



Jubilee Park Woodhall Spa Ltd



Location

Woodhall Spa, Lincolnshire

Founded

2014

Legal structure

Charitable Company Limited by Guarantee

Description of activity

Community centre promoting health, fitness and wellbeing through swimming, outdoor leisure and sports. The business manages a caravan site and hosts two sports clubs.

Key assets

Open swimming pool/lido, café, open park with children’s play area, gardens and a caravan site.

Employees

Three full-time equivalent staff. Additional part-time and summer staff between 20 to 30.

Volunteers

Seasonal: Ten to 20

Biggest obstacle to success

Raising funds for capital investment into assets for year round operation.

Overview of Jubilee Park Woodhall Spa

Jubilee Park Woodhall Spa (JPWS) was established in 2014 as a charitable company in response to the likely closure of the swimming pool and caravan site within the Park by the local authority. Prior to its formation, ownership of the park had been transferred to the Parish Council. However, with the ensuing withdrawal of local authority funding and due to legal constraints, the parish council had to find an alternative enterprise to take over the running of the park. In response to the loss of a valuable community asset, local residents formed a committee to undertake the management of the park. The committee formed a business plan and undertook a 99-year lease from the Parish Council to run JPWS. The business plan proposed to focus on health and wellbeing services through the use of existing building assets and sporting facilities, e.g., swimming pool, gardens, and a caravan park. It was also clear from the onset, that the business will be promoted to all community members so they may benefit from the services and facilities.

JPWS is now a charitable not for profit company limited by guarantee, run by the local community and volunteers. The company is also owned by its members, who are residents of Woodhall Spa. The business aims to manage, promote and sustain Jubilee Park as a swimming, leisure, sports and recreation facility available to the local community and visitors alike. It also strives to promote health, fitness and well-being in the community, in particular through the provision of swimming, sports and health related training and coaching. Finally, by acting as a focus for the community, the business aims to alleviate isolation that is prevalent in surrounding rural communities.

To achieve its aims, JPWS works primarily with local sporting and voluntary organisations and employs the equivalent of three permanent staff as well as sizeable number of seasonal and part-time staff. As a central focus for the community, JPWS serves local residents, but also experiences a high number of visitors from surrounding areas, as the village is a well-known tourist destination. The site hosts a number of major events in the summer months and offers a range of amenities e.g., an open swimming pool/lido, a café, a public park with children’s play area and gardens in addition to managing a caravan site and working alongside four independent sports clubs including bowls, croquet, tennis and cricket.



Jubilee Park Woodhall Spa's journey to success

JPWS consider the ability to be financially self-sustaining, having motivated staff and volunteers and achieving its core business' aims are key indicators of its success.

Being financially self-sustainable

JPWS generates income from two main summer activities, the swimming pool and the caravan site. In addition to this trading income, the park has received grant funding to upgrade the children's playground. Therefore, for JPWS the summer is a crucial season for income generation and contributes greatly to the business financial sustainability. Consequently, the park's level of trading income is highly sensitive to adverse weather conditions, and, at present, they only operate for seven months of the year. JPWS's top priority is to make its business financially viable year round. With that objective in mind, JPWS has looked into alternative services that can generate income streams year round and are considering actions to generate additional capital investment and attract new services users.

In terms of capital investment, the park managing committee is considering a number of options. First, JPWS is assessing the capital required to improve its current assets. For example, the business is assessing making improvements to their swimming pool buildings and caravan site, in addition to creating a health and fitness suite. To finance these potential changes, the park is considering using some of the cash reserves it has been able to generate over almost three years of successful trading. Second, JPWS believes that the business' financial stability places them in a strong position should they consider applying for capital grant funding. However, the managing committee decided not to proceed with this option until a clear plan of investment is developed and approved by all members. A third option considered is the possibility of applying for appropriate bank loans, which will allow the park to proceed with the proposed investments at a faster pace.

In order to attract more users of the park, JPWS has intensified its marketing activities and worked closely with local businesses to provide a wider offering of services to local residents and visitors using the park and caravan site. This additional marketing and partnership work has been successful in almost doubling JPWS revenues over its three years of trading.

Having motivated staff and volunteers

A major contributor to the success of the business is the ability to have key paid staff in post year round and the strong support of local volunteers. For the park, it has been essential for its success to have a small number of highly engaged committee members and paid staff to run and drive the business forward. The Park managing committee also report that the number of paid staff and volunteers increased in the year 2016/2017, mainly as a result of the enhanced reputation and profile of the business, which the Park

considers a strong factor of its success. As the business has become more successful, the managing committee has found it of paramount importance to have a stable, reliable and knowledgeable team running the business. Likewise, the Park readily recognises how vital unpaid volunteers – including Trustees – have been to the governance and running of the Park. For example, volunteer input was of invaluable help when upgrading the public gardens, which in turn provides benefits to the local community and paying visitors alike.

For a period of time, it was challenging for JPWS to find qualified staff and volunteers with the relevant business expertise locally. To prevent a future skills deficit, the park has made efforts to develop its own expertise, and the managing committee emphasises the importance of constant focus on how to maximise the use of the site and reduce its running costs.

Achieving its business aims

JPWS has been particularly successful in achieving its aims to promote health and wellbeing. The park has invested in increasing the number and quality of the activities it offers, and as a consequence has seen an increase in the number of members using the services.

For instance, heavily promoting the use of the swimming pool to community members has led to a steady increase in the number of regular swimmers and as a result of recent improvements to the gardens, i.e. the children's playground and picnic areas, there has been an increase in the number of people who are using the open spaces managed by JPWS.

Another fundamental aspect to JPWS' success in achieving its aims is developing and maintaining its relationship with the local community. JPWS markets the park as a community asset that the committee runs on its behalf, thus there is a direct benefit for the local community to support the business. Moreover, the continued growth of the business has other beneficial impacts for the community. For example, local residents have benefited from employment opportunities, and local businesses have profited from an increased influx of visitors to the area.

Future direction

For JPWS raising funds for capital investment and maintaining financial self-sustainability are immediate priorities. Capital investment in the building infrastructure will allow the business to operate year round and have access to continuous income streams. At present, JPWS is assessing all plausible options to address these issues. With these priorities in mind, the business has been proactive in seeking advice and receiving support from other organisations. For instance, they have received planning advice and expert help regarding financial planning and revising their business plan.



The park finds it important to have a clear vision about its business goals, but within that, it is essential to be flexible about how to achieve them. Moreover, the business stresses the importance of having a diverse board of trustees that can provide different points of view to inform strategic decisions.

The JPWS managing committee is very confident that the business is sustainable for the longer term future and is aware that the park is too important for the local community to fail. However it strongly believes that there is sufficient commitment from all those involved to ensure it remains successful.

Financial information

The following table provides an overview of Jubilee Park Woodhall Spa Ltd income, expenditure and assets for the period 01/01/2016 to 31/12/2016.

Income	£435,338
Expenditure	£415,416
Difference between income and expenditure	£19,922
Surplus/deficit on ordinary activities before taxation	£19,922
Annual income from grant or subsidy	£18,505
Fixed assets	£18,029
Current assets	Stocks: £0 Debtors: £2,152 Cash at bank and in hand: £116,182
Total	£118,334
Net assets	£105,161

Source: Jubilee Park Woodhall Spa Ltd Accounts 2016, Companies House