

LEISURE & ENVIRONMENT COMMITTEE MANAGEMENT REPORT

25 JUNE 2019

1.0 REPORT PURPOSE

- 1.1 To provide the Leisure & Environment Committee with the 2018/2019 financial outturn position for the year.
- 1.2 To provide the Leisure & Environment Committee with the 2018/2019 final accounts for Active4Today Ltd (A4T).
- 1.3 To provide the Leisure & Environment Committee with the 2018/2019 performance outturn position for the year, which includes the sports development services overview.

2.0 BACKGROUND

- 2.1 On 1 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 three full years and further 10 months, which was the first period, after the initial set-up of the Company.
- 2.2 Members will be aware that reports are provided to the Leisure & Environment Committee against a set amount of performance indicators, which were agreed with the Committee; these are set out at appendix II. Narrative to support these performance indicators is set out at in section 5 of this report. In addition there are a number of areas of the business that have performed well throughout the year and these are also set out below.
- 2.3 In addition to the above performance information, attached at appendix III is the specific information regarding the sports development projects and any events involving club and volunteer support, offered to District based clubs and groups. This will include the work of the sports development team which has taken place where a series of new activities have been developed; this will impact upon customer usage of all the centres, and raise awareness of the offer and the signposting as an exit route for the new activities.
- 2.4 As the committee will be aware through previous reports, that 2018/2019 has been an incredibly hard year for the Company, which is mainly as a result of the loss of swimming at the Dukeries Academy. This has been reported to the committee throughout the year and the various moves which have taken place from the Academy swimming pool, to South Forest swimming pool and then to Wellow House School (WHS) and the use of their swimming pool.
- 2.5 As members will be aware, as a result of the WHS terminating the use of their swimming provision at the end of 2018, the children's membership at the Dukeries Leisure Centre has reduced significantly from 559 to 302 members. In view of this, income levels have also been lower than expected at the commencement of the year, with a loss of approximately £17K due to this issue.

- 2.6 However, the above position is better than expected and the Company have worked extremely hard to mitigate this loss by re-locating several members to activities at the Newark Sports and Fitness Centre and the Southwell Leisure Centre. In addition to this, additional dry-side activities have been offered at the Dukeries Leisure Centre and prices for memberships reduced, to incentivise the members to stay with their membership, while investigations into the new pool offer takes place.
- 2.7 While the reduction in junior members was expected, as the provision of swimming was removed from Ollerton, the loss to the adult membership was harder to understand, as it was unknown whether several adults only used the facility, as a result of their child using it. In view of this, the adult membership was monitored very closely. During 2018/2019, the adult membership at Ollerton reduced by 49 from 982 to 933. However, this was a reducing position before March 2018, as the swimming provision had been removed in July 2017. At its height in September 2017, the adult membership stood at 1,033. Based on its current position, there has been a net loss of 100 members during this time.
- 2.8 Members will be aware that throughout 2019/2020, A4T will be supporting the council to deliver the new swimming pool at the Dukeries Leisure Centre, in partnership with their chosen preferred delivery company. The feasibility work has recently commenced on site and the Company looks forward to developing the operational part of the process, with the Council in order to deliver an excellent facility for the customers of Newark & Sherwood.
- 2.9 During 2018/2019, A4T have been providing the Leisure & Environment Committee with regular financial and performance reports and below is the final outturn position of the Company for 2018/2019, in line with previous reports.

3.0 FINAL ACCOUNTS & FINANCIAL HIGHLIGHTED FROM 2018-2019 OUTTURN:

3.1 Attached at Appendix I is the 2018/2019 final accounts for the Company and provides the Leisure & Environment Committee with information on the allocation of finance, throughout the period, 1 April 2018 to 31st March 2019.

3.2 Salaries Budgets: (excluding FRS102 adjustment) *see note at 3.72

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£1,946,270	£1,932,850	£1,930,914.27	£15,355.73 (-)

3.2.1 The in-year variance to the original budget of £15K is mainly due to staff vacancies across the company; however, this has been supported by underspends on the National insurance and Superannuation budgets, due to the unpredictable nature of relief and part time work. Increases have however, been experienced within the freelance instructor costs, which in the main are attributed to the new personal trainer programme, provided at the NSFC. The net effect of these savings and increased costs, have however, resulted in an overall net reduction in this area.

3.3 Premises Budgets:

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£399,940	£457,540	£457,211.26	£57,271.26

3.3.1 The increase in budget spend is in the main attributed to additional repair and maintenance costs across the company (£87K). Significant costs have been added as a result of the increased operational costs of NSFC. This is due to the high contractual maintenance work, which is required to support the extensive mechanical and electrical equipment, which operates this facility. This includes, air conditioning, pool plant, the combined heat and power unit (CHP), ultra violet chemical dosing equipment and wide-ranging legionella checks, which are required for health and safety reasons. These costs have however, been off-set by savings within the utility budgets and mainly in electric, which can be attributed to the CHP unit.

3.4 Supplies and Services Budgets: (excluding FRS102 adjustment) *see note at 3.72

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
£710,290	£730,129	£713,208.27	£2,918.27

3.4.1 The variance on the supplies and services budget is due to a number of small differences, on a number of accounting codes and which feed into this group. Additional expenditure has been made on equipment; this has included the contactless entry system and tablets for coaching staff, to assist with the management of the extensive children's membership programme. Additional Irrecoverable VAT has been charged to A4T in year and cost for the hire of facilities, due to the changes made to the Ollerton site and for using the Newark Academy to run AS4T courses.

3.4.2 Savings have however, been made on children's badges, with the introduction of technology and the new performance portfolios, which have been introduced and provided to each child; further information on this area is contained in the performance information below. Finally, there has been a small adjustment to the 2017-2018 accruals in year.

3.5 Income:

Original Budget £	Full Year Revised Budget £	Actual £	Variance to Original Budget £
-£2,976,550	-£3,111,986	-£3,105,495	-£128,945

3.5.1 The variance to original budget of (£129K) is made up of the following areas:-

- Adult direct debit membership, additional income equals £63K – This is in the main attributed to the NSFC, where the adult membership continues to grow, albeit at a lower rate than when the centre first opened.

- Personal trainer income of approximately £12K – This is a new initiative which was introduced to NSFC and has proved beneficial for the Company. This is off-set however, by increased freelance costs for staff delivering this service, however, it has provided an overall net improvement and provides an additional service for the customers of A4T
- Additional miscellaneous income £24k – This represents a SLA fee for services received from the Newark Academy, income for the sports development team, who have delivered a number of courses across the district and a refund from a utility company, who had previously over-charged the Company
- Southwell SLA – Due to the lateness of agreeing the full management fee for 2018-2019 (specifically appertaining to the services provided to SLCT), an additional £30K was added to the full in-year revised budget, as this amount was redeemed from NSDC. Going forward the arrangement will change during 2019/2020, with the finance being received from both SLCT direct and the district council
- Additional wetside income £5K – This increase is attributed to club and block booking increases at the NSFC
- Additional grant funding £9K – This is a draw-down of finance, for the delivery of a sports specific programmes, delivered through the sports development team
- Children’s XP income across all sites is down to original budget by £8K – This is mainly due to the loss at DLC, however, as reported above, this figure was expected to be higher and has been mitigated, as a result of the excellent work by the staff, moving customers across site and improving the offer at DLC. Financially, increases in membership prices earlier within 2018, have assisted with the loss of income in this budget area; this is supported by improved upselling by on site staff, to identify the best package to suit the child’s requirements
- Vending/equipment sales income down by £6K – This is currently an on-going issue, due to the company which A4T were working with, going into liquidation

3.6 Transfers from Balances:

3.6.1 In January 2018, A4T reported to the L&E Committee that £75K would be required to be taken from their balances, to enable the company to manage its cash flow and budgets for the 2018-2019 accounting year.

3.6.2 However, during the year, due to a number of positive income generating initiatives across the company (including the increase of £30K attributed to the SLCT, SLA) and a reduction in several expenditure items across various budget groups, the predicted cash flow shortfall of £75K, has moved to a surplus of £22K in year. Additional balances have been used from previous receipts in advance, to support the development of the marketing and communications of the company.

3.7 Highlighted Areas Taken From the 2018/2019 Final Accounts:

3.7.1 During the year, Members will note that there has been a change of Director within the Company, with Kirsty Cole stepping down as a Director of A4T, due to John Robinson taking the role of Chief Executive for the Council, which also provided John with a position on the A4T Board. John was appointed during July 2018.

3.7.2 During the final account process and in consultation with the external accountants, external audit and the Council, there has been a new approach applied, to how the pension deficit is recorded in the accounts. The legislation that drives these accounting practices is FRS 102. This means that in the 'trading profit and loss account' there are costs totalling £283K, which relate to the 'defined benefit pension scheme' and this figure can be seen in the final accounts statement, creating a deficit in year of £261K. This however, masks the real in year trading surplus of the Company, which is showing £22k. In addition there is an actuarial gain of £245K, relating to assumptions around finance and demographics, which can be seen in the 'Other Comprehensive Income' account. The net effect of the pension income and expenditure, on this year's balance sheet is £38K, increasing the pension deficit to £2,927,000. The details of these can be seen in the 'Income Statement', the 'Other Comprehensive Income' account and the 'Directors' report.

3.8 **Balance Sheet:**

3.8.1 **Assets** - Stock, debtors and cash. Debtors include the treasury management finance/loan, which is held by the Council on behalf of A4T and invested by the Council's Finance Business Unit; this equates to £560K. The debtors figure also includes debtor invoices outstanding as at 31-03-2019 totalling £80K.

3.8.2 **Liabilities** – Provision has been made to pay outstanding suppliers - £268K. Liabilities also include commitments in year of £21K and receipts in advance £50K.

3.8.3 **Net Pensions Liability** - This has increased in year by £38K, as reported above in para 3.72

3.8.4 **Reserves** – The in-year trading surplus of £22K has been added to the reserves balances and total usable reserves held by A4T Ltd. As at 31-03-2019, the total usable reserve is £400K and the breakdown can be seen below.

- R&R reserve = £187,002
- R&R development Reserve = £70,000
- Contingency Reserve = £143,127
- **Total usable reserve = £400,129**

Unusable Reserves – The Pension reserve has increased by £38K and now totals a deficit of £2,927,000

3.9 **Audit Process:**

3.9.1 As part of the agreement made 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 continues as an ongoing process going forward. A meeting was convened with WrightVigar on 25th January 2019, where the audit timetable was agreed for this year.

3.9.2 The committee will note 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 2019 and of its deficit for the year then ended
- 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

3.9.3 The auditors have provided additional advice and support on the deferred pensions benefit scheme and have added supplementary lines of explanation within the accounts. This is to assist readers to work through the complicated nature of the pensions and the calculations which support this.

3.9.4 Due to the changes in the layout of the accounts and the addition of the pension liability to the profit and loss account, the 2017-2018 accounts, will be restated as a matter of course and Wright Vigar will arrange to undertake this process on behalf of A4T, as soon as possible.

4. FINANCIAL DEVELOPMENTS IN 2018/2019 & 2019/2020

4.1 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 have taken place during 2018/2019 and are progressing into the 2019/2020 financial year:

- A new online membership payment system is being introduced with an implementation date during summer 2019. This new process would allow prospective members to pay on line, removing a potential barrier to entry.
- Monthly direct debit payments have now been introduced for all clubs and organisations using the A4T sites. This approach has reduced invoices and in turn delays in payment from those organisations. This will assist with budgeting and provide more certainty throughout the year.
- Contactless entry systems have now been introduced at all leisure centres
- In partnership with the district council, work is taking place regarding the developments around the human resources and payroll system, with a view to A4T taking further control of this element of the process and moving this into the Company
- In partnership with a software supplier, the development of Staffmis is taking place, which will replace several existing stand-alone operating processes and bring them into one area. This covers, health and safety, rotas, repairs and renewals, communication to employees and building operations
- Making Tax Digital (MTD) - It has recently been agreed that A4T will manage Southwell Leisure Centre Trust's VAT return with effect from 1st April 2019. This is currently prepared by the finance section of NSDC. In addition, A4T will obtain the required HMRC approval to process and implement Making Tax Digital for the
- A4T has been successful in attracting Sport England (SE) funding of up to £150K (inclusive of VAT), to support the development of the new swimming pool at Dukeries Leisure Centre. This process will commence once feasibility work has been undertaken (during the 2019/2020 financial year) and the scheme commences on

site. There are very tight timescales to draw down the finance from SE; however A4T once the scheme is in place will look to draw down its finance first, in order to hit the project deadline for SE.

- Available reserve finance will be drawn down, to support the development of the Blidworth Steam and Sauna facility, if this is approved by members

5. PERFORMANCE REPORT 1 APRIL 2018 - 31 MARCH 2019

- 5.1 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 2018/2019. In addition, the main highlights have been extrapolated from this performance framework and are set out in the report below.
- 5.2 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.
- 5.3 The total number of direct debit memberships across the business has experienced a slight decline by 1.01% in comparison to March 2018. This decrease has been due to decline in the junior memberships at DLC, following the termination of the agreement with the Wellow House School and the removal of swimming lessons.
- 5.4 The total number of adult memberships has seen an increase over the year, from 6,276 in March 2018 to 6,456 at 31 March 2019. This is a net increase of 180 adult members.
- 5.5 The total decrease in junior members across all sites compared to March 2018, is 278 net members. This is a very good outcome for the Company, considering the issues at the DLC and the changes to the programme and venue, which the customers have experienced since May 2018.
- 5.6 More specifically, junior membership at DLC has decreased by 257 in the year from 559 to 302. As stated above, this is due to the termination of the partnership hire agreement with Wellow House School and despite a positive transfer of 75 children's memberships to swimming lessons at SLC and NSFC, the total membership base has declined significantly. It is hoped that this decline will be turned around, once the new swimming pool at the DLC is developed.
- 5.7 Additionally the junior membership at NSFC has decreased slightly from 2,205 in March 2018 to 2,180 in March 2019. A net decrease of 25 children's memberships.

Membership Type	Actual	Target	Comparison to March 2018	Change +/- compared to March 2018
BLC Adult	830	853	892	-62
DLC Adult	933	913	982	-49
NSFC Adult	4,693	4,355	4,402	+291
BLC Junior	27	0	23	+4

DLC Junior	302	518	559	-257
NSFC Junior	2,180	2,289	2,205	-25
TOTAL	8,965	8,928	9,063	-98

Fig 1. Adult and junior comparison membership totals

- 5.8 Membership attrition across all sites is detailed in the table below. This is a positive position for memberships and demonstrates the improved retention work which takes place on-site and targets the adult membership base. However, this has been off-set by the impact of the loss of swimming provision in the Sherwood area; which has had a significant impact to the children's attrition rates. As stated above, it is expected this data will also improve, when the new swimming pool comes on line.

Category type	March 2018		March 2019	
	Attrition Rate	Retention Rate	Attrition Rate	Retention Rate
Adult	3.79%	96.21%	3.5%	96.5%
Child	2.89%	97.11%	4.54%	95.46%

Fig 2. Overall Company retention rates for adults and juniors

- 5.9 Industry feedback confirms that the performance in the retention of adult memberships is regarded as excellent. This is an area of work which has been a focus for the Company and assists the customer journey. This has been supported by the introduction of the TRP surveys, which have been reported to Members throughout the year and includes the excellent performance of Blidworth Leisure Centre, which has been one of the highest performing centres in the country, for positive customer feedback. As a result of this, BLC received a 'Platinum Medal Award' from TRP, for its continued high performance in customer satisfaction, which is a fantastic achievement for the staff at the site and for A4T in general.
- 5.10 The number of referrals received from health professionals has had a large increase compared to March 2018. To 31 March 2019, the number of referrals received for all sites (including SLCT) was 459, compared to 304 the previous year. This represents an increase of 155. Of the 459 referrals, 250 clients have subsequently signed up to the subsidised membership scheme, allowing full access to all the activities available, with full support from a Level 3 GP Referral coach, or a Level 4 Cardiac Rehabilitation trained instructor. This is a positive statistic and confirms the success of the process, once the referrals attend the leisure centres, for their initial consultation.
- 5.11 The number of user visits across all sites for the year has reduced to 900,767 compared to 1,028,623 in March 2018; this is a decrease of 127,856. This problem has been communicated to Members several times throughout 2018/2019 and have focused on the ICT challenges, which have been experienced; including several large 'outages' of the systems. Many of these issues have now been rectified, with the move to 3 serves (from 1 server) taking place during April 2019. It is hoped that as a result of this new investment, the ICT environment for the operation of the Company, will be more stable throughout 2019/2020 and the usage figures will rise. This is reported further in para 5.28.

- 5.12 The number of user visits for children and young people (under the age of 16) across all leisure centre sites has increased from 193,312 in March 2018, to 276,596 in March 2019. This can be attributed to the work of the site staff, including the programming team, sports development team and ongoing customer engagement. Capacity within the coaching programmes has been increased (due to moving customers around the facilities), as well as developing a wider range of activities that will attract this target age group.
- 5.13 The sports development team is continuing to work within the more challenging areas of the district, where physical activity levels are lower than expected. These areas are predominantly, Ollerton, Clipstone and Bilsthorpe, where programmes have been developed, with an aim to increase participation from nothing, to 1 x 30 minutes of physical activity per week. A summary of sports development work areas, is included at appendix III.
- 5.14 The partnerships with Newark Academy and Bishop Alexander have both continued to move forward positively and has enabled A4T to secure more availability for local clubs and groups, through the accessing of valuable and high quality community facilities, at these venues. A4T has also provided professional advice to the Barnby Road Academy, Newark, to support of the development of their new sports hall. This partnership will continue to be developed over the forthcoming year, in order to enhance and increase community access to the facility.
- 5.15 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.
- 5.16 Website usage and hits for the Company continue to prove that the website is a well-used resource for existing and potential customers. However, the current trends within the industry demonstrate that the demographic of fitness users require a more interactive digital platform. As a result, A4T are investigating the development of an application or 'app' which would interface with all other existing software products. This should improve the customer journey, whilst at the same time collecting more accurate data on usage, frequency of visit and payment methods.
- 5.17 Due to the increasing number of customers using smartphones and fewer requirements for information in a printed format, during summer 2018, the 'Active' booklet was developed and printed for all sites including Southwell Leisure Centre Trust. This provides general information to the customer in a printed format, allowing the regularly changing information i.e. timetables to be updated digitally, reducing the amount of time and resource for printing numerous different leaflets. This has produced a cost saving of approximately £2,000 per year, while at the same time, providing information in a format which many customers prefer.
- 5.18 The use of the TRP (The Retention People) software has expanded during the year with introduction of automated surveys. This has proved extremely insightful and allowed customers to provide feedback in another format as well as 'scoring' their visitor experience. The engagements within the TRP automated customer satisfaction software

system is very successful sending out over 1,600 questionnaires per month to members across both A4T and the SLCT, with a response rate of approximately 25%. This has a direct impact on the retention of the adult membership base, with customers sharing their concerns immediately, allowing a timely investigation and response to be provided. Similarly, there are many positive comments of praise regarding the centres and these are shared with staff and sites concerned.

- 5.19 BLC has continuously received extremely positive feedback and has achieved a Platinum medal award, based on its individual Net Promoter Score (NPS) since the introduction in August 2018. At the time of the award, their score based on completed surveys was 82; this compares to the total group score of 44, against the national average of 49 and represents a good position for all sites including SLCT.
- 5.20 In anticipation of the implementation of a new pricing structure from 1 April 2019, a new promotional plan has been developed, explaining the benefits and criteria for each membership available. This includes various opportunities throughout the year, for new members to 'beat the increase' when joining before April. The February promotion saw one of the key campaigns from the 3-year Pricing Strategy, creating a 'call to action' for customers to sign up before 31 March and pay 2018 membership prices. This generated new sales of 385 adult members and 192 juniors (including SLCT). Promotions will continue to take place throughout the year and currently A4T are looking forward to 'quarter 3' 2019, where promotions for the new swimming pool at the DLC will commence. In doing this, A4T and SLCT are both in a position to forecast more accurately, income levels over a 3-year period, providing much needed financial and membership information, in anticipation of future developments.
- 5.21 The roll out of portfolios for all junior members during April 2018 has been received positively by customers and has realised a cost saving of over £7K for the A4T and the SLCT. This has also removed much of the on-going resources for the administration of the badge and certificate process, allowing these resources to be re-allocated, to concentrate on other leisure centre operations.
- 5.22 The sales and promotions for 2019 were brought forward to start at the end of December 2018, in a bid to recognise and retain existing members. This approach seeks to acknowledge and reward loyalty members and schemes such as the '12 days of Christmas' campaign were a huge success in achieving this. January's new sales campaign commenced on Boxing Day, similar to the large national retailers. The promotional aim was to attract new customers to sign up earlier, in order to collect the first direct debit on 1 February. This also assists the centres with spreading the customer sign ups through the traditional busy period, allowing a more personal and quality contact, to take place with instructors.
- 5.23 In addition, there have been a number of promotional campaigns which have targeted different groups to promote membership sales. These included a 'pay and play' incentive in October, encouraging people who currently 'pay as they go' to join a membership and save money. During November, the 'Something for Everyone' campaign, promoted the benefits of exercise and the varied programme of activities on offer at the sites. This generated new sales of 379 adult members and 169 juniors (including SLCT).

- 5.24 The new 'Premier' membership was launched on 1 December at NSFC. The initial feedback from this new membership offer has been extremely positive; with members finding the 1-2-1 weekly support from the instructors a real motivator, in reaching their fitness and lifestyle goals. To date there are 41 members taking advantage of the additional benefits on offer from this membership.
- 5.25 As a result of the feedback from parents of the children on the Xperience membership, Active4Today and Southwell Leisure Centre Trust re-instated alternative sessions for those children that missed sessions due to bank holiday closures. Although customers wanting an alternative session are small, with only 57 customers out of 4,136 customers taking up the initiative during Easter 2018, for inclusivity purposes, it was felt that this approach should be available to parents. Many customers however, continue to take up the offer of FREE public swimming instead, which has been in place for approximately two years. The alternative sessions will continue to be offered throughout 2019/2010 to those customers affected by Bank Holiday closures and who have children on the Xperience memberships.
- 5.26 The delivery of a Christmas Fun Week from Monday 17 December saw over 4,500 children across Active4Today and Southwell Leisure Centre Trust enjoy fun galas, gymnastics and trampoline displays and a visit from Santa, with treats provided for every child. The adults were not left out either and had an opportunity of enjoying a mince pie and or healthy fruit option, whilst they visited the leisure centres throughout the week. The events were an incredible success and both adults and children received prizes during the week, if they were entered into the raffle draw; full coverage of all prize winners were then advertised via various forms of social media.
- 5.27 Contactless technology has recently been installed at all leisure centres, to enhance the point of entry for customers. This has been a partnership project, with the front of house software provider and the roll out of the contactless entry cards and bands has also been undertaken. This will be a faster and more efficient access with either a chipped card or a 'band entry system'. This has been a new area of development for the A4T and SLCT and has taken approximately 12 months to develop and implement fully. In addition to this and an issue which has slowed the centres operations down over the past several months, has been the migration of servers. During April 2019, as part of the contactless installation, A4T and SLCT have had server increases, moving the operations of the facilities from 1 server to 3 servers. This should provide a more stable ICT infrastructure with more capacity for the multiple ICT software systems used across the business, and ultimately provide an improved service for the customers.

6. PROPOSAL

- 6.1 It is proposed that the district council acknowledge the work, which has been undertaken by Active4Today Limited, including the hard work to mitigate the issues which have arisen at the Dukeries Leisure Centre throughout the year.

7. BUDGET IMPLICATIONS

- 7.1 There are no direct budgetary implications contained within the report, over and above those which have been set out above.

8. EQUALITY & DIVERSITY IMPLICATIONS

- 8.1 There are no equality or diversity issues set out above. Information on the diversity of the work which A4T undertake, has been contained within the information above and attached at appendix III; the sports development report. 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