

## **LEISURE AND ENVIRONMENT COMMITTEE MANAGEMENT REPORT**

**15 FEBRUARY 2018**

### **1.0 REPORT PURPOSE**

- 1.1 To provide the Leisure and Environment Committee with a performance report up to the end of period 8, with a comparison provided against the same period in the previous year.
- 1.2 To provide the Leisure and Environment Committee with the final business plan, following feedback from the November 2017 Leisure and Environment Committee meeting.
- 1.3 To provide the Leisure and Environment Committee with an outline of the work, which the Sports Development team will look to deliver in 2018/2019 subject to the necessary funding.
- 1.4 To provide Leisure and Environment Committee with an in year financial update and a forecasted position up to the end of period 12.

### **2.0 Background**

- 2.1 Members will be aware that reports are provided to the committee against a set of 10 performance indicators which were agreed with the Leisure and Environment Committee and these are set out at Appendix I. Additional narrative to support these and the full set of performance indicators are set out from para 3.0 of the report.
- 2.2 During the Leisure and Environment Committee meeting in November 2017, the committee were informed that there had been several issues with the collection of data as a result of, ICT failures with the gate access, member data not pulling through and changes to the national collection of data changing, regarding average numbers for activities. This has now been rectified and Active4Today will continue to closely monitor this area of work, to ensure it performs consistently going forward.
- 2.3 As this data is being collected consistently, the Company will now look to link into a wider set of statistical data, which is held nationally and will in time, allow anonymously for the data of A4T to be compared with those of other organisations, located within the country. Unique dashboards have been set up for all users, with data available that is appropriate to their areas of work, allowing action to be taken at an earlier stage.

### **3.0 PERFORMANCE**

#### **Performance to Period 8, 1<sup>st</sup> April 2017 – 30<sup>th</sup> November 2017:**

- 3.1 There are a number of areas of the business that have performed well during the period and in addition, areas which require further clarification. These are set out below:
  - Direct debit memberships have increased across both adults and juniors. Adults have increased by over 10% adults and juniors by 11%. Compared to this period in

2016, there has been an additional 1,207 extra members extra. This equates to 799 adult and 408 juniors.

- Website usage and hits for the company have increased. This continues to demonstrate the way in which many customers are now accessing information about the service and shows a move towards the use of computers and mobile phones to gain information, as opposed to the more traditional ways of communicating through leaflets and telephoning the centre direct
- Social media is being increasingly used by Active4Today to attract new members into the business and in turn to retain existing members, by ensuring they are fully aware of the offers and activities available to them. In October 2017, the Company used only social media advertising for the month in order it could gauge how members reacted to this approach and if it would be as successful, as traditional advertising methods. This campaign did identify that this method is used by several new and existing members, however, it did also demonstrate that this method still needs to be used alongside more traditional methods, in order it can reach as wider audience as possible. Throughout 2018 Active4Today will continue to develop its social media advertising campaigns, as this does provide better value for money as opposed to print and is reflecting the changes in the use of technology to access services.
- Web bookings for classes continue to be constant at over 4,000 bookings per month.
- Membership retention has been constant at under 5%; however, this has increased slightly at Dukeries and Newark to approximately 6% of the membership base, over the past two months. Currently Dukeries is being assessed as this may be due to the move of the children's swimming programme to South Forest. However, currently it is too early to make that assessment. Work at the Dukeries to move the free weights area into the main fitness suite is due to be completed at the end of December, so it is hoped that this will assist in reducing the attrition rate set out above, back to below 5%. In addition Newark's membership is also being monitored to see if this is an isolated month. However, Newark's membership has increased over the past 12 months and although the target is to keep attrition under 5%, it is acknowledged that having a larger membership base, may result in a higher attrition rate.
- Junior membership at Dukeries has increased and currently stands at 517. This is the highest the junior membership has been since it was launched several years ago. However, the Dukeries adult membership is being assessed as the net figure has dropped slightly against the predicted figures. It is however; quite early to make assumptions as to the reason for this, as income levels remain on target. In the new-year, the net position should be more evident as sales and retention in the New Year have been forecasted based on previous Dukeries performance figures and these will be used to fully assess the position of the performance.

### 3.2 Update on 2017/2018 Business Plan

- 3.3 Members will be aware that during November a progress update was provided on the 2017/2018 outcomes, which were agreed for the Company by the Leisure and Environment Committee. Below at table 1 is the latest position at period 8, to demonstrate to Members the work which is taking place within the Company.

OUTCOME	OBJECTIVE	ACTION	PROGRESS TO PERIOD 8
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using Sport Nottinghamshire data to identify target areas and groups. Distribute a further 10,000 cards during 2017/2018.	This data is monitored in the performance framework on a quarterly basis and includes Southwell Leisure Centre Trust card holders also. The number of Active card holders in totality has grown across all sites and within sports development activities, since April 2017. This allows data to be collected on each user when they visit the site to take part in an activity. These are either direct debit memberships, or casual users on a pay and play basis. The current number of card holders at period 8 is 29,852 compared to 24,070 at 31 <sup>st</sup> March 2017.
	Improve skill base and increase the quality and capabilities of staff. Aim for an investment equivalent of up to 1.5% - 2% of contracted staffing expenditure	Develop and increase appropriate staff training opportunities. Develop activities to use the newly acquired qualifications. Develop 5 apprenticeship opportunities within the company	Currently the company has 3 apprentices, with a new apprentice being recently set on. Training budgets have been set up and the company is on target to invest approximately £20,000 in training within 2017/2018; this includes although not limited to: coaching courses, financial management, ILM, risk management, health and safety, first aid, pool lifeguard, direct debit regulations, front of house systems, sales and retention and seminars. Currently against the objective A4T has invested 1.2% of the contractual staff expenditure on training, which is slightly below profile to date.
	Increase number of volunteers supporting sports clubs and leisure provision (Target of 50 new volunteers)	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Demonstrate the contribution through number of volunteer hours.	The current number of VISPA volunteers working throughout the district is 62 (12 new to date this year). These volunteers undertake a range of duties which includes work in the leisure centres, coaching and officiating, events and community projects, and within local clubs. This has also developed through established better links with Magnus and Newark Academies where a process exists for work experience opportunities. Schools and organisations which are supported through the sports development team includes local sports forums at Southwell, Fernwood, Ollerton and

			<p>Boughton, and district wide Sports Council. Due to involvement in a number of other projects including Tour of Britain and Festival of Cycling events between May and September, the planned activities for volunteer recruitment has been delayed and has had to be reprogrammed with negotiation with the secondary schools and clubs for January to March 2018 to reach the target of 50 in the remaining 4 months to the end of the year.</p> <p>Out of the 62 volunteers that are currently active, the sports development team has organised and offered a series of events and training for them to increase their skills and ultimately improve the quality of their experience and ability in community settings. Mentoring of existing volunteers is equally as vital as recruitment and the long terms sustainability of the project.</p>
	<p>Increase usage across all centres, improvement to health of the district population, reduced usage of public health services (Target 400 referrals, with 50% retention beyond 12 week programme) (Target includes referrals to SLCT also)</p>	<p>Market and promote the GP Active scheme to all health professionals working in the district. Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff, with an aim to have 10 across the District (an increase of 5). Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks.</p>	<p>All the development work regarding referrals and health promotion is across all 4 sites including Southwell Leisure Centre Trust. The current performance to period 8 is 187 referrals, with 159 signing up and attending the first session. Currently 54 have continued beyond the 12 weeks programme point and there are 55 who are currently still in their 12 week period. 50 have either left the programme or moved to pay and play. Currently there is 7 staff trained to Exercise Referral level 3 who deliver the GP referral scheme, as well as 3 staff trained to Level IV Cardiac Rehabilitation, 6 in Strokeability and 1 in Level IV Mental Health. A number of experienced key staff have left and moved into different roles which have had a slight impact on the delivery of the. In addition to the formal referral process in place, A4T has developed links with NHS colleagues and other organisations to host group bookings at the sites which are catering for people who are obese, recovering from strokes and falls prevention pathway.</p> <p>Work continues in this area and is well received by the participants on the scheme. This may account for the reduction in GP referrals compared to the same time last year, as participants are coming to organised</p>

			<p>classes, which they can access through pay and play. Recently A4T have recruited new staff and are training these to continue to support the referral programme. There has been an increase in class delivery and development over the year and currently there are 6 classes operating specifically for GP referral patients in addition to attending the fitness suite without booking throughout the district.</p>
	<p>Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings (Target of 50 new volunteers)</p>	<p>Re-establish partnership working and delivery with all secondary schools. Promote and market the VISPA scheme through schools</p>	<p>To date, partnerships have been set up and agreed with the Newark Academy and usage of the site facilities has increased from 18.5 hours per week to 56.5 hours. This has resulted in an additional 1400 under 16's participating in sport and physical activity per week. In total 2300 people participating per week. Discussions have taken place with Bishop Alexander LEAD Academy Trust and A4T have developed a Service Level Agreement for the administration of their community bookings from 1<sup>st</sup> January. A4T and Dukeries Academy have also discussed the option to look at possible opportunities within these organisations. As a result of providing a heavily subsidised membership scheme, we have seen an increase in junior membership in the 11-15 age groups. The age group range is different due to the memberships on offer. The 11-18 age range is split into 2 membership offers, 11-15 and 16-18. The increase to date in percentage format as requested is 10% increase across both age groups from 3,008 in November 2016 to 3,315 in November 2017. This is a seasonal indicator and additional increases in this indicator will be seen within the remaining 4 months of the year.</p>
	<p>More females engaging in activity (Target 635 females aged 14+)</p>	<p>Continue to develop the SAFE programme to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.</p>	<p>Female participation at A4T sites and activities has been monitored monthly since June 2015. The data has always seen a higher proportion of female users than male, demonstrating the classes on offer and the family programming is attractive to females. The adult membership has remained steady with minimal change since April, allowing this successful and positive programme to continue. The SAFE programme continues to operate throughout the district with</p>

			specific targeting taking place in Blidworth, Ollerton and Newark. To date, 69 classes and programmes have been facilitated through the programme providing over 22,000 user visits for 1,483 users. Activities include female only exercise classes, chair based exercise, walking football, boccia, badminton and swimming.
	Contribute towards the reduction of childhood obesity (increase concessionary membership take up by 25%)	Continue with children's memberships. Support the memberships from the Inclusion policy, where payment is a barrier to entry; increase coaching provision to offer activities and support outreach work in areas where traditionally activity may not be taking place	<p>In order to increase the sign ups to the Active Card, a free session was offered to incentivise the take up. This allowed people to see the facilities on offer and now feel confident to access the facilities on a more regular basis. In doing this, we have seen an increase in casual swimming usage since April</p> <p>The children's membership has grown by 13%. The largest growth has been seen in the discounted bundle memberships including 2 or more activities. The coaching provision for children has been increased and the quality improved following a successful recruitment campaign for highly qualified coaches, in addition to two swimming teacher courses organised to recruit the next generation of swimming teachers. Outreach activities have been developed and taken place in areas when payment and transport are barriers to participation, i.e. Clipstone and Bilsthorpe.</p> <p>There has been an increase in concessionary membership from November 2016 to November 2017 of 22%; this has grown from 158 memberships to 193 memberships in the 12 month period. The position at 31<sup>st</sup> March 2017 was 181 memberships demonstrating the seasonal trends experienced on this indicator. An influx of additional members is expected within the final third of the year to reach the 25% target.</p>
Accessible facilities	Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability	Develop Inclusion policy by June 2017 and concessionary membership rates to support pay and play concessions	As part of the development of concessionary pay and play usage, a discounted policy is in place, which provides a 20% discount for adult and Junior Active Card holders to use the centres on a pay and play basis. Since April, a number of new groups have been established and maintained following the implementation and completion of the SAFE project. The funding secured enabled the sports development team to offer free and

			<p>subsidized activities for people with a disability and life limiting illnesses to participate in sport and physical activity that are appropriate for their condition.</p> <p>These activities have now become a part of the mainstream programme and are self-sustaining with a weekly session fee payable by each participant, or included in their monthly membership. This covers any costs incurred for specialist or additional staff to ensure the sessions are safe and enjoyable.</p> <p>These sessions are held weekly and average attendance for each session is highlighted in brackets disability swimming (32) boccia (24), walking football (6), disability gymnastics and trampolining (8), specialist swimming lessons for those with additional needs (23).</p> <p>Adult Concessionary membership has grown significantly over the last 2 years with the largest growth being in the over 60's concessionary membership. This may be due to the wider ranging programme activities on offer for this age group and they are no accessing activities without the referral from a health professional.</p>
Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub	<p>As mentioned above, the partnerships established with Newark Academy and Bishop Alexander LEAD Academy has proved beneficial in expanding the offer and availability of high quality and appropriate facilities for the community to access. There has been an increase of usage from 18.5 hours to 56.5 hours between September and December. This has also enabled positive with the sports development team to support clubs in funding, linking with the school and becoming more sustainable.</p> <p>These agreements are in a trial period and review meetings between both Management Teams are being held. Ongoing discussions continue to take place with the YMCA and the Council on the development of the sports hub.</p>

Table 1, 2017/2018, Business Plan outcomes update

- 3.4 Members will note, that progress in all areas is being made, with some categories progressing quicker than others. Work on these outcomes will continue to be progressed and recorded until the end of March 2018. The final outcome figures will be provided to members during June 2018, as part of the report including the final accounts.

#### **4.0 BUSINESS PLAN FOR THE 2018/2019 AND THE SPORTS DEVELOPMENT ACTIVITY**

- 4.1 Members will be aware that during November 2017, the proposed business plan was provided for Members consideration. During this meeting, discussion took place concerning the proposed objectives and the 'high level' at which these proposals were set. Discussion took place with Members regarding the scope of the Committee, which was to provide the strategic vision for the Company.
- 4.2 The Managing Director of Active4Today advised the Committee that under the objectives, which had been provided, there were a comprehensive set of additional operational targets which were used to try and achieve the outcomes A4T were commissioned to deliver.
- 4.3 Over previous years the company has focused on specific objectives around, the delivery of a new leisure centre in Newark, increased membership, improved financial viability and increased sports development activity. For next year the Company is looking across all the 3 outcomes and once again support the Council to deliver its aspirations for leisure. Attached at appendix II is the Business Plan for 2018/2019 and set out below are several of the objectives included:
- Assist the Council to develop options, for leisure provision within the West of the district
  - Developing opportunities for activity development for specific groups i.e. outreach, over 60's and disability groups
  - Provide support for club and community organisations
  - Undertake physical audits of the sites to understand the journey of a person with disabilities
  - Develop further partnerships with organisations within the district to increase opportunities for customers
  - Continue to monitor the progress at South Forest
- 4.4 Members will note that much of the business plan is supported by the work of the sports development officers working within Active4Today. During November 2017, the Leisure and Environment Committee asked A4T for an understanding of how it proposes to spend the management fee in relation to Sports Development, for the year 2018/2019. Attached at appendix III is an overview and examples of specific projects and activities undertaken to date and in turn areas which the sports development team will be working on throughout 2018/2019. Much of the work which is being undertaken in 2017/2018 will be continued into next year and this will be supplemented by the other areas of work, contained within the strategic business plan document.
- 4.5 In addition to the information in appendix III, A4T has provided below a table which sets out the expenditure break down for the sports development team for 2017/2018 and 2018/2019. The report has not provided personal details of the persons employed within the posts.



## 4.6

	2017-18 original budget	2018-19 estimated budget	Variance between years
<b>Total income</b>			
Management fee from NSDC	-£117,417	-£121,220	-£3,803
<b>Total Expenditure</b>			
Salaries	£116,640	£126,540	£9,900
Grants – ring-fenced monies re: NSDC grants	£7,500	£7,500	£0
Working budget	£7,047	£14,550	£7,503
<b>Total</b>	<b>£131,187</b>	<b>£148,590</b>	<b>£17,403</b>
 <b>Deficit funded by A4T</b>	 <b>£13,770</b>	 <b>£27,370</b>	 <b>£13,600</b>

Table 3, Expenditure breakdown for sports development 18/19

4.7 **Points to note from the expenditure breakdown of the sports development budget**

Staffing – The figure £126,540 relates to the costs of 3.5 FTE posts and approximately 6 hours per week casual/relief coaching hours. This is set to increase in 2018/2019 due to; a 1% pay-rise for staffing, incremental increases for post holders and increased pension contributions.

Grants – This amount of £7,500 is ring-fenced as requested by NSDC for A4T to administer and manage the sports grants scheme. This amount is split into two sections, £5,000 for special events and projects and £2,500 for coach and official development. Operating the scheme alongside the financial year presents issues as applicants have up to 12 months to claim their award, which often fall into the next financial year. Close monitoring is undertaken to ensure there are no overspends on the budget and awards are committed and carried forward at the end of the year, if they are still outstanding.

Working budget – £14,550 of working budget enables the team to cover start-up costs of new schemes, promotions, events and partnership projects. This will include marketing, printing, design and artwork, facility hire or specialist equipment required. This amount also includes £5,000 external funding received for a specific project. An area which this budget also covers is the annual Sports Awards for the District, which this year was supported by Councillors Jackson, Tift and Mison, who attended the awards panel and presentations and presented the recipients of the awards with their prizes.

5.0 **FINANCIAL UPDATE 2017/18 AND 2018/19**

5.1 Members will note that in 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 were:

- Utilities – Due to increases levied by the utility companies, Active4Today have experienced increased costs within the year to the value of approximately £50K
- Pensions – As a result of the Actuarial evaluation, an increase of £33K has been added to in year and future budgets

- Real Living Wage – As a result of the increases with the ‘Real Living Wage’, more employee bands are now falling into this category. As a result, the estimated impact on the salaries budget for the year is £12K

5.2 Active4Today has worked extremely hard to try and mitigate this issue for the Company and ultimately the Council and avoid having to request a management fee from the Council to support the leisure centre offer. Through this work, Active4Today has managed to reduce this shortfall and if the current trend continues, will not require the Council to meet the shortfall initially identified. 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

5.3 Set out in the table below, Active4Today has provided the current financial position of the Company, which is monitored by the Board, as part of its role in managing the operations of the Company. The table below shows expected budgeted income and expenditure to period 8, set against actual income and expenditure for the same period. In addition, the table sets out to provide original budgeted income and expenditure to period 12, set against forecasted income and expenditure for the same period. Members will need to be aware, that all forecasted budgets are only based on revised period 8 information, which is only to the end of November 2017.

	Profiled budget - income and expenditure to period 08	Actual income and expenditure to period 08	Original 2017-18 budget income/ exp	Forecast 2017-18 budget income/ exp	<u>Variance to original budget</u>
Total income	-£2,182,571.30	-£2,191,379.35	-£2,917,877	-£3,106,187	-£188,310
Staff	£1,302,029.13	£1,279,132.72	£1,873,320	£1,984,190	£110,870
Premises	£184,043.76	£164,843.41	£363,220	£392,730	£29,510
Supplies and services	£410,434.48	£352,440.62	£681,337	£714,390	£33,053
Total expenditure	£1,896,507.37	£1,796,416.75	£2,917,877	£3,091,310	£173,433
			£0.00	-£14,877.00	-£14,877.00
Transfer from/to balances			£0	£14,877	

Table 2, Current and forecast financial information table 17/18

#### 5.4 Points to note from the financial information table

Income – This is forecasted to be approximately £188K over its original budgeted figure by the end of the financial year. Activo membership continues to perform well and is forecasted to over achieve the original budgeted figure by approximately £20K. Children’s memberships have seen an incredible growth over the year, which is forecasted to over achieve its budgeted income by approximately £115K. The final area of growth in income is around dryside usage and this will potentially provide an increase of approximately £20K of additional income, over the original budgeted figure. This growth has in the main been as a result of the continued success of the Newark Sports and Fitness Centre, over achieving what was originally expected when the centre was developed.

Staffing – This is forecast to be approximately £111K over its original budgeted figure. As reported to Members in June 2017 and as highlighted above in para 5.1, this is made up of approximately £45K of expenditure to cover the real living wage and the pensions actuarial evaluation payment. In addition to this, the pension’s contribution made by the Company has also increased over and above the original budgeted figure by £30K. Finally, there has been an increase in salary costs of approximately £23K, to support additional income growth, which has been highlighted above.

Premises – This is forecast to be approximately £30K over its original budgeted figure. This is in the main as a result of the increases in utility costs, which was brought to the attention of Members in June 2017. The Company experienced an increase in utilities of 25% across the board. The Company is continuing to look at its housekeeping at the facilities in a bid to try where possible to reduce its expenditure in this area.

Supplies and Services – This is forecast to be approximately £16K underspent over its original budgeted figure. This budget area is made up of multiple lines of expenditure including, contractual services, cleaning, stationary and equipment and several smaller savings on these lines of expenditure, have culminated in a potential end of year forecast underspend.

Transfer to balances – Currently Active4Today has forecast that approximately £15K could be transferred to the reserves of the Company at the end of the financial year. This is in line with the Companies reserve policy, which was brought to the attention of Members in June 2017, as part of the year end accounts report. This is in addition to the £100K reserve which is programmed in each year for building maintenance, as part of Active4Today’s contractual obligation, in line with the setting up of the Company. As of 1<sup>st</sup> April 2017, the reserves of Active4Today were approximately £200K, which was split over the headings of; repairs and renewals, contingency and pension provision. It is forecast that if current performance of the Company continues throughout the remainder of this year, the reserve as of 31<sup>st</sup> March 2018, could be in the region of approximately £400K. This figure is made up of, current brought forward reserve balances, in-year budgeted contribution to the repairs and renewals fund, an in year adjustment to the planned repairs and renewals programme for the Dukeries Leisure Centre (as a result of the options appraisal currently taking place in the West of the district, so spend on projects were put on hold), £15K proposed as the current forecast in year surplus and the pensions actuarial payment, which potentially a proportion of which, may be found from in-year savings. This amount would continue to support Active4Today’s aim to provide a sustainable Company for the Council

and take steps to achieve its reserves balances of £750K, demonstrating good practice for a Company of its size.

- 5.5 Within the proposed business plan for 2018/2019, the Company has included the proposed in-year management fee for the Company, which is based on the original business plan agreed in 2015. Currently the Company is requesting £217,070 from the Council, based on the previous business plan. However, further work is being undertaken as, to date and as set out above in para 5.4, the Company is only able to base its forecast on the period 8 information. Using this information, the Company is currently looking to support a shortfall of approximately £45K for 2018/2019, based on current performance. In the event this shortfall continues to be present at period 12, options available to the Company are to increase income, which may involve an increase in prices, reduce expenditure, reduce the in-year payment to repairs and renewals fund based on the predicted reserve which the Company may start the year with, ask the Council for support in the form of a management fee, use current identified reserves. Currently A4T are revising budgets on a monthly basis to ensure information is as up to date as possible and it is hoped that through this work, further savings and income streams may be developed to ensure this shortfall can be met.
- 5.6 Members are asked to note however, that currently discussions between Active4Today and the Southwell Leisure Centre Trust are taking place, resulting from the Council proposing to reduce the fee it currently pays to A4T, for the work it undertakes for the Southwell Leisure Centre Trust. To date A4T has provided the Trustees with a detailed list of work which is carried out for them and it is hopeful that this partnership can continue going forward, with the Southwell Leisure Centre Trust making a contribution to Active4Today direct, for the work it carries out for them. Members will be aware that over the next 3 years, the Council is proposing to reduce the fee paid for Southwell to nil and for this to be met by the Trust itself. This would result in the Council only paying Active4Today for the services of Sports Development, based on its current agreement. However, as no financial agreement has been entered in to at this stage, the full management fee is being sought from the Council with the acknowledgement that this may need to be adjusted in-year, if an agreement with the Southwell Leisure Centre Trust is reached.

## **6.0 PROPOSAL**

- 6.1 It is proposed that Active4Today continue to monitor and action the areas within the 2017/2018 business plan with a view to completing the actions by March 2018. In addition, it is proposed that Active4Today continue to monitor and deliver on the current performance of the Company to ensure where possible utilisation is maximised, whilst continuing with the ethos of family friendly facilities and inclusivity for all.
- 6.2 It is proposed that the business plan contained within appendix II is approved, which includes the proposed management fee contained within the business plan.
- 6.3 It is proposed that the Company continue to work with the Council to ensure they are aware of the situation with the regards to the current identified shortfall for 2018/2019 and the progress the Company are making in order to mitigate this. In addition, it is proposed that the Company continue to with the discussions with the Southwell Leisure Centre Trust and update the Council on these discussions, when more clarity is known with regards to contribution which the Trustees are proposing to pay A4T for 2018/2019.

## **7.0 BUDGET IMPLICATIONS**

- 7.1 There are no direct budgetary implications, except those contained within the report, however, the activities identified will have financial implications and it is expected these can be contained within the existing agreement between the district council and the company.

## **8.0 EQUALITY & DIVERSITY IMPLICATIONS**

- 8.1 There are no equality or diversity issues contained within the report. Access requirements for customers and potential customers are in line with 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)*