

LEISURE AND ENVIRONMENT COMMITTEE MANAGEMENT REPORT

21 JANUARY 2020

1.0 REPORT PURPOSE

- 1.1 To provide the Leisure and Environment Committee with a performance report for the leisure centre operations, up to the end November 2019, with comparison data provided, against the same period in the previous year.
- 1.2 To provide the Leisure and Environment Committee with an update of the work being undertaken by the Sports Development team, up to the end of November 2019.

2.0 BACKGROUND

- 2.1 Members will be aware that reports are provided to the Leisure and Environment Committee against a set amount of performance indicators, which were agreed with the committee; these are set out at Appendix I. Narrative to support these performance indicators, is set out in section 3 of this report.

3.0 PERFORMANCE

Performance report from 1st October 2019 to 30th November 2019:

- 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:
 - a) The memberships across the Company, including SLCT, for both adult and children's memberships total is 12,488 against a target of 12,480. This presents a net increase of +8 against the target. However, in comparison to the same period in 2018, there is a decrease in members of 109, from the total membership at that time, which was 12,597.
 - b) As reported previously, membership sales at all sites have slowed significantly and are now plateauing, in comparison to 2 years ago. This is particularly noticeable at Newark, which is the largest membership of all the facilities and represents a large percentage of the overall total figure. That said, although Newark is down against target this year by 47 members, in comparison to the previous year, membership is up by 87 members. The adult membership is currently performing at 8,733 (including SLC), in comparison to 8,664 at 30th November 2018; an increase of 69 members. Blidworth is slightly below target this year by 18 members and it is hoped this will increase during 2020, as the new steam and sauna facility comes on line at the end of quarter 4, of the current financial year.

Dukeries Leisure Centre adult membership is below target this year by 19 members. It is hoped this will increase during 2020, as the new swimming pool is developed at the site, towards the end of the year. This will be a fantastic addition for the site and should attract both adult and junior members to the facility.

- c) The children’s membership base is currently performing at 3,755, to the end of November 2019. This is -75 members down against its target of 3,830. This is affecting at both Newark and Dukeries Leisure Centres. Dukeries is currently under target, as a result of the on-going issues with having no swimming pool at the site. However, this will be rectified during 2020, with the addition of the new swimming pool. It is expected this will have a significantly positive effect on the junior membership, when this is developed. During this time, there has been approximately 75 members registered at Dukeries, who are using the Newark facility. Whilst this is positive, to have retained 75 members, this does have a knock on effect for Newark and reduces their ability to sign on junior members at this site, due to lack of space. As reported previously, Newark has also struggled with the recruitment of coaches and has suffered from the loss of coaches to competitor facilities. This has also affected the spaces available for new customers; recruitment has taken place and in-house training undertaken recently. As a result, it is hoped this down turn will be addressed throughout 2020.
- d) The table below provides the detailed actual membership data (for A4T sites only), with a comparison against target and the performance of the same period in 2018.

Site	Type	Actual	Target	Variation of actual to target	Comparison to 2018	Variation to previous year
Blidworth	Adult	792	810	-18	849	-57
Dukeries	Adult	901	920	-19	912	-11
Newark	Adult	4,633	4,680	-47	4,546	+87
Blidworth	Child	32	0	+32	23	+9
Dukeries	Child	258	300	-42	444	-186
Newark	Child	2,094	2,210	-116	2,118	-24
		8,710	8,920	-210	8,892	-182

Table 1, 2019/2020, membership data to 30th November 2019

- e) The number of user visits across all sites has experienced a substantial increase in comparison to the cumulative figure for 2018. From 1st April to 30th November 2019, the sites have seen 812,859 visits recorded, in comparison to 782,087 in 2018. This represents an increase of nearly 31K usage visits.
- f) The largest increase has been identified at Southwell Leisure Centre, where the number of visits have significantly increased, as a result to the improvements of access control on various points of the centre (fitness suite door and swimming changing rooms).
- g) In reviewing the breakdown of usage and the demographics of the users, i.e. females, under 16’s and over 60’s, user data demonstrates that the Company is collecting greater

levels of demographic data, which allows much more informed information about the usage. The user visits for the 60+ age group is continuing to experience almost 12,000 visits per months across all sites. This provides a total number of user visits since 1st April of 89,804; an increase of 9,720 on the same period last year, where usage was recorded as 80,084.

- h) Despite the membership base for children experiencing a decrease, the number of user visits for under 16's has seen an increase across all sites for the month of November, to 34,409. This represents an increase of 3,197 in comparison to the same period in 2018, where usage was recorded at 31,212.
- i) The cumulative number of junior membership visits from 1st April 2019 to 30th November 2019 has been recorded as 269,647 compared to the same period in 2018, which was reported as 259,588. This represents an increase of 10,059. The increase in recorded visits is because of the improved ICT infrastructure and the customers using the multiple course option, included within the children's Xperience programme e.g. a dryside and wetside course and holiday activities included in the top package.
- j) The promotions have continued throughout the period and are part of the marketing and communications framework, to attract both new members and retain those who already use the sites. These included two campaigns, for new members to try the facilities for two weeks, for only £10. The offer was open to juniors during October 2019, covering the school half term holiday. For adults (aged 16 years and above), the promotion ran throughout November 2019.
- k) The number of GP Referrals received from health care professionals between 1st April 2019 to 30th November 2019, was 334. This, in comparison to the same period in 2018, is an increase of 27, against its figure of 307. The range of providers that are referring to the centres is steadily increasing each month, through the work of the sports development team and the two new employees, which joined the Company recently.
- l) The number of individuals that subsequently joined the subsidised membership was 201, which again presents an increase in comparison to the same period last year of 36. At this time, the number stood at 165.
- m) Partnerships with other community sports facilities are also increasing. Members will be aware that A4T have been supporting the development of the sports hall at Barnby Road Academy, with a view to managing and administering the community bookings from January 2020. Officers have been contacting local clubs and groups to offer site visits in preparation for the building becoming available. A further update will be provided to members on this partnership, throughout 2020.
- n) The customer satisfaction score is calculated through the fitness retention software, TRP and is used across all the leisure centres. The system randomly generates emails to

approximately 30 customers per day and requests feedback on a number of items, including cleanliness, customer services and the journey to the facility e.g. parking, logging in, door access etc. The current performance to 30th November 2019 remains very similar, with an average of 47% across all sites, which is 2% higher than the national average of 45%. The score changes on a daily basis due to the nature of the software, however, for the purposes of reporting, the Company average the scores over a monthly period.

4.0 UPDATE ON 2019/2020 BUSINESS PLAN

4.1 Members will be aware that as part of the business plan, a set of outcomes and objectives is agreed with the committee. These were reported at the previous L&E committee to Q2. Below are further comments for the remaining 2 months to period 8, of the 2019/2020 business plan objectives and actions.

OUTCOME	OBJECTIVE	ACTION	PROGRESS to period 8
Healthy and active lifestyles			
Delivery of a business plan for Southwell Leisure Centre, to support its proposed strategic development	To develop a financial business plan for the SLCT, which will forecast income generation, investigate accessing new and existing markets, assess current penetration rates and develop new programming opportunities, to maximise access opportunities for all.	As part of the agreement with NSDC to provide management support to the SLCT through the SLA. Provide the SLCT with a strategy which will increase growth in the adult and children's memberships	Business planning has taken place with the Trust, to develop a new fitness suite for the leisure centre. This will seek to increase usage and income and address the current over capacity issues at the site. A4T are now waiting for the outcomes between the DC and Trust, to move the process to the next stage.
Childhood obesity - develop and provide opportunities for 'young people in primary education' to increase levels of physical activity and sport.	Support the development and promotion of a Junior parkrun in the Sherwood area of the district	Engage with schools, event organisers and private operators, to promote the junior parkrun and develop a set of activities which surround and compliment the parkrun prior to its first months launch. This will seek to engage children in physical activity with parkrun as a potential free exit route to develop regular weekly activity	The first Junior parkrun took place on Sunday 28 th September at 9am on the enclosed sports pitches at Dukeries Academy/leisure centre. This has been coordinated by a team of local volunteers with A4T support. The response has been extremely positive, with an average of 30 participants and 10 volunteers taking part on a weekly basis. Free passes have been offered for use at Dukeries LC, for participants and their parent/guardian.
	Implementation of children's coaching in schools in the Ollerton area	Engage two schools per term. Prioritise schools in most need and by travel time from Dukeries Leisure Centre	Coaching sessions have been delivered to 3 schools in the area with one school within walking distance attending the leisure centre for the activities. This will continue as the new sports

			development staff, who joined the team in September, continue to develop key relationships with the school teams.
	Work with partners i.e. Everyone Health to promote their initiatives tackling childhood obesity	Increase Everyone Health's bookings by 10% over a 12 month period	Progress has been made with key staff meeting with EH colleagues. The children's weight management programme sessions have been through the email marketing system.
Inactive people - develop and provide opportunities for 'inactive people' to increase levels of physical activity and sport.	Identify communities with low activity levels	Promote the 3-year pricing strategy, specifically the new qualifying criteria for concessionary membership in deprived areas Develop a series of outreach activities linking to existing opportunities Offer 12 (one per month per site) free taster activities at centres	Promoted through the Council's Council Tax distribution Attendance at local events including school fayres, 4Uth (NCC Youth Service). Taster sessions offered through swimming teachers courses. A series of trampolining and gymnastics sessions have been offered. Outreach activities have been developed through partnership working in Ollerton. Taster and introductory sessions are planned through the 'RED January' campaign. Additional walking football and walking netball courses have been added to the activity programme and will commence during the new year.
NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8 target areas to increase levels of physical activity and sport.	Introduction of pricing strategy including additional qualifying criteria for concessionary membership	Increase take up of the concessionary memberships by 50% Offer 12 (one per month per site) free taster activities at centres Offer a FREE 7 day pass for all participants of the initial pilot of junior parkrun in Sherwood area	Growth experienced in Q1 as reported in appendix 1 Taster sessions offered through swimming teachers courses. A series of trampolining and gymnastics sessions have been offered. This was assisted by the launch of the junior parkrun in Ollerton during September. At period 8, the increase experienced was 23% on last year.
Accessible facilities			
Develop a business plan for a Modular Pool at the Dukeries Leisure Centre	Assist the Council with the feasibility and development work for the development of the new swimming pool at the Dukeries Leisure Centre. This work should include	Develop a 3-year financial forecast for the modular pool. Apply to Sport England for funding to support the capital development and fit out of the facility.	A4T were successful in receiving a Sport England (SE) grant of £150K, towards the development of the new swimming pool at Dukeries. After discussion with SE and the

	<p>the development of the finance for the delivery of the pool, the requirements for operations and the specification for the delivery of a community swimming programme.</p>	<p>Develop a 'wet side programme' which will engage with NCC for the return of school swimming within the Sherwood area. Develop a pool class timetable Develop a junior lifeguard academy Develop a marketing plan to the 3 -year pricing strategy Development and relaunch of the junior swimming programme</p>	<p>DC however and to avoid possible complications with the Company's 'Teckal' compliance, an agreement was made between SE, A4T and the DC, to transfer the grant over to the DC. This is currently being finalised and will ensure the £150K contribution is retained, within the project. The project is moving ahead with planning permission approved. Internal discussions are now taking place with the A4T team to discuss communication and pre-sales for the new facility.</p>
<p>Improve community access through partner facilities and increase usage and access to local sporting facilities</p>	<p>Explore partnerships with other academy's to increase community usage through the use and management of their facilities</p>	<p>Using the Newark Academy pilot engage with two new partners during 2019/2020, with a view to supporting increased sporting facility take up throughout the district</p>	<p>Barnby Road Academy have received DfE funding for a new 4 court sports hall and have engaged with A4T to manage the community bookings from the NY on a trial basis, until April 2020. A full SLA is still to be developed during the trial period and members will be updated as this progresses. This fantastic new facility and partner agreement with the Academy will increase community and club access further, within the Newark area. Further conversations have taken place with two other facilities with a view to developing a partnership agreement for managing their facilities for community access.</p>
<p>Achieve a 3-year SLA with the Newark Academy</p>	<p>Agree a new 3-year SLA with the Newark Academy for undertaking the management of the facility to maximise community access. The 3-year agreement will secure the use of the facility for clubs and pay and play users until 2022. In addition, the sports development team will continue to provide mentoring opportunities for all students accessing leisure.</p>	<p>Have a signed SLA agreement in place by September 2019. Continue to achieve income and utilisation targets and add further growth with the introduction of courses and special events. Provide 15 work placement opportunities for students Provide VISPA volunteering opportunities for students</p>	<p>This is progressing and a meeting took place in November. To date, there have been 5 students that have undertaken work experience with NSFC from Newark Academy. The number of VISPA volunteers recruited from Newark Academy to date is 6.</p>
<p>Financial viability</p>			

<p>Deliver a new receipting system for the business</p>	<p>To investigate the options of new receipting and back office systems for the business, in line with the requirements of the Council's capital programme and the procurement process. Develop a 'fit for purpose' integrated system which supports the Council's new financial management system.</p>	<p>Scope out the specification for new system by May 2019, in consultation with the business unit of NSDC. Assess the viability of a proposed new system and discuss this with the Council through the operating contract agreement</p>	<p>New systems are currently being seen and a scope for a new system is being developed. ICT are being fully consulted as part of the process and further updates will be provided as the project moves forward. As an interim step, an update to the current system is taking place and will be launched in the New Year. This will be tested for 3 months, before any new system is tendered to assess its functionality. Further site visits and meetings have taken place in the period with more information being collated. Currently ICT are supporting A4T with the installation of the latest software, Leisure Hub, which should be live by March 2020.</p>
<p>Implement a 3-year pricing strategy</p>	<p>Implement the 3-year pricing strategy within the District and support this with targeted marketing campaigns, encouraging usage in areas where traditionally usage may be low</p>	<p>Develop a schedule of promotional meetings to support the strategy. First promotions to be in place during spring 2019. Increase target market membership groups to include concessionary memberships</p>	<p>This has been implemented across all sites including SLCT. As highlighted in Appendix I, there has been an increase of 44 (23%) concessionary memberships compared to period 8 last year, who have benefited from the reduced membership price, attached to the new postcode criteria.</p>
<p>Develop a 3-year forecasted budget for the Company</p>	<p>To understand the implications of the real living wage on the budgets for the Company and the increased utility charges which are and will continue to impact significantly on the revenue position of the Company</p>	<p>Develop a 3-year forecasted budget for the Company and discuss the findings with the Council, with regards to the implications of the on-going management fee from the Council to the Company. This must also take into account the current partnership with the SLCT and the SLA between the Council and Company, to provide services to the Trust</p>	<p>This is currently being developed and discussions with the Council are being set up for January 2020, to develop a 3-year business plan/strategy, which will align with a 3-year financial budget. In addition, this is aligned to the Governance review of A4T, which the Council has led on and has been presented to the L&E committee. This is reported further within the report in the financial section and points out concerns with pensions and utility costs.</p>
<p>Establish a new 3-year financial agreement with the Council for the Company's management fee</p>	<p>Undertake discussions with the Council to establish a new 3-year agreement with the Council for the management fee for the Company. This will</p>	<p>As set out above</p>	<p>As set out above</p>

	support the 3-year forecast which the Company is hoping to undertake to understand the Company's financial viability		
Implement on-line memberships	Currently the on-line membership package has been purchased and it is hoped that ICT can ensure this is installed and operationally ready for use from April 2019. Whilst this will not provide significant increases in memberships, it improves access for customers being able to sign up to any leisure centre 24/7 and streamlines existing sign up processes.	Develop an online incentive scheme Develop digital marketing and branding of the online membership system Support the development of online membership, with a view to achieving 5% take up of memberships purchased online within the first 12 months of its introduction.	This is currently being developed with ICT and XN Leisure (the current front of house/memberships system supplier). This is tied in to the upgrade to the existing system, which it is hoped will be launch in the new year for a trial 3 month period.

Table 2, 2019/2020, business plan objectives update

4.2 Members will note, that progress in all areas is being made, with some categories progressing quicker than others. Work on these objectives will continue to be progressed and recorded until the end of March 2020.

4.3 Members will note that many of the objectives above are linked to the work of the Sports Development team. However, in addition to the work, which is undertaken to meet the objectives above, attached at appendix II is on-going work, which has taken place from 1st October 2019 to 30th November 2019 (the two month since the previous L&E report).

5.0 **FINANCIAL UPDATE**

5.1 As part of the agreement with Active4Today Ltd, an update on finance is provided by the Company on a regular basis, to ensure the Council can understand the on-going sustainability of the Company. In addition, it allows for early discussions to take place regarding the best way to apportion any additional finance, which may have been generated and could be re-invested into areas such as, additional sports development activities, subsidised usage for target groups, or additional equipment for outreach work.

5.2 Members will be aware that during January 2019, A4T were predicting a shortfall in their 2019/2020 budget of £75K. This was in the main due to increases in utilities, national insurance, pension contributions, real living wage and insurance; in addition, A4T had a standstill position in its management fee from the Council, during 2019/2020. Revisions have been made to the budgets and savings have been identified across the company. These are mainly in staff vacancies to period 08, a reduction in the marketing budget (as a result of the App development not taking place in 2019/20) and additional in year income streams at the Ollerton site from children's activities, not budgeted for in 2019/2020.

5.3 Set out in the table below, A4T 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 the original, revised and profiled budgeted income and expenditure up to period 08, set against actual income and expenditure for the same period. Below is the current position of the Company's finances, with narrative to add context to the information.

	Original 2019-2020 budget: income/exp	Full Year revised: 30.11.2019	Profiled budget: 30.11.2019	Actual income and exp: 30.11.2019	Variance to 30.11.2019: profiled budget
Total income	-£3,048,890	-3,105,280	-£2,081,428	-£2,089,618	-£8,190
Staff	£1,987,290	£1,978,790	£1,299,122	£1,276,937	-£22,185
Premises	£425,240	£454,850	£240,146	£204,779	-£35,367
Supplies and services	£711,100	£681,160	£407,579	£272,781	-£134,798
Total expenditure	£3,123,630	£3,114,800	£1,946,846	£1,754,497	-£192,349
Transfer from/to balances A4T	-£74,740	£-9,520	£0.00	£0.00	£0.00
Net balance	£0.00	£0.00	-£134,581	-£335,121	-£200,540

Table 3, Current financial information table 19/20

5.4 Points to note from the financial information table are set out below and focuses on; income and expenditure budgets, variance to profiled budget:

5.4.1 **Income budgets:** There is currently marginal overachievement of income to period 08 of £8K. This is made up of small amounts of increased income, across several income lines e.g. memberships, wetside, pay and play fitness suite and children's income.

5.4.2 **Expenditure budgets:**

- a. **Salary Budgets** - This code currently has a moderate underspend of £22K to period 8. This is mainly due to freelance payments made in arrears across the company and contracted staff being paid a month in arrears for relief hours. This amount includes all associated on-costs and vacancies across the company. It is expected that this budget will be fully committed at year end.
- b. **Premises Budgets** - This code is currently showing an underspend of £35K to period 08. This is largely due to utilities payments being one month behind; these have an estimated combined expenditure of approximately £24K, based on historical usage. The remainder of the variance is in the main due to outstanding invoices, not yet received from the district council, for repairs and maintenance within the leisure centres, for the period of November 2019; this is approximately £11K, based on draft invoices. Once received, this will fully commit the current underspend, showing on this budget.

- c. **Supplies and Services Budgets** - This code currently has a large underspend of £135K over several budget headings. The main areas for the current underspend are; £82K remains currently unpaid for support services provided by the Council, due to queries on the SLA's and invoices. These issues have been raised with the council and a meeting has been scheduled for 20th January 2020, in a bid to sign off the outstanding issues, allowing the invoices to be paid. In addition to the above £82K, there is currently a £11K underspend within the marketing budget, as set out above. This amount will be used to support the deficit identified earlier within the year. There is also a 13k underspend on irrecoverable VAT, which directly correlates to the current underspends. Once these have been paid, the Irrecoverable VAT will be committed. Other equipment costs are committed for 10k and are awaiting invoices being raised.

5.5 **Overall Financial Summary to date:** Active4Today were predicting a shortfall in their 2019/2020 budget of £22K at period 6. Since the last report, there have been small savings made across various codes, resulting in a predicted shortfall at period 8, estimated to be £9.5K at year-end. There has however been a 10k increase to the repairs and maintenance budget at the Newark site, which has been offset, through increases in the facility hire income budget. The reduction in this deficit is supporting the financial sustainability of the Company, which as Council members will be aware, is a key objective for Active4Today and the Council. It is hoped that if the New Year is busy, the deficit identified above, can be reduced further with the target being a zero position, at year-end. The above position is currently based on receiving the second half of the management fee, currently held by the Council, which is approximately £60K.

5.6 As previously reported, in the event there remains a shortfall at the end of the financial year, this could, either be funded from an increased management fee from the council, or from the current A4T reserves and balances.

6.0 **PROPOSED 2020/2021 BUSINESS PLAN and 2020/2021 BUDGET**

6.1 Attached at appendix III is the proposed business plan in the format, which members will be familiar with and which was presented to Members in draft form during November 2019. The outcomes and objectives are linked with the 3 strands of the Company and which have been agreed by the committee:

- Healthy and Active Lifestyles
- Accessible Facilities
- Financial Viability

6.2 There are 10 high-level aims and actions currently proposed for the business plan, which support the council's Community Plan and the council's Physical Activity and Sport Plan 2018 to 2021, which was agreed with the committee during 2018. Further discussions around the specific performance criteria is still to be agreed and meeting is being scheduled during January 2020, between the A4T Board and NSDC Members. This work will

in turn support the changes proposed by the council, regarding the governance of the Company and the identification of the roles and responsibilities of each organisation.

6.3 The business plan also concentrates on the pending development of a new swimming pool at the Dukeries Leisure Centre. The objectives for this area of work concentrates on the development of community swimming, financial sustainability and the expansion of the junior swimming pathway, through a wide an inclusive swimming programme, aimed at engaging the communities of Ollerton and the surrounding villages.

6.4 The Company will support the programme with the 3-year pricing strategy, which was approved by L&E Members in January 2019. This will apply a consistent price across its membership and depending on the member's postcode, would apply a level of discount, which would align itself to the indices of multiple deprivation (IMD) health deprivation and disability, of which there are four within the Sherwood part of the district and two within Newark.

6.5 As reported to Members, the budget for 2020/2021 has been prepared, in line with the business plan attached. The budget for 2020/2021 has been extremely challenging in its preparation, as the expenditure has not been fully met, through income generation. Four areas which have significant affected the Company, are set out below:

6.5.1 **Nottinghamshire County Council Pension Fund – Triennial Actuarial Valuation** – The main purpose of the valuation is to set the employer contributions for the following three years and below is the in-year finance required by A4T for the year 2020/2021:

- Primary rate - the percentage increase of currently 14.5% is increasing to 17.6%
- Secondary rate – the in year payment by A4T is increasing from £33,821 to £135,729

6.5.2 These increases identified above and which were presented to A4T during December 2019, equate to an in-year increase of £144,330.

6.5.3 **Zero Management fee** – Currently the Council under the new governance arrangements are proposing a zero management fee for 2020/2021; As a result, the Company has built in a reduction of £121,220, which will not be reviewed until the year-end has closed, on 31st March 2021.

6.5.4 **Utilities** – During 2019/2020, utilities increased on average by 18%. Due to the nature of the contract, which NSDC and A4T belong to, the percentage increase on utilities for 2020/2021, will not be known until April 2020. As a result, a 7.5% increase has been applied across all sites, which adds an additional £32K to the budget.

6.5.5 **Cost of living increase** - This has added a further £20K to the budget.

6.6 As a result of the above and the additional usual increases in other costs, a further £317,875 has been added to the A4T budget. The Company has worked hard to mitigate this by increasing income over the 2019/2020 financial year, by £105K. However, with the current issues identified, including, standstill memberships, increased costs in expenditure and no swimming provision at Dukeries Leisure Centre, until Q4, the Company is predicting a shortfall in its 2020/2021 budget of £275,120. However, in the event the current management fee of £121,220 continues to be paid, there remains a real deficit in the budget of £154K. A substantial amount of which is the £144K pension increase.

7.0 PROPOSAL

7.1 It is proposed that the current financial position continues to be monitored by A4T very closely and reported to the Council officers on a regular basis, to ensure they are appraised with the financial position of A4T.

7.2 It is proposed that the business plan attached is approved, pending the discussion around the performance criteria, between the A4T Board and the Members of NSDC, during January 2020.

8.0 BUDGET IMPLICATIONS

8.1 There are no direct budgetary implications 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.

9.0 EQUALITY & DIVERSITY IMPLICATIONS

9.1 There are no equality and diversity implications contained within this report. When the Dukeries swimming pool is opened, this will provide greater opportunities for the Ollerton area, including its surrounding villages. This will also be supported by the 3-year pricing strategy, which has been developed to support those residents in identified postcodes, with discounted membership at the leisure centres.

For further information please contact Andy Carolan – Managing Director via email on andy.carolan@active4today.co.uk