

## **LEISURE AND ENVIRONMENT REPORT PERFORMANCE MANAGEMENT REPORT**

**27<sup>th</sup> JUNE 2018**

### **1.0 REPORT PURPOSE**

- 1.1 To provide the Leisure and Environment Committee with the 2017/2018 financial outturn position for the year.
- 1.2 To provide the Leisure and Environment Committee with the 2017/2018 final accounts for Active4Today Ltd (A4T)
- 1.3 To provide the Leisure and Environment Committee with the 2017/2018 performance outturn position for the year, which includes the sports development services overview.

### **2.0 BACKGROUND**

- 2.1 On 1<sup>st</sup> June 2015, Active4Today commenced operations as a Local Authority Trading Company. The aim of the Company was to provide and deliver the indoor and outdoor leisure offer for the Council, whilst operating as an independent company, registered with Company's House. The Company has now traded for two full years and further 10 months, which was the first period, after the initial set-up of the Company.
- 2.2 The committee will be aware that during June 2017, the Company was predicting a shortfall in its budgets of £95K, as a result of commitments which the Company has now had to meet, which had not been identified when the budget for 2017/2018 was being developed. These increases were in; Utilities, Pensions and the Real Living Wage.
- 2.3 As was reported during the January 2018 meeting, the Company has worked extremely hard to mitigate this increase in expenditure and avoid having to request a management fee from the Council to support the leisure centre offer, over and above the fee which is provided to the Company, which support the sports development offer and the Southwell Leisure Centre Trust. Work has taken place in the following areas:
  - Re-programmed the leisure centres activities and timings
  - Re-scheduling staff to meet the new programme
  - Reduction in freelance staffing through increased training of internal staff
  - Changes to the delivery of swimming in Ollerton and the arrangement with South Forest
  - Increases in junior memberships through increasing opportunities and availability of classes for customers
  - Partnership working with Newark Academy and the receipt of an administrative fee from this organisation
  - Reductions in energy through good housekeeping
  - Reduced procurement on several items of goods through improved negotiations

- Savings on accrual adjustments which were brought forward from the year end as an estimate. However, when actual invoices were received, savings have been made, returning finance to A4T, which can be redirected to support the predicted shortfall

- 2.4 In addition to the areas of increased expenditure set out above, the Company has also had to deal with the closure of the Dukeries Academy, which the committee members will be aware closed on 3<sup>rd</sup> July 2017, resulting in all swimming usage by customers of Active4Today ceasing. Whilst this did not affect many adult swimmers, as the provision of the wetside facilities at the Dukeries Academy were poor and many adults chose to swim elsewhere, it did have a significant impact on junior swimmers and specifically swimming lessons, with over 350 children's swimming lessons being cancelled per week.
- 2.5 The implications for Active4Today however, was not just swimming in isolation, but the impact of the reduction of swimming lessons on the children's membership package. Memberships have been designed to provide children with multiple activity options, which provide excellent value for money for the parent, whilst improving income stability for the Company, through the improved retention of the customers. At the time the swimming programme was cancelled at the Dukeries Leisure Centre, the junior membership income contributed significantly to the Company's annual turnover.
- 2.6 In view of the potential financial impact on the Company, members will be aware that discussions immediately commenced with South Forest, as it was established that this may provide a suitable alternative for the Dukeries Leisure Centre customers, being only approximately 5 miles away from the current site and providing a better quality experience, compared to those which were provided by the Academy.
- 2.7 After several discussions with the owner of the facility Mr Roy Bowring, a 12 month service level agreement was developed, which would provide the Company with continuity for its customers and in turn a period of time suitable to establish if this offer could be developed further and to understand if it would provide sustainability for the Company. In addition, the offer had to provide South Forest with a level of finance which was worth disrupting part of their established business, as Active4Today required sole use of the facility at certain times. On 31<sup>st</sup> July 2017, only 4 weeks after the Dukeries pool was closed, swimming lessons commenced at South Forest.
- 2.8 As the move to South Forest took place the junior membership on 31<sup>st</sup> July 2017 stood at 468. By the end of the first month this had remained stable and actually grew by 2 net members to 470. This trend continued and by October 2017, the membership had grown again by a net 40 members taking the junior membership to 510. Currently the membership for juniors stands at 559 and continues to provide significant income stream for the Company, for the year 2018/2019.

- 2.9 This growth in junior memberships has been assisted by the improved facilities at the South Forest and an enhanced dryside offer at the Dukeries Leisure Centre, where increased provision in gymnastic and trampoline courses have taken place and have been well received by the customers.
- 2.10 In addition to the concerns of finance regarding the junior membership, there was a loss to the adult membership, due to the child or children undertaking activities across two sites, and the parent/guardian having limited time to train. Between the months of July and December the adult direct debit membership reduced by a net figure of 48. Although this figure remained above target on the performance data, this was only due to the Dukeries Leisure Centre, being ahead of its targeted figure at that time and able to absorb the impact. Whilst this amount was not a significant loss, the concern was that memberships would drop during the months of January and February 2018, which are traditionally a time where high sign ups take place and provide the platform for the year; these months would act as a barometer of how the adult membership was performing. Up to the end of March 2018 the adult memberships is 982, which is now below the target for the site and from July, is a net reduction of 51 adult members. That loss is equivalent to over £13.5K, if forecasted for the year and the position does not deteriorate any further.
- 2.11 Not only has the SLA provided A4T with the continuity of service and income which is associated with a membership of this size, it also secured employment for the coaches who work on the children's memberships. In addition, it has supported the work of the Council, with regards to its western options appraisal, which has investigated the provision of leisure facilities in the west of the district.

### **3.0 CURRENT SITUATION**

- 3.1 During February 2018, contact with South Forest took place with the aim of trying to extend the current SLA for a longer term e.g. 2 years plus. However, South Forest took the opportunity to give notice to A4T, to cease the current SLA as of May 2018. This disappointing decision made by South Forest came as a surprise and an emergency meeting was called with the owner, in a bid to try and reverse this decision. Following a meeting however, on 4<sup>th</sup> April between the owner of South Forest, Councillor Roger Jackson, Matthew Finch and the Managing Director (MD) of A4T, the decision was reaffirmed; with the final day of operation being 23<sup>rd</sup> May 2018.
- 3.2 In view of this decision, work has taken place by A4T, to investigate additional swimming provision at another location, which would be acceptable for customers within the west of the district e.g. suitable travel time, fit for purpose facility and acceptable times. As a result, an agreement was entered into with the Wellow House School (WHS) and swimming lessons commence at this site on Monday 21<sup>st</sup> May 2018.

- 3.3 Currently the arrangement with WHS has been entered into on a service level agreement basis, with A4T hiring the pool, Monday to Friday from 16:30 – 18:30 each evening to operate structured lessons and Saturday mornings 08:30 – 12:30. This arrangement will run from 21<sup>st</sup> May 2018 until 30<sup>th</sup> September 2018 (inclusive).
- 3.4 During this period A4T can assess the utilisation and feedback from its customers and both organisations can review the arrangements, to see if they are working correctly for each party. As part of this trial process, A4T have invested in some minor works to the pool store areas, to provide a temporary changing area for its customers.
- 3.5 In addition to A4T assessing the viability of moving to WHS, a further reason for the interim agreement being entered into, is due to the current uncertainty with regards to the Council's 'Options Appraisal' work, which has recently been undertaken in the west of the district. Through discussion with the Council, they have confirmed that a report on the findings will be presented to the Council very shortly, discussing the western side of the district and it will be this which will need to be taken into account, as part of the negotiations regarding a further extension to the SLA agreement past September 2018. Depending on the decision taken by the Council, this will impact on the length of time A4T will need to operate at the Wellow School site.
- 3.6 In the event this trial period is successful and A4T continue to operate at the WHS from October 2018, the provision of a more permanent changing facility would be required in order the facility was able to meet the expectations of the customer and provide the quality of experience, associated with customers of A4T.
- 3.7 This permanent arrangement would hopefully seek to develop the current unfinished changing rooms at the facility, which would mean these can be utilised by customers of A4T and the children at the school. In addition, A4T would undertake works to provide heating, ventilation and dehumidification within the pool, in order this would provide the correct environment for the users and in turn safeguard the fabric of the WHS asset.
- 3.8 This work would require significant capital expenditure and if it was to go ahead, early discussion with the Council would be necessary, to fully understand the strategic direction of the Council and in turn discuss the best way to finance and undertake any identified works.

#### **4.0 FINANCIAL OUTTURN 2017/2018**

- 4.1 During 2017/2018, A4T have been providing the Leisure and Environment Committee with regular financial and performance reports and below is the final outturn position of the Company for 2017/2018, in line with previous reports.

#### **4.2 Highlighted areas from 2017-2018 Outturn:**

#### 4.2.1 Salaries budgets

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£1,873,320	£1,877,830	£1,915,594	£42,274 (+)

The in-year overspend from the original budget of £42K is mainly due to the pensions 3-year actuarial re-evaluation which took place in 2016/2017 and was not expected when the budgets were prepared. The 3 year revaluation included an additional in-year lump sum payment of £32K to be made to The Local Government Pension Scheme. Although not budgeted for in the 2017/2018 original budget, provision was made from the 2016/2017 in year surplus to cover this cost. Other areas to note concerning salaries which have impacted on the expenditure budgets are; the reduction in payroll costs due to the introduction of a new in-house timesheet process, which has leaned the rotas and shift patterns across all sites; the removal of wetside leisure attendants at Dukeries Leisure Centre as part of the move to South Forest; the yearend audit fee, which is now included in the revised figures and outturn costs; the percentage increases in the living wage and the increases in the pension's percentage. These areas as identified above have been contained within the overspend of £42K.

#### 4.2.2 Premises budgets

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£363,220	£437,154	£352,453	£10,767 (-)

The original budget includes a provision of £100k for the repairs and renewals fund, which supports the Company's contractual requirement to fully repair and maintain the facilities. This amount will be moved into reserves on the balance sheet in the repairs and renewals reserve fund from the in-year surplus as previously reported. In addition to the information above there has been an additional in-year spend on repairs and maintenance of £44K. Additional budget for electricity £14K has been required in year. Other additional premise/repair costs of £29K for various schemes are included in this variance.

#### 4.2.3 Supplies and Services budgets

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£681,337	£842,531	£730,804	£49,467 (+)

This budget area contains various spend codes; however, the main areas of change and variance to original budget are increases in irrecoverable VAT costs of £54K (as expenditure increases during the year the irrecoverable VAT charge increases in proportion to spending

activity, as there is limited VAT benefit to be recovered on the expenditure). Other variances include equipment purchases of £61K (including technology items, tablets and screens, computer hardware, a bouncy castle, trampolines, gymnastics equipment, seating and re-upholstery), advertising of £12K and professional services £18K. These are offset by underspends on contractual services and the previous year-end accrual provision from 2016/2017 not required.

#### 4.2.4 Income

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
(-) £2,917,877	(-) £3,157,515	(-) £3,201,090	£283,213 (-)

The Company has performed well once again with income generation resulting in a large increase over the original budget. The main areas where income has increased are; adult direct debit memberships £81K, children's direct debit memberships £109K, dryside and fitness suite (pay and play) £23K and other income £19K. Areas where income has not performed as well as expected are; wetside income is down £33K, however, this is due to the conversion to the children's wetside membership in figure, which is significantly above its budgeted figure. Sports Development income has been supported by a receipt in advance from 2016/2017, to pay for the proportion of 'changing places' £12K. Finance drawn down from NSDC appertaining to repairs and renewals work in year is £27K.

## 5.0 **FINAL ACCOUNTS**

5.1 Attached at Appendix I is the 2017/2018 final accounts for the Company and provides the Leisure and Environment Committee with the information of how the finance has been apportioned throughout the period, 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

### 5.2 **Highlighted areas taken from the 2017/2018 Final Accounts:**

5.2.1 During the year, Members will note that there has been a change of Directors within the Company, with Andrew Muter stepping down as a Director of A4T, due to him resigning from Newark and Sherwood District Council, to take up his new position. This provided the opportunity to bring new Directors onto the Board to replace both Andrew Muter and also, David Dickinson, who had resigned during 2016; however the position was not filled.

5.2.2 As a result of the above, Kirsty Cole and Sanjiv Kohli joined the Board of Directors of A4T and were appointed in January 2018.

- **Turnover** – This has increased from 2016/2017 by £275K. This is explained above within 4.2.4 and is a reflection of the increase in income gained from the adult and children's memberships

- **Current assets (debtors)** – This includes the treasury management finance, which is held by the Council on behalf of A4T and invested by the Council's Finance Business Unit.
- **Reserves** – This has been explained in paragraph 5.4.1 below
- **Employees** – This has reduced in year due to changes in staffing at the time of running the report. This currently stands at 59 full time equivalents, which represents 257 various posts
- **Staff costs** – This has increased from 2016/2017 by £178K. This is due to the issues which have been highlighted in paragraph 4.2.1 above with regards to the pension increases and the real living wage. In addition, there has been a change in legislation over freelance contractors, with many freelance providers now being employed as A4T employees
- **Freelance instructors** – This has decreased from 2016/2017 by £51K, as set out above
- **Contractual services** – This has increased from 2016/2017 by £37K. This is due to the additional new contracts associated with the operation of the NSFC (year 2 of the operation) and the change in accounting for the ICT system support for the front of house membership system
- **Light and heat** – This has increased from 2016/2017 by £34K. As reported previously, there has been an average increase of 24% in utilities, however, due to efficiencies made by the Company, there has been a saving on predicted expenditure of approximately £4K
- **Hire of facilities** – This has decreased from 2016/2017 by £9K. This is due to the move from the Dukeries Academy to the South Forest facility
- **Commitments reversal** – £116K. See paragraph 5.3
- **Repairs, renewals and maintenance** – This has decreased from 2016/2017 by £138K. See paragraph 5.3
- **Insurance** – This has increased from 2016/2017 by £11K. This is due to the profiling of the policy over the years 2015/2016 and 2016/2017, however, there has been a real price increase in the policy of £3K
- **Equipment and badges** – This has increased from 2016/2017 by £28K. This is due to the increase in children's memberships and also an investment into providing portfolios for children, to enhance the quality of the service
- **Printing, postage and stationary** – This has increased from 2016/2017 by £19K. This is due to a low spend in 2016/2017, with the 2017/2018 year being on its expected budget
- **Audit fees** – This is set out in paragraph 5.5 below
- **Professional fees** – This has increased from 2016/2017 by £13K. This is due to the apprenticeship levy, which is applied to the Company due to legislative changes in training policy
- **Licenses** – This decreased from 2016/2017 by £15K. £13K of this has moved to contractual services as set out above
- **Sundry expenses** – This has increased from 2016/2017 by £16K. £12K of this was paid back to the DC for the contribution to the 'Changing Places' facility at NSFC

### 5.3 Commitment reversal and repairs, renewals and maintenance of 2016/2017 - £116K

5.3.1 In the 2016/2017 accounts provision was made, as a liability, for commitments for work to be carried out by contractors in 2017-2018 (£170K). Due to changes in circumstances some of this work identified was not carried out in year and therefore the unrequired balance of this commitment has been noted in this year's accounts (-£87K). In addition, estimated accruals for 2016/2017 which were not required, have also been accounted for in this way (-£29K). The total of these adjustments is -£116K.

### 5.4 Surplus in year

5.4.1 At 31<sup>st</sup> March 2018 the surplus for the year is £179K. This is made up of £100K Repairs and Renewals (a ring-fenced amount), £87K from 2016-2017 accrual balances unused (from 2016-2017 for repairs and renewals commitments) and an in-year deficit for 2017-2018 of £8K. In addition to the above however, A4T have been advised that the Pension Liability of £2,889,000 should also be accounted for within the company's accounts and has therefore been treated as a liability on the balance sheet; this creates a deficit reserve of £2,511,323. The reserves held by the company as at 31<sup>st</sup> March 2018 are £378K, and it is proposed that they are divided up as follows;

- R&R reserve = £187,002
- R&R Development Reserve = £70,000
- Contingency = £120,675
- **Reserves held by A4T Ltd as at 31<sup>st</sup> March 2018 = £377,677**
- Unusable Pension Reserve = -£2,889,000
- **Net Reserve = -£2,511,323**
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### 5.5 Audit Process:

5.5.1 As part of the agreement during 2017/2018, Active4Today have procured the services of Wrightvigar to undertake an audit of the A4T accounts before being provided to the Council, for incorporation into the Consolidated Group Accounts for the organisation. This will continue to be an annual process going forward from this year. A meeting was convened with WrightVigar on 22 February 2018, where it was agreed that the following would take place.

- External audit on 2017/2018 final accounts
- Preparation of a report providing assurance on the balances at 31 March 2017
- External audit on 2018/2019 final accounts
- External audit on 2019/2020 final accounts



5.5.2 This is in line with the Council's request regarding an external audit of the Company's accounts as a result of the consolidation into the Council's accounts. Provision has been made within the in-year budget to meet the 2017/2018 commitment and future year's audits will be factored into the budgets at preparation time.

5.5.3 The committee will note on page 5 of appendix I, the independent audit conclusion has been provided by Wrightvigar, which states the accounts:

- give a true and fair view of the state of the company's affairs as at 31 March 2018
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

## **6.0 FINANCIAL DEVELOPMENTS IN 2017/2018**

6.1 The committee will be aware that as one of the main drivers for the Company has been financial sustainability and considerable amount of work has taken place in this area since the Company was developed. The Company's financial team has brought in house many of the financial processes which used to be provided through the Council. Set out below are further areas of financial development which are taking place to the end of the 2017/2018 financial year and progressing into the 2018/2019 financial year:

- A new online membership payment system is being considered with an implementation date during summer 2018. This new process would allow prospective members to pay on line, removing a potential barrier to entry.
- A trial system is currently being developed to move all clubs and organisations to monthly direct debit payments in a bid to try and reduce invoices and in turn delays in payment from those organisations. This will assist with budgeting and provide more certainty throughout the year.

## **7.0 CAR PARK DEVELOPMENT**

7.1 As the Committee will be aware the Council is extending the car park at the Newark Sports and Fitness Centre (NSFC), which is set to commence during summer 2018. This will provide an additional 54 spaces to the existing car parking and it is hoped this will support current and future utilisation of the facility and the site overall, as the centre continues to be very popular with Newark residents.

7.2 Through discussions with the Council, it is expected the development will cost in the region of £200K and will be managed through the Council's asset management business unit. The development will assist with membership growth at the site and as a result, the Council have approached Active4Today to support the capital project.

- 7.3 During their Board meeting in April 2018, the Board agreed that it would support the development of the additional 54 spaces at the NSFC and contribute up to the value of £100,000 towards the total cost. Currently discussion is taking place with Officers at the Council to establish the best way to attribute this finance and once the most appropriate options has been agreed with both organisations, this will be reported to the relevant bodies.

## **8.0 PERFORMANCE REPORT 1<sup>ST</sup> APRIL 2017 TO 31<sup>ST</sup> MARCH 2018**

- 8.1 Active4Today has monitored the performance of the Company against the agreed performance framework established when the Company was formed in 2015. Attached at appendix II is the suite of key indicators for 2017/2018. In addition, the main highlights have been extrapolated from this performance framework and are set out in the report below.

- 8.2 The Company has continued to create and offer a wide range of activities for all groups and has worked closely with community groups to introduce more people to physical activity at the leisure centres and in community settings. More details of these activities are included at Appendix III, within the Sports Development report.

### **8.3 Highlighted Performance between 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018:**

- The total number of direct debit memberships across the business has risen by 4.5% in comparison to March 2017. This increase has been experienced mostly within the junior memberships and across all three sites.
- The total number of adult memberships has seen a marginal increase over the year, from 6,192 in March 2017 to 6,276 at 31<sup>st</sup> March 2018. This lower than expected increase has been affected by the reduction in membership at the Dukeries Leisure Centre, as set out in paragraph 2.10, impacting on the overall adult membership base.
- The total increase in junior members across all sites compared to March 2017 is 307 members.
- More specifically, junior membership at the Dukeries LC has increased by 92 in the year from 467 to 559. This is despite the change to swimming provision, with the move to South Forest and the current uncertainty with a third change for customers, now being experienced within one year. This current junior membership figure at Dukeries Leisure Centre is the highest the junior membership figure has been, since it was launched several years ago.

- The junior membership at NSFC has grown from 2,480 in March 2017 to 2,787 in March 2018. This is due to a considerable increase in the capacity of gymnastics sessions, which has been delivered by recruiting a new team of coaches, who have been able to develop the performance pathway, linking into local and county competitions.
- In addition, the continuous programme of recruiting and training swimming instructors has enabled the Company to increase its capacity of swimming lessons.
- Membership attrition across all sites stands at 3.79% for the adult membership and 2.89% for juniors at March 2018. This is a positive position for memberships and demonstrations improved retention work. The calculation of this KPI has been modified to reflect the changes in the membership base, i.e. cancellations/sales; as previously it was reporting the positive/negative percentage movement within the live membership base, on a month to month performance basis.
- Although there has been a change in how the figures are calculated, industry feedback identifies that this performance in the retention of memberships is regarded as excellent. This is an area of work which has been focused on by the Company and assists the customer journey; it has been supported by new software systems, as well as refresher customer service training provided throughout the year.
- The number of Active Card holders is expected to reduce due to the implementation of the General Data Protection Regulations (GDPR) on 25<sup>th</sup> May. This will be due to the introduction of the 'Right to be forgotten' rule. Until this is fully implemented, the exact impact is unknown. Although this indicator demonstrates the take up of both the direct debit membership and 'pay and play' cards, it is proposed that this indicator is removed from the performance framework.
- The number of referrals received from health professionals has reduced in comparison to March 2017. Up to 31<sup>st</sup> March 2018, the number of referrals received for all sites (including SLCT) was 304, compared to 461 the previous year. As stated within the period 11 report, this may be due to the way customers are now accessing classes. There has been an increase in the number of activities available for this target group and they are now accessing lower level intensity classes as part of the normal programme, without requiring a referral from a health professional. Notwithstanding the above, work with GPs remains a priority and the GP referral scheme will continue to operate going forward.
- In addition to the above, there has been an increase in the rate of attendance following the initial referral. In March 2017, there were 289 sign ups (conversions)

from 461 referrals (63%). Up to March 2018, there were 253 sign ups (conversions) from 304 referrals (83%). Whilst the referrals are down as stated above, the conversion rate from being referred to then positively engaging in activity has increased as a percentage. This is a positive statistic and confirms the success of the process, once the referrals attend the leisure centres for their initial consultation.

- The number of user visits across all sites is 1,028,623, compared to 1,274,605 in March 2017. After further investigation, it has been established that this reduction is down to two main areas. The first is the change in the way data is recorded. Previously, children attending a structured activity e.g. swimming lessons would have a ratio of 2:1. This meaning, they are escorted to site by two adults. As a result of a change in software, the opportunity rose to address this calculation, as it was unrealistic. Any child now attending a structured activity is calculated as 1:1. In addition to this change, it was established that the school swimming programme operated by Nottinghamshire County Council, has been providing average number of attendees per session and not actuals. This has now been addressed to reflect actual participant numbers. The final issue which has affected the usage figures has been ICT issues experienced in the sites. This has been in the form of speed and connectivity, of the access systems. As a result of these issues customers have been bypassing the kiosk and gate access systems, which have resulted in no customer data being recorded. This has been discussed with ICT and a number of actions are currently being investigated, which should improve the efficiency of the system.
- The number of user visits across all sites for people over 60 has increased. This can be attributed to the work of all areas including the programming team, sports development team and ongoing customer engagement. Capacity has been increased, as well as developing a wider range of activities that will attract this target age group. This has provided more access during the daytime as well as partnership working with other organisations, which have introduced activity at a low level, which has improved long term participation.
- The number of user visits on sports development programmes in deprived areas has reduced due to the end of a project in late 2017. This is highlighted in appendix III, with these activities becoming sustainable in community settings. The sports development team is continuing to work specifically in these areas in addition to Clipstone and Bilsthorpe to develop a series of activities to increase participation to 1 x 30 minute activity session per week.
- The partnerships with Newark Academy and Bishop Alexander have further developed to secure more availability for local clubs and groups to access valuable and high quality community facilities.

- The agreement with Bishop Alexander has enabled their floodlit 3G artificial turf pitch to be available for local junior football training. This was established during January 2018 and the Company in partnership with the school are beginning to increase regular weekly club activity.
- The partnership with Newark Academy was established in September 2017 and has increased usage for the Academy from 18.5 hours per week, to 70 hours per week across a variety of bookable areas; these include sports hall, activity and fitness studios, MUGA, theatre, classrooms and outside grass pitches.
- During summer 2017 a new weight loss class was introduced into the main activity programme of classes; 'Change your Weigh'. This involves a weekly session monitoring a range of personal data i.e. weight, inch loss, body fat percentage as well as a 'motivational talk' covering topics around activity levels, nutrition, fat, sugar, water etc. The sessions started during January 2018 at Newark and have been well attended with over 50 customers registered on the class. This class will now be introduced to Dukeries and Blidworth during September 2018.
- Active4Today has recognised the requirements of ensuring staff are adequately trained and has delivered updates in safeguarding children and vulnerable adults to all staff that undertake activities involving those groups. This has also included a full audit to ensure all staff in positions where an enhanced DBS is required, is valid and up to date.
- Website usage and hits for the Company continue to prove that the website is a well-used resource for existing and potential customers, providing information in an accessible format 24/7. Although slightly lower compared to last year, (659,000 compared to 746,000) this includes the comparison to 2016, which includes an extremely high volume of hits for April and May 2016, when NSFC was opened. In addition, the website is currently under review in order that the content remains relevant and the navigation is easy to use.
- The trend of using digital media in marketing terms is increasing and A4T has undertaken a pilot with a marketing agency in February 2018. This was run solely through Facebook to attract new customers to try an activity before signing up to a membership. In total the campaign generated 200 new leads however the 'reach' and 'impressions' data that is available through this type of campaign provided a great return. The definition of 'impressions' is the number of times a post is displayed on a persons' News Feed, with the 'reach' being defined as the number of people who received an impression. In total, the campaign realised 120,750 impressions and 38,685 reach which covered all sites. As a result of this feedback, A4T will continue to try this form of advertising throughout 2018/2019 with various campaigns.

- Web bookings for classes continue to be consistent, with the expected seasonal trends experienced throughout the year. The bookings peaked in January 2018, with the average monthly booking exceeding 4000 users.
- The delivery of the school holiday activities has improved in the latter half of the year through the partnership developed at Newark Academy. The move to a full day activity has proved successful in terms of an improved structured programme, increased variety of sports offered and a better quality of provision. In addition, this format has enabled external partners to become involved in the provision of holiday activities, which has included 'Bikeability' delivered by Via.

## **9.0 EQUALITY & DIVERSITY IMPLICATIONS**

- 9.1 There are no equality or diversity issues. All information will continue to be available in a number of formats in line with access requirements and those set out in the equalities and diversity policy.

*For further information please contact Andy Carolan – Managing Director via email on [andy.carolan@active4today.co.uk](mailto:andy.carolan@active4today.co.uk)*