.

Furthermore, following the release of the updated strategic aims of Sport England in October 2016, as part of its Strategy for 2016-2021, a number of investment programmes have been identified which are consistent with the work already carried on by the Club. This should increase our chances of being considered for grant funding.

1. Children and young people - Sport England welcomes its new remit to work with children and young people from the age of five and recognise that their responsibility lies outside the school curriculum. They will focus on pre- and post-school activities that increase children's capability and enjoyment and lay the foundations for being active throughout their lives.
2. Volunteering – Volunteering has traditionally been regarded as an enabler for others to play sport. Sport England will now focus on what the volunteer gets out of volunteering, making it easier to fit volunteering in sport into a modern lifestyle and making volunteers more representative of society.
3. Local delivery – Recognising that people do not make choices about sport and activity in a vacuum. Where they live and work plays a big part in the choices they make, with each community having its unique structure, relationships and geography. Sport England plans to pilot new ways of working locally and build long-term collaborations.
4. Facilities - the places where people play sport have a big impact on their experience and the likelihood they will come back regularly. Sport England will continue to invest in all types of facilities, with a strong presumption in favour of multi-sport for major strategic investments.

The maximum Grant available under the Community Asset funding is £50,000, a reduction on the last funding round of £75,000.

Other grant funding

Other sources of grant funding that the project may be eligible for have been explored by a dedicated fundraising group but unfortunately, the project does not meet the application criteria for them :

- WREN <http://www.wren.org.uk/>
- Sir George Martin Trust <http://sirgeorgemartintrust.org.uk/>
- Garfield Weston <http://www.garfieldweston.org/>
- David Ross Foundation <http://www.davidrossfoundation.co.uk/sports>
- Bernard Sunley <http://www.bernardsunley.org/>
- <http://www.postcodecommunitytrust.org.uk/community-sports>

Fundraising

The project was given approval by the Ilkley Harriers committee on 21st March 2017 which has allowed the fundraising group to co-ordinate efforts within the junior section to raise funds.

Local funding will be an essential part of the project and will allow the community to come together in many diverse ways to support the project. Approaches were made to organisations within the local community including Ilkley Carnival (main beneficiary receiving £8,600 to fund the shot put area), Ilkley Parish Council (£7,000 granted to fund the Javelin run up), Ilkley Round Table have granted £7,500 (tbc) to fund the discus cage.

The Junior section of the Harriers club will make an initial donation of £45,000 towards the capital cost which have been raised through session fees, organised races and specific fundraising events. Ilkley Swimming Club donated their share of the profits of the jointly organised Aquathlon to go towards the athletics facilities (£650); the Ilkley Scare Trail which JIH was a beneficiary has donated £1100 (tbc) and the Ilkley Moor Santa Run, first organised in 2016 raised a further £1200 in 2017. The junior section will pay over surplus funds in subsequent years.

Sponsorship opportunities for local companies will also be available within the CATF, either by sponsorship of individual lanes on the sprinting straight (8 lanes of £5,000) or through advertising on the perimeter fencing (which will be facing the hockey pitches and car parking areas). Any local businesses who are interested in find out more should contact Shirley Wood for further information.

We also hope to raise £15,000 through donations from members of junior Harriers and the wider community to fund the jumps pit (Crowdfunding?).

The new company, Ilkley Athletics Facility Ltd, will investigate whether it would be advantageous to be registered for gift aid so we can maximise any funds raised from income taxpayers.

SECTION 7: MANAGEMENT AND GOVERNANCE

Existing legal structure and objects

Junior Ilkley Harriers section is a part of Ilkley Harriers Club and shares the same constitution.

No change is required to the structure here. The constitution required a change to enable the participation of the club in the venture and this was agreed at an EGM on the 2nd May 2017

The committee proposed that in order for the Harriers to participate formally and legally the club constitution was amended: Item 2E The club supports the development of local athletics facilities in furtherance of the club's objectives including, as required, the participation in legal entities set up to provide these.

New legal structure

The new structure will see a separate company, Ilkley Athletics Facility Ltd ("IAF Ltd"), being set up to manage the business of the Compact Athletic Training Facility. IAF Ltd will be a Community Benefit Society (CBS) with an asset lock. Community Benefit Societies are incorporated Industrial and Provident Societies that conduct business for the benefit of their community. Profits are not distributed amongst member, or external shareholders, but returned to the community.

The founding members of IAF Ltd will be:

Shirley Wood

Margaret Kleppen

Chris Ramage

IAF Ltd will hold the lease on the ground, own the CATF, manage it and rent it out to Junior Ilkley Harriers and other users.

The Board of IAF Ltd

A management board will to be formed to oversee the project, distinct from the responsibilities of the Ilkley Harriers Committee. The board will require some specialist skills to oversee the construction and we have been fortunate to have additional volunteer assistance with this from the wider Ilkley Harriers membership and Community.

Summmaries

The Board IAF will initially be made up of:

- ☐ Shirley Wood
- ☐ Steve Maslen
- ☐ Ilkley Harriers, represented by Hilda Coulsey
- ☐ Margaret Kleppen
- ☐ Chris Ramage

Internal Project Team

A Project Team has been established for the Compact Facility development. There are 6 members of the team but there are many more volunteers who are part of a wider team working on fundraising and dealing with the project management of the construction and most importantly, the coaches who have committed to delivering the planned sessions.

- ☐ Shirley Wood, qualified coach and trained PE teacher
- ☐ Steve Maslen, Director and Head of Environment at JBA Consulting
- ☐ Margaret Kleppen, Chartered Accountant and Finance Director of a local company
- ☐ Chris Ramage, Solicitor, Partner at DWF Leeds
- ☐ Hilda Coulsey, Business Development Consultant
- ☐ Anthony Elston, Finance Director

Facility bookings

Bookings for the facility will be charged on an hourly rate. They will be handled by a volunteer and all income will belong to the new CBS, Ilkley Athletics Facility Limited.

Regulation and reporting requirements

Ilkley Harriers

As per current practice, income including memberships and session fees for Ilkley Harriers Junior section, and expenditure including facility hire will continue to be looked after with the junior section. These accounts are subject to an independent audit by a qualified accountant.

Similarly for the senior club income and expenditures will continue to be looked after as previously with independent audit of annual accounts.

Ilkley Harriers will be a member of the company and appoint a nominee to act on its behalf.

Ilkley Athletics Facility Ltd

The company, Ilkley Athletics Facility, will be constructed As a Community Benefit Society, the company is being registered with the Financial Conduct Authority and subject to the scrutiny and reporting requirements of the FCA. This includes a detailed Annual Return on the activities of the Company.

Ilkley Athletics Facility Ltd, will investigate whether it would be advantageous to be registered for gift aid so we can maximise any funds raised from income taxpayers.

It will also be VAT registered to enable VAT incurred on the capital expenditure to be recovered and specialist tax advice has been sought in this respect.

RISKS AND MITIGATION

The risks of the project have been identified as follows, and the respective mitigating factors set out thereafter.

Capital – Secure Grant funding

The club has applied for a maximum grant of £50,000 from Sport England, via their new Community Asset Fund. Like many other sports, grant funding for athletics has been restricted in recent years. Conditional approval of any grant is expected in October 2017. Only pledges will be collected from investors and sponsors until the grant funds are received as, without these, the project cannot proceed.

There are various other private organisations and funds that may be in a position to provide funds towards the capital cost. The intention is to apply for the maximum grants available in each case.

Capital – Secure funding

The remaining funding will be made up of existing reserves, local funding opportunities and further fundraising and the member loan offer. Whilst fundraising will continue, no funds will be collected from either Corporate Sponsors or Investors until there is certainty the project can proceed.

Capital – Cost overruns

The capital costs for the CATF are £230,000 and an additional estimated £55,000 to cover professional construction project managing fees (£20,000); other professional/set up fees (£15,000) and car park build (£15,000), contingency (£5,000). This is based on CATF tenders received through RLF and estimates for additional costs and gives a total of £285,000.

Tenure

The land is owned by Bradford MDC and the school has a 125 year lease. The football club has been granted a sublease for 22 years and in turn will grant a lease to Ilkley Harriers New Co for the use of the land on a similar tenure at a nominal rent. The draft lease is expected in November 2017. Further access agreements are also in hand to enable use of car parking and pathways.

Flooding

The area in question was subject to detailed specialist flood risk and drainage surveys as part of the planning application. No specific risks were identified.

Operations – lower revenue than expected

Yearly revenues will come from IAF rental (£18k rising to £50k+). As the track rental is based on existing junior harriers requirements and the membership is expected to continue growing as those currently on waiting lists can be admitted, it is considered very secure. Otley AC junior section will also contribute additional revenue per annum but this has not currently been included in projections. No other external revenue streams have been assumed although these are quite likely to generate additional revenue. New initiatives like summer athletics camps and CATI days have had revenue projections discounted by 50%.

Junior leaders – supply

The success of delivering increased training at the facilities is dependent on a large number of qualified Junior Leaders taking part in future years. Currently there are over 35 junior leaders involved in the activities on a weekly basis. New entrants to the program are capped at 16 each year but, each year applications to the Junior Leadership program are over-subscribed. With increasing member numbers, enhanced facilities to retain the athletes in the 14-18 age bracket and continued investment and development in the individuals, the future supply of Junior Leaders is secure.

Coaches – Availability

The success of delivering increased training at the facilities is also dependent on a large number of volunteer coaches for a wide range of athletics. The junior club has an established pool of over 35 qualified coaches and parent helper volunteers who lead groups each week. The Club has invested almost £12,000 in the past five years in developing and training a new generation of coaches (and junior leaders), who can provide continued support and coaching for a range of talented young athletes. Many of these coaches have committed to supporting the Compact Facility for the next 7 years to ensure the underlying Club activities continue to generate income to allow for the ultimate repayment of investor loans. New coaches continue to undergo training. A welcome trend in recent years is that many of the coaches continue to assist at activities after their own children have moved on from the Club. This trend, together with the commitment of core coaches and the continued development of new coaches, ensures the ongoing availability of qualified coaches at the Facility.

Shirley Wood – Succession Planning

Shirley has been the driving force, and very public face, of Junior Ilkley harriers since she established the club in 2003. However, Shirley is ably supported by a number of senior coaches and over the past 18 months, succession plans have been put in place for the many disciplines within the Club including the Wharfedale X-Country League, Endurance Coaching, Ilkley Moor junior fell races, Sprint fell relays and the KS2 XC Relays and Endurance programme. With a core Working Group of Ros Blackburn, Katrina Kennedy, Elizabeth Raven and Sally Westlake along with other qualified coaches dedicated to making a success of the new Facility over the next seven years, the dedication, drive and ethos that Shirley has brought to the Club will continue should she decide to take a step back in future.

LEGAL DISCLAIMER

The information contained in the document has been prepared by members of the proposed new company, under the supervision of the Committee of Ilkley Harriers. Ilkley Harriers has taken all reasonable care to ensure that every statement of fact and opinion in this document is fair, clear and not misleading.

The Committee of Ilkley Harriers believes the information contained in this document is in accordance with the facts and the document makes no omission likely to affect the meaning of such information. The application of its terms to individual personal circumstances can vary.

The forward looking statements in this document are based on current expectations and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied by those statements.

This document does not constitute, or form a part of, any offer to sell or issue, or any solicitation of any offer to purchase or subscribe for, any loan stock or any other securities. In addition, it is not intended to form the basis of or act as an inducement to enter into any contract or investment activity and should not be considered a recommendation by Ilkley Harriers, its Committee members or affiliates in relation to the Investment. No prospectus will be produced for the purposes of the EU Prospectus Directive, as amended by the Amending Directive. Recipients of this Document should inform themselves about and observe any legal requirements in their own jurisdiction.

APPENDIX 1

Table of Club postcode catchment (juniors)

Postcode	Number of junior members
LS29	320
LS21	8
LS20	13
LS19	2
HG3	1
HG2	1
BD23	6
BD20	1
BD17	4

APPENDIX 2

Letters of Support

30th March 2017

Dear Sirs

Re: Ilkley Harriers Compact Athletics Facility, Ben Rhydding, Ilkley

I write as Chair of Bradford Athletics Network (BAN) in order to register the support of myself and of BAN for the development of the above facility.

In terms of athletics, Ilkley Harriers have done a tremendous job in encouraging and attracting young people of all standards to enjoy all aspects of athletics and to partake in active lifestyles. The waiting lists of young people hoping to join the club is testament to that.

This facility will create vital and dedicated capacity that can (and surely will) be used by all ages and standards of athlete, not just specifically in the sport of athletics but in terms of other nearby sporting activities as well, as well as for local schoolchildren and nearby clubs.

The facility forms a vital part of Bradford's (and indeed England's) developing athletics facilities network. It is also the case that the facility will release capacity elsewhere to help to enable all those keen to get involved to have that opportunity.

I am more than aware of the huge amount of voluntary (but expert and passionate) work that has gone into developing this project and this proposal, and the critical decisions that have had to be made by volunteers and the club in order to realise their ambition of providing a great place for local youngsters to meet, to train and to enjoy. The partnership with football in seeking to develop this facility is especially encouraging and, along with the wider development at sites like Ben Rhydding and across Bradford, is perfectly aligned with DCMS and Sport England strategies in terms of multi-sport facility development.

Overall, this is a hugely valuable addition to the Bradford district sports and physical activity infrastructure, and I hope it receives full and enthusiastic support.

Yours faithfully,



Chair
Bradford Athletics Network

Mrs Shirley Woods
Ilkley Harriers
Ben Rhydding Sports Club
Coutances Way
Ilkley
LS29 8AW

10/05/2017

Dear Shirley Woods,

This letter is to offer England Athletics support towards Ilkley Harriers compact facilities development project.

Ilkley Harriers is very proactive local community athletics club which is friendly and inclusive. The club has a senior section, which is focuses on road running, cross country and fell. Their junior section caters for 8 to 16 year olds and they focus on sports hall athletics and outdoor endurance running. Since 2013, their junior membership numbers have reached maximum capacity with waiting lists in place. This is down to lack of all year-round athletics facilities is stalling further growth of the club.

The proposed Compact Athletics Training Facility (CATF) is part of their scheme to build a sporting centre of excellence at Ben Rhydding and Ilkley Grammar School playing fields which would include athletics, football and hockey for the benefit over 1,500 adults and children. This will directly impact on Ilkley Harriers 392 (16/17 EA affiliated) members, other social members and several other local athletics clubs with-in a 10/15 miles' radius.

England Athletics see this as an excellent opportunity for the athletics and running community in the North Leeds area to have access to a local compact athletics facility. From discussion with the club and reviewing their business plans. We can see this facility being utilized well locally and the business model will make it a sustainable venue.

The facility will help the club's ambition to grow their membership base, whilst also supporting us (EA) achieving our strategic priorities (which are below).

- 1 To expand the capacity of the sport by supporting and developing its volunteers and other workforce
- 2 To sustain and increase participation and performance levels in our sport
- 3 To influence participation in the wider athletics market

We are sure your project will be a success and we are more than happy to continue supporting you through your development.

Yours sincerely



Nick Settle
England Athletics Club Support Manager
Mobile: 07988 498710
Email: nsettle@englandathletics.org



APPENDIX 3

Current and projected participation of Junior Ilkley Harriers

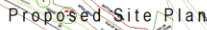
			Now (16/17)			2017/18			2018/19			Year 2			Year 3			Year 4			Year 5														
Session	Session fee		User no's	Weeks pa	Income	session fee	User no's	Weeks pa	Income	User no's	Weeks pa	Income	User no's	Weeks pa	Income	User No's	Weeks pa	Income	User No's	Weeks pa	Income	User No's	Weeks pa	Income											
Indoor sessions																																			
Mon 1+2 sportshall athletics	£4/£4-50	4	70	20	5,600	4.50	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100											
Thurs 1+2 sportshall athletics	£4/£4-50	4	110	20	8,800	4.50	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100	90	20	8,100											
Mon Junior Circuits	£2	2	25	20	1,000	2.00	25	20	1,000	25	20	1,000	25	20	1,000	25	20	1,000	25	20	1,000	25	20	1,000											
Tues specific track & field	£4	4	24	20	1,920	4.50	20	20	1,800																										
Wed 9-13 general athletics	£4	4	20	20	1,600	4.50	24	20	2,160																										
High Jump (Summer)	£5	4	20	10	800				-																										
Total			269		19,720				21,160	205		17,200	205		17,200	205		17,200	205		17,200	205		17,200											
Running																																			
Wednesday 1 (IGS)	£20/25 term	20	70	30	4,200	25.00	60	30	4,500	60	30	4,500	60	30	4,500	60	30	4,500	60	30	4,500	60	30	4,500											
Wednesday 2 (IGS)	£25 term	25	40	30	3,000	25.00	30	30	2,250	35	30	2,625	40	30	3,000	45	30	3,375	45	30	3,375	45	30	3,375											
New Running group - Monday 1	£20/25 term	20				25.00	20	30	1,500	30	30	2,250	45	30	3,375	60	30	4,500	60	30	4,500	60	30	4,500											
New Running group – Mon 2 + fells	£25 term	25				25.00	20	30	1,500	25	30	1,875	30	30	2,250	35	30	2,625	35	30	2,625	35	30	2,625											
New Running Group	£25 term																		30	30	2,250	60	30	4,500											
Outdoor Track & Field																																			
Tues specific – Sprint, Jump, Throw	£4/£4-50	4	24	10	960	4.50	20	10	900	24	30	3,240	32	30	4,320	36	30	4,320	40	30	5,400	40	30	5,400											
Tuesday athletics club	£4/£4-50	4				4.50				20	30	2,700	28	30	3,780	36	30	4,320	36	30	4,320	36	30	4,320											
Tuesday 9-13	£4/£4-50	4	20	10	800	4.50	24	10	1,080	30	30	4,050	36	30	4,320	36	30	4,320	40	30	5,400	44	30	5,940											
New Wed Jumps & Throws	£4/£4-50	4				4.50	20	10	900	24	30	3,240	32	30	4,320	36	30	4,320	36	30	4,320	36	30	4,320											
New Wed Sprinting/Hurdling	£4/£4-50	4				4.50	20	10	900	24	30	3,240	32	30	4,320	36	30	4,320	36	30	4,320	36	30	4,320											
New Thursday sprinting	£4/£4-50	4				4.50				20	20	1,800	28	20	2,520	36	20	3,240	36	20	3,240	36	20	3,240											
Monday 1+2 (summer)	£4/£4-50	4	70	10	2,800	4.50	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050											
Thursday 1+2 (summer IGS)	£4/£4-50	4	120	10	4,800	4.50	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050	90	10	4,050											
Total: Outdoors (GR/IGS) or Compact +					16,560				21,630			37,620			44,805			47,940			52,350			55,140											
Total: indoors and outdoors					36,280				42,790			54,820			62,005			65,140			69,550			72,340											
CATI and short Introductory blocks of athletics (Yrs 2-6)																																			
Saturday CATI	£4	4				4.00	40	6 days	960	40	8 days	1,280	40	8 days	1,280	40	8 days	1,280	40	8 days	1,280	40	8 days	1,280											
Tuesday 4 week block + ESAA Award	£5	5				5.00	40	2 blocks	1,600	40	7 blocks	5,600	40	7 blocks	5,600	40	7 blocks	5,600	40	7 blocks	5,600	40	7 blocks	5,600											
Wed 4 week block + ESAA Award	£5	5				5.00	40	2 blocks	1,600	40	4 blocks	3,200	40	4 blocks	3,200	40	4 blocks	3,200	40	4 blocks	3,200	40	4 blocks	3,200											
Wed 4 week block (Yr 2 summer)	£3	3				3.00				40	3 blocks	1,440	40	3 blocks	1,440	40	3 blocks	1,440	40	3 blocks	1,440	40	3 blocks	1,440											
Summer Athletics Camps	£5	5				5.00	60	3x3 days	2,700	60	3x3 days	2,700	60	3x3 days	2,700	60	3x3 days	2,700	60	3x3 days	2,700	60	3x3 days	2,700											
Total: predicted extra session income									6,860			14,220			14,220			14,220			14,220			14,220											
Overall Total					36,280				49,650			69,040			76,225			79,360			83,770			86,560											
Projected annual income generated within Junior section																																			
For Business plan P&L	Indoor/outdoor and session fees				31,385					39,790					51,820					59,005					62,140					66,550					69,340
	CATI (50%)				-					3,430					7,110					7,110					7,110					7,110					7,110
					31,385					43,220					58,930					66,115					69,250					73,660					76,450

APPENDIX 4

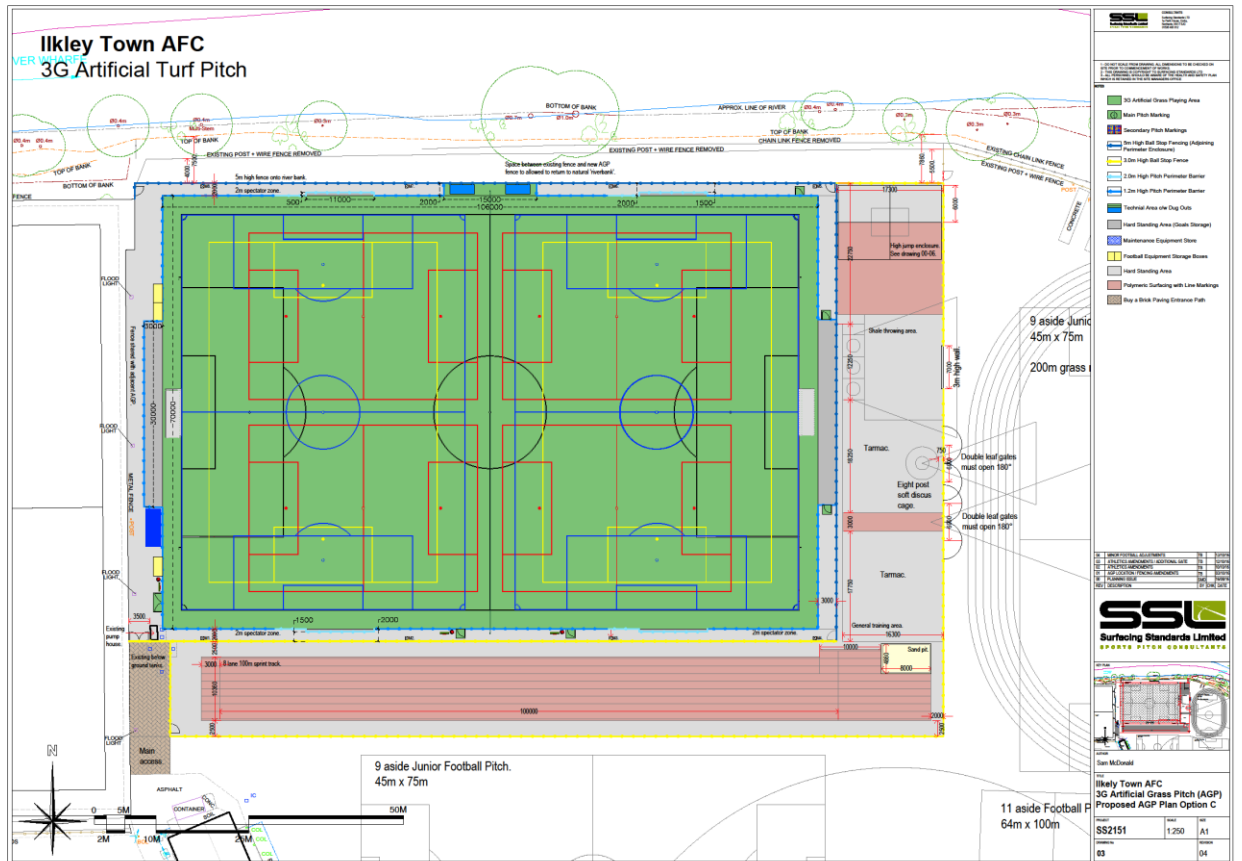
Survey of existing members Junior Harriers

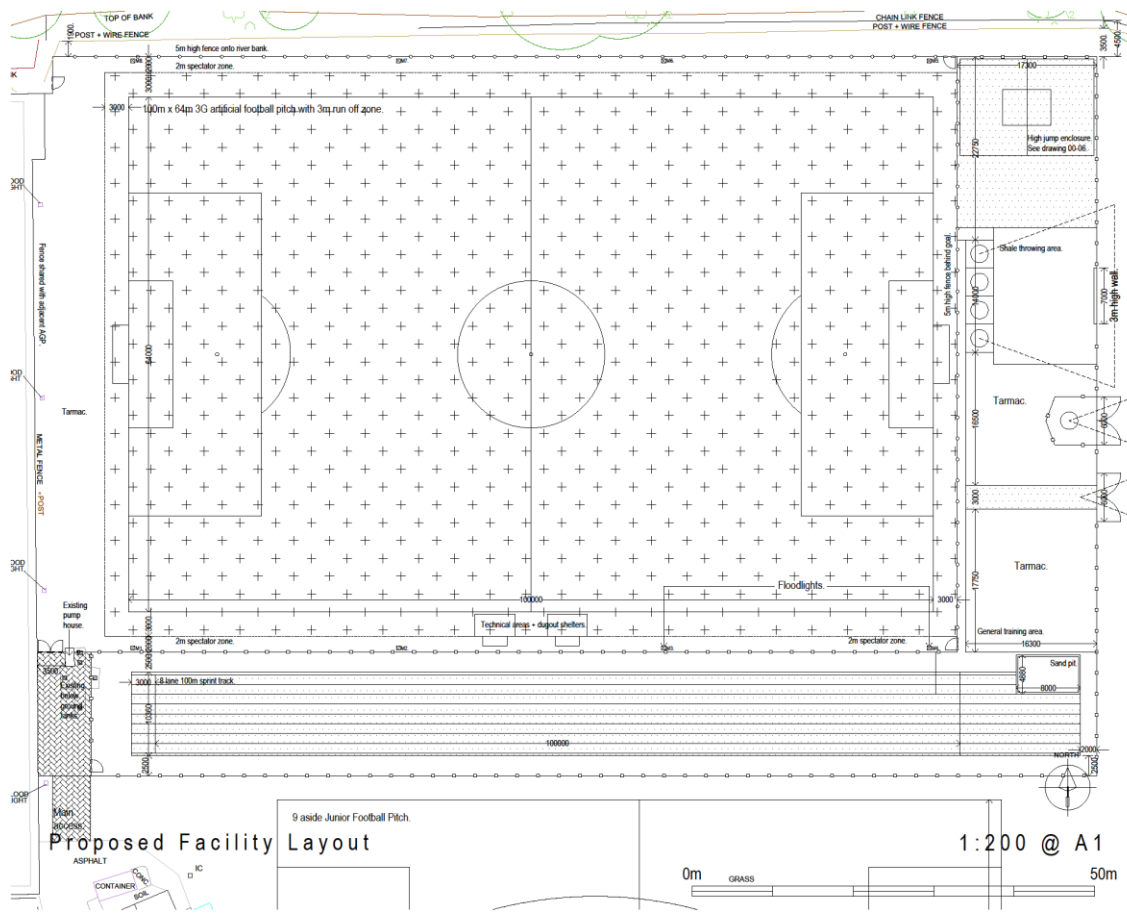
Separate attachment

Overall Development of Ben Rhydding Sports Club



Detailed layout of the CATF





KEY	
Line type A: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type B: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type C: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type D: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type E: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type F: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type G: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type H: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type I: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type J: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type K: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type L: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type M: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type N: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type O: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type P: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type Q: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type R: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type S: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type T: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type U: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type V: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type W: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type X: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type Y: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)
Line type Z: 100mm wide 200 x 100	Proposed sports surface (pitch with white lining)

REV B: Layout revised following discussion with Bedford Planning Department. Site boundary to river bank brought in approx 2.5m. Number of floodlights required reduced from 13 to 8. Green sports pitches investigated to provide protected cricket square. **DRAFT**

REV A: Amended for planning application. JP 23/02/16

FOR PLANNING

00-05
PROJECT NUMBER
3100001
CLIENT
KILLEY TOWN AFC

PROJECT
NEW ARTIFICIAL 3G FOOTBALL PITCH AND
COMPACT ATHLETICS FACILITY
BEN RHYDDING SPORTS CLUB AND
KILLEY GRAMMAR SCHOOL PLAYING FIELDS
COUTANCES WAY, BEN RHYDDING, LS29 6AW

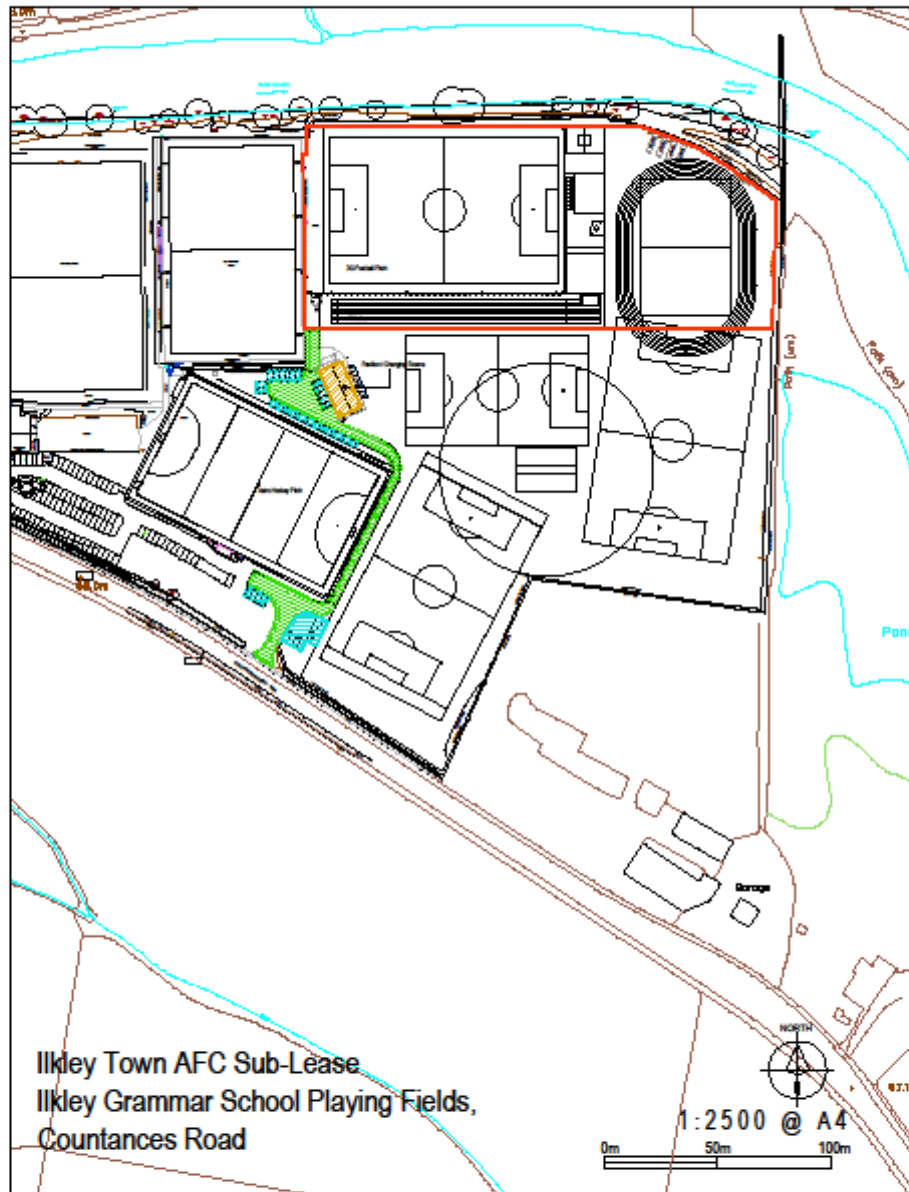
DRAWING
PROPOSED 3G PITCH + COMPACT ATHLETICS
FACILITY LAYOUT
SCALE 1:200 @ A1
DATE DEC 15
DRAWN JP
CHECKED RA



ARCHITECTS
WHITFIELD HOUSE
100 THE GROVE LUTON LK20 3EE
TEL: +44 (0) 1582 814100
FAX: +44 (0) 1582 814100

APPENDIX 7

Plan of proposed lease & user area



KEY

- Sub-lease Boundary.
- ▨ Right to use reconfigured access road.
- ▨ Right to use car parking spaces.
- ▨ Right of use to changing rooms / pavilion.

APPENDIX 8

Financial accounts of Junior Ilkley Harriers

ILKLEY HARRIERS - JUNIOR SECTION								
INCOME AND EXPENDITURE ACCOUNT								
FOR THE YEAR ENDED 31 AUGUST								
								Yr
								3
			2011/12	2012/13	2013/14	2014/15	2015/16	
Income			Actual	Actual	Actual	Actual	Actual	f
Athletics session fees			8,845	11,688	9,345	13,724	16,985	
Memberships and Race fees			952	910	1,729	2,147	3,472	
Donations/ fundraising			-	-	-	-	792	
Misc			3,268	2,236	1,649	1,713	2,167	
			13,064	14,834	12,722	17,583	23,416	
Expenditure								
Venue Hire (Ilkley Athletics facility)			-	-	-	-	-	
Venue Hire (IGS/ Ghyll R/ Clarke Foley)			5,779	6,479	5,957	6,643	7,558	
England Athletics membership fees			360	490	530	990	1,031	
Coaches & Leadership Program			4,693	1,387	1,054	1,595	2,651	
Professional fees re facilities			250	-	-	-	1,150	
Race expenditure			779	1,145	850	1,241	1,168	
Equipment			944	1,074	1,321	465	318	
Awards & presentation			810	1,027	703	1,249	1,006	
BAN funded initiatives			1,149	480	204	-	-	
Miscellaneous			1,465	2,619	3,882	2,494	2,332	
Total Cash Expenditure in year			16,229	14,700	14,500	14,676	17,214	
Surplus/ (Deficit) for year	Operating profit/ (loss)		- 3,165	134	- 1,778	2,907	6,203	
Donation to Ilkley Athletics Facility								-
Net profit/ loss			- 3,165	134	- 1,778	2,907	6,203	-

ILKLEY HARRIERS - JUNIOR SECTION							
BALANCE SHEET - 31 AUGUST							
			2012/13	2013/14	2014/15	2015/16	
			Actual	Actual	Actual	Actual	
Fixed Assets			-	-	-	-	
Current Assets							
	Bank - Current account		2,131	353	3,260	9,463	
	Other Current Assets						
			2,131	353	3,260	9,463	
Current Liabilities			-	-	-	-	
NET ASSETS			2,131	353	3,260	9,463	
Represented by:-							
	B/fwd balance		1,997	2,131	354	3,260	
	Surplus/ (Deficit) for the year		134	- 1,778	2,907	6,203	-
FUNDS			2,131	354	3,260	9,463	

APPENDIX 9

Financial Projections Junior Ilkley Harriers

ILKLEY HARRIERS - JUNIOR SECTION									
INCOME AND EXPENDITURE ACCOUNT									
FOR THE YEAR ENDED 31 AUGUST									
			Year ended 31 August 2017	Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022	Year ended 31 August 2023
Income			Actual	Projected	Projected	Projected	Projected	Projected	Projected
Athletics session fees			31,385	43,220	58,930	66,115	69,250	73,660	76,450
Memberships and Race fees			3,722	2,750	2,750	3,250	3,250	3,250	3,250
Donations/ fundraising			1,268	500	500	500	500	500	500
Misc			1,208	900	900	900	900	900	900
			37,583	47,370	63,080	70,765	73,900	78,310	81,100
Expenditure									
Venue Hire (Ilkley Athletics facility)			-	8,370	37,350	46,688	52,913	56,025	56,025
Venue Hire (IGS/ Ghyll R/ Clarke Foley)			8,990	7,838	4,446	4,446	4,446	4,446	4,446
England Athletics membership fees			1,020	1,200	1,200	1,200	1,200	1,200	1,200
Coaches & Leadership Program			805	2,500	2,500	2,500	2,500	2,500	2,500
Professional fees re facilities			-	-	-	-	-	-	-
Race expenditure			2,058	2,046	2,046	2,046	2,046	2,046	2,046
Equipment			229	750	750	750	750	750	750
Awards & presentation			903	1,027	1,027	1,027	1,027	1,027	1,027
BAN funded initiatives			123	123	123	123	123	123	123
Miscellaneous			1,234	1,346	1,346	1,346	1,346	1,346	1,346
Total Cash Expenditure in year			15,362	25,200	50,788	60,126	66,351	69,463	69,463
Surplus/ (Deficit) for year	Operating profit/ (loss)		22,221	22,170	12,292	10,639	7,549	8,847	11,637
Donation to Ilkley Athletics Facility			- 7,784	- 40,000	- 15,000	- 7,500	- 7,500	- 5,000	- 5,000
Net profit/ loss			14,437	- 17,830	- 2,708	3,139	49	3,847	6,637

ILKLEY HARRIERS - JUNIOR SECTION												
BALANCE SHEET - 31 AUGUST												
								Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022
			2012/13	2013/14	2014/15	2015/16	2016/17	Projected	Projected	Projected	Projected	Projected
			Actual	Actual	Actual	Actual	Actual					
Fixed Assets			-	-	-	-	-	-	-	-	-	-
Current Assets												
Bank - Current account			2,131	353	3,260	9,463	23,900	6,070	3,362	6,501	6,550	10,397
Other Current Assets												
			2,131	353	3,260	9,463	23,900	6,070	3,362	6,501	6,550	10,397
Current Liabilities			-	-	-	-	-	-	-	-	-	-
NET ASSETS			2,131	353	3,260	9,463	23,900	6,070	3,362	6,501	6,550	10,397
Represented by:-												
B/fwd balance			1,997	2,131	354	3,260	9,463	23,900	6,070	3,362	6,501	6,550
Surplus/ (Deficit) for the year			134	- 1,778	2,907	6,203	14,437	- 17,830	- 2,708	3,139	49	3,847
FUNDS			2,131	354	3,260	9,463	23,900	6,070	3,362	6,501	6,550	10,397

CASHFLOW

ILKLEY HARRIERS - JUNIOR SECTION												
CASHFLOW FORECAST												
				Year ended 31 August 2017	Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022			
Main Bank Account				Actual	Projected	Projected	Projected	Projected	Projected			
Receipts												
Sessions fees & other income				37,583	47,370	63,080	70,765	73,900	78,310			
Payments												
Club operating expenses				- 15,362	- 25,200	- 50,788	- 60,126	- 66,351	- 69,463			
Payments to Ilkley Athletics facilities				- 7,784	- 40,000	- 15,000	- 7,500	- 7,500	- 5,000			
				14,437	- 17,830	- 2,708	3,139	49	3,847			
Cash b/f				9,463	23,900	6,070	3,362	6,501	6,550			
Net cashflow				14,437	- 17,830	- 2,708	3,139	49	3,847			
Cash c/f				23,900	6,070	3,362	6,501	6,550	10,397			

APPENDIX 10

Financial Projections of Ilkley Athletics Facility Ltd

ILKLEY ATHLETICS FACILITY CBS LTD									
	Year ended 31 August 2017	Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022	Year ended 31 August 2023	Year ended 31 August 2024	Year ended 31 August 2025
PROFIT AND LOSS STATEMENT									
Income									
Track Rental Fees									
- Junior Ilkley Harriers section	-	6,975	31,125	46,688	52,913	56,025	56,025	56,025	56,025
- School A - IGS	-	-	-	-	-	-	-	-	-
- External party A - KS1 Coaching	-	-	-	-	-	-	-	-	-
Donations - Junior Ilkley Harriers	-	40,000	15,000	7,500	7,500	5,000	5,000	5,000	5,000
Fundraising & sponsorship	-	45,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Gift Aid	-	-	-	-	-	-	-	-	-
Total income	-	91,975	47,125	55,188	61,413	62,025	62,025	62,025	62,025
Expenditure									
Maintenance of track - contract	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Repairs including facility & floodlamps	-	-	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Rent	-	125	515	530	546	563	580	597	615
Rates	-	500	2,060	2,122	2,185	2,251	2,319	2,388	2,460
Utilities	-	200	824	849	874	900	927	955	984
Insurance	-	250	1,030	1,061	1,093	1,126	1,159	1,194	1,230
Professional fees	-	250	250	250	250	250	250	250	250
Audit & accountancy	-	2,500	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Loan interest	-	2,175	4,350	3,480	1,740	-	-	-	-
Contingency	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Sinking Fund	-	-	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total expenditure	-	8,000	16,371	15,458	13,674	11,888	11,842	11,793	11,744
Operating profit/ (loss)	-	83,975	30,754	39,729	47,739	50,137	50,183	50,232	50,281
Depreciation of fixed assets	-	-	28,500	28,500	28,500	28,500	28,500	28,500	28,500
Amortisation of grant	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Net profit/ (loss)	-	83,975	7,254	16,229	24,239	26,637	26,683	26,732	26,781
P&L b/wd	0	-	43,975	36,229	44,958	61,697	83,333	105,017	126,748
Profit/(Loss) for the year	-	83,975	7,254	16,229	24,239	26,637	26,683	26,732	26,781
Transfer to Junior Ilkley Harriers capital reserve fund	-	40,000	15,000	7,500	7,500	5,000	5,000	5,000	5,000
P&L C/fwd	-	43,975	36,229	44,958	61,697	83,333	105,017	126,748	148,530
Junior Ilkley Harriers capital reserve fund									
Balance b/wd	0	-	40,000	55,000	62,500	70,000	75,000	80,000	85,000
Transfer in (donations)	-	40,000	15,000	7,500	7,500	5,000	5,000	5,000	5,000
P&L C/fwd	-	40,000	55,000	62,500	70,000	75,000	80,000	85,000	90,000
	-	83,975	91,229	107,458	131,697	158,333	185,017	211,748	238,530
VATable expenses	-	6,925	14,800	14,020	12,373	10,728	10,827	10,928	11,032
VAT thereon	-	1,385	2,960	2,804	2,475	2,146	2,165	2,186	2,206

ILKLEY ATHLETICS FACILITY CBS LTD									
<u>BALANCE SHEET - 31 AUGUST 2016</u>									
			Year ended 31 August 2017	Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022	
			Projected	Projected	Projected	Projected	Projected	Projected	
Fixed Assets				285,000	256,500	228,000	199,500	171,000	142,500
Current Assets									
	Bank - Current account		-	13,975	24,729	35,458	25,197	17,333	67,517
	Bank - Sinking fund account		-	-	6,000	12,000	18,000	24,000	30,000
			-	13,975	30,729	47,458	43,197	41,333	97,517
Current Liabilities									
	Short term loan financing			- 20,000					
	Vat liability								
			-	- 20,000	-	-	-	-	-
Long term liabilities									
	Resurfacing accrual		-	-	- 6,000	- 12,000	- 18,000	- 24,000	- 30,000
	Members Loans		-	145,000	- 145,000	- 116,000	- 58,000	-	-
	Grant - Sport England		-	50,000	- 45,000	- 40,000	- 35,000	- 30,000	- 25,000
			-	- 195,000	- 196,000	- 168,000	- 111,000	- 54,000	- 55,000
NET ASSETS			-	83,975	91,229	107,458	131,697	158,333	185,017
Represented by:-									
	Profit & Loss Reserves		-	43,975	36,229	44,958	61,697	83,333	105,017
	Junior Ilkley Harriers Capital Reserve		-	40,000	55,000	62,500	70,000	75,000	80,000
FUNDS			-	83,975	91,229	107,458	131,697	158,333	185,017

ILKLEY ATHLETICS FACILITY CBS LTD									
CASHFLOW FORECAST									
		Year ended 31 August 2017	Year ended 31 August 2018	Year ended 31 August 2019	Year ended 31 August 2020	Year ended 31 August 2021	Year ended 31 August 2022	Year ended 31 August 2023	
Main Bank Account									
Receipts									
	Track rental fees	-	8,370	37,350	46,688	52,913	56,025	56,025	
	Grants	-	50,000						
	Donations - Junior Ilkley Harriers	-	40,000	15,000	7,500	7,500	5,000	5,000	
	Fundraising & sponsorship	-	45,000	1,000	1,000	1,000	1,000	1,000	
	Short term loan cashflow	-	20,000						
	VAT net receipts								
	VAT HMRC repayment		57,000						
	Loan Stock Drawdown - Tranche 1	-	145,000						
	Total cash receipts	-	365,370	53,350	55,188	61,413	62,025	62,025	
Payments									
	Fixed Assets		- 285,000						
	Creditors	-	5,825	- 6,021	- 5,978	- 5,934	- 5,888	- 5,842	
	VAT on Cap Ex		- 57,000						
	VAT HMRC payments		- 1,395	- 6,225	-	-	-	-	
	Repayment of Short term cashflow		-	- 20,000					
	Loan stock repayment - Tranche 1		-	-	- 29,000	- 58,000	- 58,000	-	
	Loan interest payments		- 2,175	- 4,350	- 3,480	- 1,740	-	-	
	Payments to Sinking fund account		-	- 6,000	- 6,000	- 6,000	- 6,000	- 6,000	
	Payments to Athletics Development Fund								
	Total Cash payments	-	- 351,395	- 42,596	- 44,458	- 71,674	- 69,888	- 11,842	
	Cash b/f	-	-	13,975	24,729	35,458	25,197	17,333	
	Net cashflow	-	13,975	10,754	10,729	- 10,261	- 7,863	50,183	
	Cash c/f - Main account	-	13,975	24,729	35,458	25,197	17,333	67,517	
Sinking fund account									
	Cash b/f	-	-	-	6,000	12,000	18,000	24,000	
	Receipt from main bank account	-	-	6,000	6,000	6,000	6,000	6,000	
	Cash c/f	-	-	6,000	12,000	18,000	24,000	30,000	
Athletics Development Fund Account									
	Cash b/f	-							
	Net cashflow	-							
	Cash c/f	-							