



FREEDOM LEISURE ANNUAL REPORT

April 2018 – March 2019

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1. Purpose of the Report

- 1.1 The purpose of this report is to review Freedom Leisure's management of the Spectrum Leisure Complex, Ash Manor Sports Centre and the Lido against the targets and standards set out in the Leisure Partnership Agreement.
- 1.2 The report covers the period from April 2018 to March 2019.
- 1.3 Based on the reported results it is recommended that the Council approve that:
 - 1.3.1 The objectives set out in the Leisure Partnership Agreement ('LPA') are being achieved.
 - 1.3.2 A balanced service is being offered across the facilities meeting community and commercial needs.
 - 1.3.3 The overall performance of the partnership with Freedom Leisure is in line with the Council's objectives.

2. Introduction

- 2.1 Greenwich Leisure Limited (GLL) and the Council entered into the 10 year Leisure Partnership Agreement (LPA) on the 1st November 2011. GLL subcontracted the service to Freedom Leisure which means that Freedom Leisure provides the operational services whilst GLL is available for assistance if required.
- 2.2 Within this Guildford Contract Freedom Leisure directly employs over 500 staff which varies seasonally based on the summer season at the lido. This staffing base is made up of a range of full time, part time and casual employees. We have made a conscious effort over the past 7 years to decrease the number of casual employees and now contract many of the coaches and teachers.
- 2.3 The facilities which Freedom Leisure operates on behalf of the Council comprise of:

Spectrum Leisure Complex: ('Spectrum')

- 32-lane tenpin bowling centre
- Olympic sized ice rink with a capacity for over 2,000 spectators
- 4 swimming pools: a leisure pool, teaching pool, competition pool and a diving pool with 3 boards
- Outdoor athletics track with football pitch
- 78 station gym and spa
- 3 multi-purpose sports halls, including a main arena with 10 badminton courts
- "Rock Box" climbing facility
- A variety of restaurants including a 'Costa proud to serve' cafe and Burrito Loco
- Children's soft play area
- Crèche
- 2 sports related retail outlets
- 2 squash courts

Lido:

- 50 metre swimming pool, paddling pool and 4 acres of surrounding gardens and 3 water slides
- Specialised heavy weights gym

Ash Manor Sports Centre: ('Ash Manor')

- 42 station gym
- 2 multiuse sports halls
- 3G all weather pitch
- A studio

- 2.4 Within these facilities many other businesses, clubs and social groups operate.

3. Achievements

The highlights from this contract year are:

3.1 Spectrum

3.1.1 Guildford Flames - 2018/19 Season Success



The Flames had their first top 5 finish in the Elite league, they made to the finals in the Cup and were the conference Champions. A very successful year for the team.

A number of Flames players achieved their own individual successes by being picked for the Elite League Team of the Year. They also had players top the tables for the highest number of assists for the season and coming second for the highest scoring forward.

The attendance figures for the matches continue to be fantastic drawing 62693 spectators across the season – 10% up on last year which was 15% up on the year before.

3.1.2 Bowl – Gold Standard Award



The Gold certification continued throughout the year and we utilised this to continue to build on the league and competition business.

This certification that we were delighted to be awarded is the highest accreditation possible and the above certificate states *“that all of the equipment, including bowling pins provided for sanctioned leagues and tournaments meet the requirements of the British Tenpin Bowling Association”*.

As a Gold Accredited Centre it enables Spectrum to:

- reaffirm our commitment to current clubs and bowlers that we are a dedicated bowling venue
- advertise on the BTBA website as a Gold Accredited Centre to the wider bowling community to host their tournaments. This accreditation now opens many doors for us to be able to reach beyond our regular customer attraction

3.1.4 Charity of the Year – Jigsaw South East



Jigsaw (South East) bereavement charity is delighted to begin its partnership with Freedom Leisure in Guildford Spectrum.

Jigsaw (South East) supports bereaved children, young people and their families and those affected by having a family member living with a terminal diagnosis.

The charity received 40% of the public vote. It will now receive Active Card points that can be exchanged for a wide variety of leisure activities at the Freedom Leisure operated centre.

3.1.5 Lifeguard Triathlon

Lifeguard teams from across the country entered the IQL UK & CIMPSA Lifeguard Triathlon competition to determine the strongest lifeguarding teams and individuals.



Once again Spectrum lifeguards performed exceptionally well with 9 males and 3 females in the top 20 across the country. This ended with Spectrum getting the silver medal only missing out by 2 points on the top spot.

3.1.6 Events

Spectrum is well known as an events venue. Primarily it attracts sporting events, but also large clothing sales and business events take place too.

The main events in 2018/19 are summarised below:

- 132 days of Arena based events (24 of these were two or three day events). (Up 18 days from last year)
- 29 school sports days (Up 5 events on last year)
- 0 league football matches due to the track resurfacing works
- 33 swimming galas (Up 5 galas on last year which was lower than normal due to pool closure)
- 5 diving competitions (Up 1 on last year)
- Ice Pantomime (6 performances) (Same as previous)
- 101 Ice Hockey matches (Flames, Guildford Phoenix – first season, Ladies and Juniors)
- 5 days of national ice competitions

New events in the year included:

- EFL Futsal Final
- South East Floor and Vault x 2
- National Autistic Society Event
- School Badminton Event x 2
- Amateur Boxing Event x 2
- Masters Table Tennis
- South East Gym ran a new Event
- Action Academy x 2
- Active Surrey Schools Indoor Athletics Finals
- By the Sword Event

Spectrum continues to be a really big hit with the event hirers with demand continuing to grow.

3.2 Ash Manor

3.2.1 Spin Bike Replacement



The original spin bikes had been excellent but they had reached a point in time where it was becoming increasingly more difficult to get parts for them and therefore a replacement set of bikes was purchased. The Spin studio also benefited from a new Air Handling System making the whole studio a far more pleasant place to train.

3.2.2 Quest October 2018

Ash Manor Sports Centre once again achieved Quest – an industry accreditation that demonstrates that Ash is operating to a good level and showing continuous improvement.

3.2.3 Introduction of Family Fitness



Developing the group exercise offering to bring in younger people to exercise with their family has been a success. Ash is a true community venue and this demonstrates how the site team are listening to the wants of their customers.

3.2.4 Changing room and Gym roof repair works.

Both of these areas were leaking. GBC arranged for works to commence to repair these areas and make good the internal damage.

3.3 Lido

3.3.1 Guildford 12

The Guildford 12 is run bi yearly by “Zwim” Events. The challenge is to swim a mile, once an hour, every hour, for 12 hours. The Guildford Lido is very proud to host such an event in aid of raising money for charity. Around 250 swimmers came together to raise money for the charity ‘Just the Job’



GUILDFORD 12

Graeme “Zim Hippo” Schlachter reports from the first running of the Guildford 12

SWIM DETAILS
Name: Guildford 12
Venue: Guildford Lido
Distance: 12 miles
Categories: Solo and teams
Water temp: 18-20 degrees
Celcius
Next event: Spring 2020
 Find out more: zwimevents.com

On Saturday 14 April, Guildford Lido saw the inaugural Guildford 12, a new event involving swimming 12 miles in 12 hours. The format is to swim a mile on the hour, every hour, for 12 hours, which isn't a new idea but is the baby brother of 25swim4Life, that lasts 24 hours. The getting in and out has always been a nemesis to me for this style of event but this year I decided to bite the bullet and give it a try.

In my view, this is a perfect event for any open water swimmer from novice through to elite, subject to a minimum age requirement of 25. Guildford Lido is a beautiful 10-lane 50-metre pool and swimmers are seeded according to speed. If you feel that 12 miles is too much to do on your own, you can do it as a team. Not only will this mean you have less distance to cover, you will also have more time to enjoy the camaraderie and catch up with swimming acquaintances from all around the country.

Like the bi-annual 25swim4Life, the Guildford 12 takes place just before the lido opens to the public for the year. The boilers are on, but the water hasn't reached its full summer temperature and was between 18 and 20 degrees: a nice temperature to push up the distances at the beginning of the season.

The event takes on a festival-like atmosphere with tents pitched in the landscaped gardens around the pool for weary swimmers and supporters to rest their heads and warm up between swims.

Supporters? Yes, supporters! Each swimmer, whether in a team or swimming alone, has to have a buddy to count lengths (believe me, counting to 32 is tricky after you've done a few miles) and also to ensure their welfare. Swimmers don't always look after themselves that well and are not necessarily the best judges of when they've pushed themselves beyond their limits. Your buddy is there to ensure you get dry and changed quickly after each swim, that you eat properly, and prevent you from continuing if you become hypothermic. Luckily, this year the sun shone all day so the latter wasn't a worry for most.

To a large extent, this event is self-policed. There are no start judges, officials or time keepers. Despite that, and with nearly 300 swimmers plus their support crew, the event runs like clockwork. This is a result of the brilliant organisation by Lesley Zimmerman, the event creator, along with the calibre of swimmers this challenge attracts. I do not think you will find a greater depth of swimming knowledge in one place at one time anywhere in the United Kingdom.

There are coaches, event organisers, marathon swimmers and speedy pool swimmers looking for something different. If you've got a question about swimming, you'll probably find someone that can answer it at the Guildford 12. Just one word of warning: swimmers are a pretty unique bunch, some may even say bonkers,

DO NOT BE PUT OFF BY CROCHET AND SEQUINS AND AVOCADO PRINT COSTUMES!

Each swimmer brings their own buddy to count lengths and have a fashion sense to match. Do not be put off by crochet and sequins and avocado print costumes!

As you might imagine, swimming 12 miles in 12 hours is cool water burns through a lot of calories. Most people bring their own supplies but there is a tuck shop if you need extra plus tea and coffee. The lido has hot showers and changing rooms but who needs those? That is what changing robes are for!

If you're looking for a brilliant, swimming-themed 'fun' day out, then this is the place to be - but you'll need to sign up fast when entries open!




How was it for me? In brief, "as well as could be expected" given my swimming experience but recent lack of serious training. I joined the fastest lane where we swam the first eight miles at sub-25-minute pace before slowing down slightly for the final four. The biggest challenge for me was mental. While I've swum much further distances in the past, the constant stopping and starting gave me too many opportunities to consider quitting. I had to have several stern conversations with myself to convince my body to keep moving and deal with the inevitable demons that strike when you're getting bored, tired and cold. On the other hand, we had fantastic weather along with the support of our buddies and all the other swimmers, and that, in the end, was what got me through.

You can find a full account of Graeme's swim, along with reports from his many other swims, at zimhippo.co.uk

3.3.2 Aquathon Events

The Lido continued to host the Aquathon series of swim/run events. These events are organised in partnership with the local Triathlon Club (Phoenix) on Friday evenings during the summer and encourage children and adults, novices and experienced participants, to take part in a friendly and relaxed atmosphere. There were 4 well attended events across the season.



PHOENIX TRI

www.phoenixtri.co.uk

3.3.3 Swimathon

Swimathon this year was a great success. The Lido topped the whole of freedom leisure with participants. We had over 120 swimmers take on the challenge at Guildford Lido and the pool was at 99% occupancy for the weekend.



3.3.4 Birthday celebrations

On the 25th June 2018, the staff and local community came together to celebrate the 85th birthday of the Guildford Lido. The day was a great success and the sun was shining. We had visitors from the borough council, Freedom Leisure and of course the local community. FL put on catering for the occasion along with a special cake which everyone enjoyed. The celebrations continued into the night where we put on a live tribute act for customers to enjoy.



3.3.5 Introduction of Online Bookings.

Trialled at the end of last season but rolled out fully for 2018 was the ability to book your ticket in advance online. This gives customers the opportunity to guarantee their entry rather than it being those that get there earliest getting in on the very hot days.

An additional benefit is this does reduce queue times on entry as the transaction has already happened and it is much quicker just to scan the ticket or mobile phone QR code to allow entry.

Whilst there were a few teething problems right at the beginning of the season these were quickly overcome and it was very well received by the lido customers.

3.4 The Performance Indicators being monitored against are as follows:

3.4.1 Finance

For this contract year there was no surplus payment over the management fee. Operationally as you will see below the contract did very well showing an operational surplus of £194,821, over £40K above our bid expectations. However there was also significant capital investment. In this year alone FL invested £581,656. This is £277,756 more than was budgeted for in the bid. Contract to date FL have invested £805,408 more than bid, which brings the contract to date capital investment to £3.06M.

The detail is provided in the Profit and Loss Account at Appendix 1 and is summarised below:

- Spectrum

	Spectrum			
	2018/19 £	2017/18 £	Variance £	Bid* £
Income	9,922,199	9,473,177	449,022	8,327,393
Expenditure	8,577,909	8,718,232	-140,323	6,834,693
Management Fee and repayments*	1,265,657	1,146,114	+119,543	959,798
Net	78,633	-391,169	469,802	532,902

This variance to the bid budget is due to it being written 8/9 years ago now and it was not index linked in any way.

This year an operational surplus of £78,633 is being shown for Spectrum. This is very positive but unfortunately this does not take into account the capital investment that went into the contract in this financial year which is talked about in more detail further into this report.

- **Spectrum Catering**

This is the first full year of the removal of Wimpy and installation of Burrito Loco. There are many positives from this change but financially you will see that whilst we now take less money we also have lower costs (Burrito Loco pay as a rental whilst historically we took all income but also had all the costs.). The wimpy franchise fee and cost of sale on this product was quite high with the other outlets being more profitable.

Spectrum Catering			
	2018/19 £	2017/18 £	Variance £
Income	1,929,347	2,059,577	-130,230
Expenditure	1,422,300	1,594,691	-172,391
Profit	507,047	464,886	42,161

The other big change for catering this year was the introduction of a disposable cup tax. Following the revelations of the BBC's Blue Planet, FL adopted the approach of incentivising customers and staff to move to reusable cups. A 10p additional cost was added to order with a reusable cup whilst a 30p discount was applied to people bringing their own cup. We also sold re-usable cups, adding a free hot drink at the time of purchase.

This has been very successful with 6317 redemptions of the discount for using reusable cups, 24% of all hot drink sales since it was introduced in September 2018.

- Ash Manor

Ash Manor				
	2018/19 £	2017/18 £	Variance £	Bid £
Income	387,644	358,944	28,700	424,455
Expenditure	338,447	248,993	89,454	364,453
Management Fee	41,924	124,263	-82,339	0
Net Surplus	7,273	-4,312	11,585	60,002

Ash Manor really maximised the potential behind the 3G pitch replacement last year achieving higher occupancy usage than ever before.

Ash Manor's other offerings have also performed well with Health and Fitness showing a small growth throughout the year and indoor bookings continuing with a high level of occupancy. The facility conditions at Ash in the shared areas have been difficult with roof leaks and environmental conditions being poor and we continue to work with the school to try and improve these.

- Lido

Lido				
	2018/19 £	2017/18 £	Variance £	Bid £
Income	722,551	533,283	189,268	307,592
Expenditure	715,525	608,307	107,218	447,524
Management Fee	-101,889	-103,533	+1618	0
Net Surplus	108,915	28,509	80,406	-139,932

The Lido had an exceptional year, the best year we have on record. Obviously the hot weather played its part in this but so did the many years of now marketing the facility and getting general footfall up for both swimmers and family visitors.

3.4.2 Attendance

Attendance				
	2018/19	2017/18	Variance	Bid*
Spectrum	1,761,509	1,524,327	237,182	1,750,102
Ash Manor	84,833	81,160	3,673	96,872
Lido	132,800	82,726	50,074	73,424
Contract	1,979,142	1,688,213	290,929	1,920,399

The total attendance for the Guildford Contract has increased significantly on last year. There are two reasons for this. Last year Spectrum had some closures bringing attendances down during the roof works. Also the Lido this year was exceptionally busy for a long period across the summer.

3.4.3 Average spend per user

Average spend per user		
	2018/19	2017/18
Spectrum	5.63	6.21
Ash Manor	4.57	4.42
Lido	5.44	6.45
Contract	5.57	6.5

This KPI shows how much money our customers spent per visit on activities. As you can see above this has decreased from last year. Last year the attendances at Spectrum were down due to the roof closure however a profit loss payment was made. This has skewed last year figures. The lido is also down on a spend per user basis. As the lido gets busier it sees more families, concession and most of all under 3s. These are cheaper and free tickets respectively bringing down the total spend per head.

3.4.4 Staff cost v income

Staff Cost v Income		
	2018/19	2017/18
Spectrum	42.3%	45%
Ash	44.22%	41%
Lido	35.12%	39%
Contract	42%	44%

Whilst these figures look very good, 2017/18 is not the year to use as a bench mark. The closure at Spectrum meant that there was a profit loss mechanism instigated which therefore skews the figures. The efficiencies works we did through the back end of the year will have started to pull these figures down slightly.

3.4.5 Membership

Memberships		
	2018/19	2017/18
Spectrum	2522	2,712
Ash Manor	612	640
Lido	72	104
Contract	3206	3,456

Health and Fitness membership continues to be a challenging market. Consumer demands continue to change and drive the market. Further Boutique gyms have opened (Tunsgate Quarter being the closest) and these take a small chunk of our members who are after specialist products rather than the more general product we offer.

As well as this there is the continual targeting of health and fitness consumers by the cheap gym offering E.g. Gym Group whilst their product is inferior to ours it does meet the need of certain customer groups.

The Lido's drop whilst possibly related to the above two points is more driven by some maintenance issues in the gym facility. The equipment is specialist for heavy weight lifting clients and is now also starting to age. When equipment fails it is expensive to fix and in this case turned out to be beyond repair. A significant amount of down time meant that members left. *(I am pleased to say that once the kit was back in place early 2019/20 many of these members have returned).*

3.4.6 Local community use

The Active Card was developed to offer sport and leisure benefits to Guildford Borough residents. The data collected from this service is used to determine the best methods of communication with the customer base and to target key times of the day when the facilities have availability.

The green card is a version of the Active card specifically for concessionary groups.

	Number of card holders	
	2018/19	2017/18
Active Card	29,940	25,998
Green Card	4,353 (14.5%)	4,119 (15.8%)

The following is a breakdown of the numbers of members in each concessionary group per site for 2018/19:

Membership Type	Spectrum	Ash Manor	Lido	Overall Total
Disabled	120			120
Income Support	66		1	67
Senior Citizen	3,531	338	137	4,006
Student	132	17		149
Unemployed	11			11
Total	3,860	355	138	4,353

The Get Up and Get Active Day, along with other developmental activities, have ensured that the Leisure Facilities have remained accessible to the whole of the Guildford Community and encourage non users of all backgrounds to come and try us out.

Spectrum and Ash Manor have both maintained the “Inclusive Fitness Initiative” accreditation although have not been able to progress it to the next level of accreditation due to physical facility issues (Too many steps etc). This accreditation indicates to disabled users that the facilities are set up to assist them and that staff are suitably trained to deal with their needs.

3.4.7 Service failures or closures

There were a small number of planned closures throughout the year. The ice rink repaint in June was the most significant of these with the ice being closed for 9 days. The next most frustrating was the closure of the paddling pools at Guildford Lido. It was the busiest year since FL started the contract and unfortunately the plant room filtration could not deal with the demand.

There were also a small number of unplanned closures which are reported to the council officers as and when they happen. These are generally when there is a little mishap in the pool from one of the many young children the facilities.

Overall the number of unplanned closures was very small with disruption kept to a minimum.

3.4.8 Summary of results

These achievements and Performance Indicators demonstrate that it has been a busy year across all three sites in the Guildford Contract.

In such a hot year it is very difficult to see commercial success in a facility like Spectrum as the hot summer in the school holiday periods mean people choose to do outdoor activities. Conversely this sees the Lido thrive with numbers higher than we have ever seen them before.

However we are still pleased with the overall outturn of the contract as a whole.

4 Marketing, Customer Satisfaction and Programming

4.1 Marketing

4.1.1 The Guildford contract has its own dedicated marketing department which looks after the ongoing development of product advertising and facility branding along with driving the corporate promotions, where applicable, through the departments and facilities.

4.1.2 Social Media

The use of social media and other electronic media to advertise the facilities increased significantly over the year.

The number of “sponsored ads” Facebook posts increased and has fast become an integral marketing tool for advertising and communicating to a wider audience and to attract new customers. In turn the number of followers/likes and interaction with our social media increases each time a campaign is run in this style.

	Number of likes/followers: 31 March 2019		Number of likes/followers: 31 March 2018		Variance
Facebook	Spectrum	10,409	Spectrum	8,861	Increase of 2,392 (11.39%) “likes”
	Spectrum Ice	2,141	Spectrum Ice	1,949	
	Spectrum Bowl	149	Spectrum Bowl	119	
	Ash Manor	847	Ash Manor	668	
	Lido (including Workshop Gym & Off Season Swimming)	<u>9,847</u>	Lido (including Workshop Gym & Off Season Swimming)	<u>9,404</u>	
	Total	<u>23,393</u>	Total	<u>21,001</u>	
Twitter	Spectrum	5,296	Spectrum	5,187	Increase of 195 (2.47 %) “followers”
	Spectrum Panto	Not Active	Spectrum Panto	125	
	Ash Manor	267	Ash Manor	260	
	Lido	<u>2,511</u>	Lido	<u>2,307</u>	
	Total	<u>8,074</u>	Total	<u>7,879</u>	

Facebook and Twitter have been the backbone of social media but it is becoming apparent that other avenues are key to ensuring engagement with all sectors of the community. The

team are always looking at the emerging social media channels and working out how to ensure a presence. Instagram use is growing with us 1554 follows so far!

4.1.3 Digital Mail Shots

The continued use of a digital mail shot each month has enabled the facilities to convey information to an increasingly large number of customers in a cost effective and efficient manner. In addition, the online booking system has enabled the cross selling of our activities and services.

Number of online bookers on our mailing lists:

	As at 31.3.19	As at 31.1.18	Variance
Leisure Pool	2,239*	29,227	-26,988
Ice Skating	1,067*	35,560	-34,493
Bowling	1,029*	7,846	-6,817

*The new General Data Protection Regulations (GDPR) has simply meant our databases have been depleted. An email went out to the databases explaining the need to opt in but this was at a time when all companies were sending out such requests and the response as you can see from the above figures was very poor. These databases have started to rebuild as people realise they do want to engage with us but it has been a damaging process.

By the end of the 2018/19 financial year the average number of people contacted in this way each month was 26,319 (74,295 in 2017/18).

4.2 Customer Satisfaction

A summary of the results of our comprehensive Customer Research and Insight Programme for this reporting year are set out below.

4.2.1 Customer Satisfaction Surveys (CSS)

The CSS satisfaction survey was conducted monthly by each centre or department.

Department	Customer Satisfaction Rating Average % for 2018/19	Customer Satisfaction Rating Average % for 2017/18
Activities:		
Bowl	83	79
Sports and Children's Activities (formerly called Dry Sports)	91	88
Gym and classes	90	82
Ice	82	80
Pools	73	73
Activities Average - overall	83	80
Catering – overall	74	70
Spectrum – overall	81	79
Ash Manor	94	87
Lido	90	84

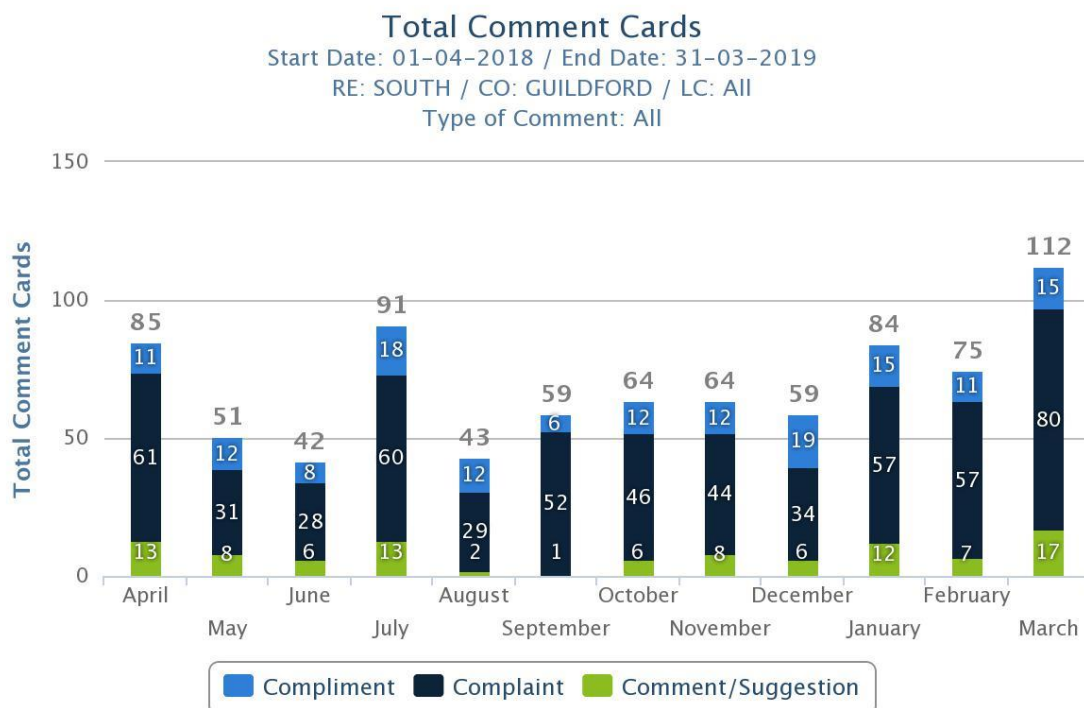
A slight improvement is seen across all facilities. Following last year's slight dip there has been a focus on gathering information and actively trying to improve the customer experience through staff engagement.

4.2.2 Feedback Focus

The continued use of Feedback Focus, a Leisure-net Solutions Ltd system, has enabled the gathering of more balanced qualitative feedback from customers. It has also helped with the recording, response tracking and overall management and analysis of customer feedback for each centre and department.

All compliments, complaints and comments/suggestions received are recorded on the system. Monthly reports are then produced and these have helped Freedom Leisure to remain proactive in responding to customers' aspirations and concerns.

➤ Breakdown of total comments received



Number and type of comments	2018/19	2017/18	Variance
Compliment	151	196	-45
Complaint	579	711	-132
Comment/suggestion	99	184	-85
Total	829	1,091	-262

Overall there has been a significant reduction in customer feedback coming through this mechanism. The team are being tasked with soliciting more information than ever through surveys which is possibly meaning people do not need to complete comment forms as readily?

➤ Complaints

	2018/19	2017/18	Variance
General swimming	118	173	-55
Swimming lessons	212	140	+72
Catering	44	87	-43
Ice skating	45	84	-39
Fitness classes	37	50	-13
Reception/customer services	19	46	-27
Maintenance	27	23	+4
Indoor activities	9	22	-13
Pools	16	19	-3
Indoor	4	11	-7
Tenpin bowling	9	11	-2
Gym	11	9	+2
IT	6	8	-2
Other	3	7	-4
Marketing	14	6	+8
Fitness	0	5	-5
Outdoor activities	1	5	-4
Sales	1	5	-4
	579	711	-132

The switch between Swimming Lessons and General Swimming is due to the way we record the complaints. In many cases the person complaining will mention more than one issue and then the person recording it chooses where to allocate it. Upon investigation there has been switch to defaulting to swimming lessons just at a mention of them.

The pools department does attract the most complaints overall which is very normal for the industry especially in a busy pool environment. Achieving customer expectations consistently is our aim but unfortunately on a busy day where the pools may see over 2500 visitors this is not always possible.

Swimming lesson complaints are often more about changing room congestion and therefore not linked to the programme itself but more the design of the changing room spaces, as the programme has grown this has become more of a problem. We have tried to address this by staggering start times and steering customers to other changing areas (competition pool changing rooms for older children). Also speed of progression is a regular concern and we continue to try and improve engagement between teacher and parent to give the parents confidence in the teaching standards being offered.

Cleanliness is always an area of concern and raised more often than we would like as an issue. This remains a focus for us and we continue to allocate cleaning resources to co-inside with our busiest times.

4.2.3 Net Promoter Score (NPS)

Freedom Leisure has continued to use the NPS system as an additional way to calibrate customer satisfaction as the results can be benchmarked both internally and against other leisure providers.

Twice a year a percentage of the facilities' users are emailed and asked to rate how likely they are to recommend the facilities to other people. All three sites conduct the survey at the same time.

	NPS 18/19		NPS 17/18	
	March-19	May/June-18	Nov-17	May-17
Spectrum	10	9	6	0
Ash Manor	51	53	42	3
Lido	100	100	43	40
National average	27	27	32	30

The results for the Lido in March only encompass the off season customers and response rate was very low skewing the figures somewhat. A more accurate perception is taken from the survey done at the end of the summer that also then encompasses the season ticket holders. The feedback received for all sites has been used to make relevant improvements.

Spectrum Scores consistently lower due to the number of surveys and type of customer targeted. Spectrums survey number is significantly higher and everyone else just goes out to members whilst Spectrum incorporates all active card holders. Whilst this skews the figures it does give us some useful feedback from our overall customer base.

4.2.4 Customer Forums

During the year the following groups provided extremely useful feedback and suggestions on possible future improvements to the facilities:

- Spectrum: Bowl League
- Spectrum: Dawn Dippers
- Spectrum: Gym and Group Exercise

- Spectrum: Ice Users
- Spectrum: Primetime 50+
- Ash Manor: Gym and Group Exercise
- Lido: Friends of Guildford Lido (Always a very supportive group who have aided the Lido with car parking improvement and communication support to mentioned just a few)

4.2.5 Customer Surveys

The following survey was conducted during 2018/19:

- Swim School
- Pool Hirers
- School Pool Hirers
- Aquatics Events
- Learn to skate
- Gym and Spa
- Crèche
- Regular Bookings, Clubs and Events

4.2.6 Customer Service Indicator Questionnaire (benchmarking)

- Spectrum: Pools
- Spectrum: Bowl
- Ash Manor

4.3 Programming

4.3.1 Ice Skating Courses

	Number on programme 2018/19	Number on programme 2017/18	Variance
Apr	707	677	+30
May	715	667	+48
Jun	736	653	+83
July	706	631	+75
Aug	732	658	+74

Sep	768	724	+44
Oct	923	776	+147
Nov	938	757	+181
Dec	994	759	+235
Jan	989	910	+79
Feb	1053	996	+57
Mar	1015	1,015	0
Total	10276	9,223	+1053

A growth of over one thousand lessons have been delivered this year and an expectation based on demand to grow this further in the future. Sunday ice lesson options have been proposed to aid this in Sept 2019.

4.3.2 Swim School

	March 2019	March 2018	Variance
Courses:			
Adult and Child	248	264	-16
Junior	1843	1,712	131
Adults	98	102	-4
Total for courses	2189	2,078	111
One to one lessons	295	351	-56
Schools	774	802	-28
Overall total	3258	3,231	27

The Swim School continued to achieve net growth during 2018/19 and is a major focus for next year. There is clearly a community demand for us to provide more lessons as we currently struggle to place many of our enquiries due to the occupancy levels currently being so high.

4.3.3 Dry Courses (excluding Ice)

Course	Term	2018/19	2017/18	Variance
Dry (excluding Ice)	Summer Term (Apr-Jul)	£20,816	£19,769	+£1,047
	Autumn Term (Sep-Dec)	£17,884	£26,337	-£8,453
	Spring Term (Jan-Mar)	£14,753	£16,420	-£1,667
Year total		£53,453	£62,526	-£9,732

Synergy Dance courses who historically provide lessons for us have now become a hirer. We take a profit share rather than all the income but also all the cost and risk. This is why the income above has reduced.

4.3.4 Holiday Courses

	2018/19 £	2017/18 £	Variance £
Easter	£18,364	22,291	-£3927
May Half-Term	£8,589	10,843	-£2254
Summer	£63,820	50,098	+£13,722
October Half-Term	£9,651	8,517	+£1,134
Christmas	£4,218	3,995	+£223
February Half-Term	£14,431	13,376	+£1055
Total	£119,073	£109,120	+£9,953

Activate day camps are now bookable all year round (Not just prior to the activity camp) so the figures on a holiday period will vary but the outcome of increased in profit will still be the same

4.3.5 Group Fitness Classes

The group exercise programme's continued development was a key priority in 2018/19 and achieved an average target occupancy across the programme of 86%. Spectrum experienced a difficult period over the summer of 2018 with no Studio Coordinator in post, which resulted in few amendments to the programme for the September term. A new Studio Co-ordinator filled this post from January 2019 and prioritised programming and ensuring the programme was fresh and up to date as well as meeting customer demand and maintaining competitiveness. This programme launched on the 29th April 2019.

In 2018 and in response to customer demand and increased availability in the Club Room, we scheduled more sessions for Pilates, Body Balance and Yoga which supported our mental health awareness objectives to provide a better provision for

mindfulness classes and to ensure customer demand for this type of session was met.

Spectrum trialled several group exercise events, including a Christmas dance extravaganza which had 100% occupancy and generated excellent customer feedback. Included into the group fitness events schedule was softer launches for the Les Mills new releases and a mindfulness event.

The management of the classes and timetable continued to be strong throughout 2018/19 through the use of the 'traffic light system' tool.

A key focus remained engaging with junior users via group fitness and the attendance for junior cycling, street dance and yoga remained strong throughout 2018/19.

The Gym continued to develop the Fast Class programme, by refreshing the programme in January 2019, to add more classes and more variety to the small group, gym based offering. The average attendance of these sessions averaged 90% throughout the year. The Fast Class programme also enabled the Fitness Instructors an opportunity to develop key skills and gain more insight into the wider group fitness programme which aided cross selling.

The continued development of the Live Well class programme to support those on or post referral was key in 2018/19. The partnerships developed with Falls Prevention officers with the Guildford and Waverley CCG and Active Surrey led to the introduction of an OTAGO programme. Spectrum also developed the aqua wellness sessions due to customer demand. Attendance will continued to be monitored and the programme reviewed to provide a wider provision in 2019/20.

4.3.6 Crèche

Spectrum's Crèche and Activate Scheme achieved Ofsted accreditation with a rating of 'good'. The Crèche also achieved re-accreditation for the Surrey County Council Early Years Quality Improvement Award.

A total of 1,713 children were looked after in 2018/19 (1447 in 2017/18 = +266), the availability of the service is important in enabling more people to access the gym and exercise facilities.

4.3.7 Parties

Parties continue to be a really successful part of the business and have continued to grow in number – see below

	2018/19	2017/18	Variance
Bowling	242	234	+8
Dance	74	47	+27
Flair Gymnastics	8	16	-8
Football	40	42	-2
Ice Skating	325	312	+13
Pitslot	93	95	-2
Rock Box	222	195	+27
Soft Play	46	64	-18
Teaching Pool	47	55	-8
Whizz Fit	40	51	-11
Leisure Pool	98	82	+16
Total	1137	1,111	+26

Whilst the increase is positive it only takes us back to the level we achieved the previous year to the closure for roof works. It is positive that we have managed to recover so quickly.

5 Community / Sports Development

- 5.1 Work has continued with Guildford's Sport Development Officer to offer a coordinated sports development plan that meets the needs of the local community. Progress has been made with the facilities being more available than ever to serve the needs of the Council's focus groups.

The Second and last 'Get Up, Get Active' day commenced in 2018. The event created to give the local population the opportunity to try new sports and have very cheap access to the facilities for the day was successful with high attendance. However we have decided that this is not a good use of the £10K grant from GBC to run this event. We know that the majority of the visitors for the day are already using the facilities and just making the most out of the cheaper access on the day and therefore whilst it is a really "feel good" day we are not really bringing in many non-users. We shall continue to look at other ways of attracting non users to the facilities.

- 5.2 The ELITE scheme continued to operate throughout the year as a way to offer direct support to those identified as up and coming stars. In addition, Freedom Leisure continued to support the Sports Foundation programme run by GLL which offers a range of grants and training for regional sports stars. During this financial year 31 potential sports stars were able to use the Guildford facilities free of charge in order to help them attain their targets (25 people in 2017/18).

- 5.3 Work is progressing to maximise the benefits available through sport and community development. Further work to bring the key partners into the planning stages with the Council and Freedom Leisure will help to develop this further.

6 Human Resources

6.1 Throughout the year efficiency reviews were conducted on each department and centre and some improvements were made. There was not a need for any redundancies, through managing our vacancies and moving people to more effective roles the overall payroll costs have been reduced. This was towards the end of the financial year and moving into next year these changes will continue to be reviewed to ensure there are not any negative impacts on the business.

6.2 The contract's sickness rate has reduced from 668 days in 2017/18 to 466 days in 2018/19. The change made to our internal management of sickness are paying dividends to the sickness levels.

6.3 Income Performance Payment (IPP)

IPP is only payable on achieving the bid figures which was not achieved this year and thus no payment was made.

7 Asset Management

7.1 The 10 Year Plan (Appendix 2) sets out the longer term asset management plan. It generally relates to the maintenance and replacement of plant room equipment or service facilities and does not cover new developments.

7.2 Large investments (Appendix 1)

Lido:

- Lido Filter Refurbishment £42,699

Spectrum

- Dive platform and flumes: structural replacements £195,987
- Lift Replacement X 2 £147,384
- Athletics Track £168,280
- Pool Ductwork £27,305

7.3 The large investments detailed in 7.2, together with the standard maintenance and equipment replacement costs for the contract (including catering), came to a total of £1,547,114 for 2018/19 and the breakdown is provided below.

	2018/19 £	2017/18 £
Capital Investments and Improvements	581,656	198,385
Building and Plant Maintenance	736,435	756,410
Equipment Maintenance and Replacements	229,023	295,869
Total	1,547,114	1,250,664

We continue to work closely with both GLL and the client team at GBC to keep the Lifecycle maintenance planner as effective as possible. This document details all major plant equipment and from service records we try to estimate when it may need major work or replacement. This helps build budgets in future years and tries to identify any potential problems that we may encounter.

8 Health and Safety

8.1 Health and Safety is the primary consideration for Freedom Leisure and so there are a number of checks and balances in place to ensure that the Health and Safety of the facilities continues to improve. These include the following internal and external audits within the Guildford facilities:

- Area Manager audit
- GBC Officers audit the service and facilities throughout the year.
- QLM audit. Quality Leisure Management is influential within the leisure industry and in the detail behind the Government's document regarding the Health and Safety in Swimming Pools.
- Surrey County Council Inspection of the chaperone arrangements for the children taking part in the 'Snow White' Pantomime.

These audits provide the Freedom Leisure's senior management team with a steer on how the site is performing and whether any extra assistance is required. Any weaknesses that are identified are added to the site Safety Action Plan with realistic deadlines set.

The Pantomime report was outstanding and concluded, 'The chaperones have an excellent rapport with the children and are very well organised and communicate well so that everyone knows what is happening. An extremely excellent organised event with no concerns or recommendations to make'

8.2 Freedom Leisure use an electronic accident reporting system called STITCH, this is adopted by the majority of the leisure industry allowing some good bench marking across the sector.

On STITCH in this contract year 710 accidents were recorded for the Guildford Contract compared with 833 in the previous year. This is 123 less than last year, and also less than Freedom Leisure's and the industry target of 1 accident per 1,000 visits.

The majority of the accidents occur on the ice rink and are unavoidable due to the nature of the sport/activity.

In 2018/19 there were 2 RIDDOR reportable accidents (and 2 in the previous year).

8.3 2018/19 was one of the more intense years for H&S scrutiny following one of the RIDDORs and the situation where the paddling pool water quality started to fail due to insufficient plant. To address this moving forward some additional senior resource has been recruited. A Senior H&S manager post has been created to offer support to

Guildford specifically due to its uniqueness within the company as well support other parts of the company as required. This individual is based at Spectrum.

9 Environmental improvements and future plans

9.1 Freedom Leisure aims to reduce utility consumption by 5% each year and this remained a priority throughout the year even though the results for 2018/19 were mixed.

9.2 Below gives information on the performance at each site:

- Spectrum:
 - Electricity at Spectrum is over 30% down on the previous year. This drop is linked to the CHP installation meaning we are generating our own electricity reducing the amount we required from the National Grid considerably.
 - Gas is however significantly up as it is a Gas engine that is generating the above Electricity. 72% increase. Whilst this increase appears very high the differential pricing means this is a significantly cheaper way of generating electricity. Overall the financial savings seen on last year are £72K.

- Ash Manor:
 - Electricity at Ash is slightly down on the previous year, 4%
 - Gas is up on the previous year by 18%

Ash Manor utilities are very difficult to manage as a large proportion comes from a % recharge from the school. So if they use more, then our usage will appear higher. Freedom with the Officers from GBC continue to try and support the school to introduce some energy efficiencies measures as currently the bills are far higher than any other of Freedoms similarly sized sites. The directly controlled Electricity is showing a 1.2% saving on previous years due to the team's ongoing drive to be more efficient.

- Lido:
 - Electricity consumption for this year was 12K KWH up on the previous year (4%) this is to be expected following the very hot summer as the pool plant was being used to its maximum capacity for longer than normal.
 - Gas consumption was down on last year by 7.2%. Again the hot weather negated the need to have the boilers on heating the water.

9.3 In this contract year the following measures have been introduced to reduce both environmental impact and utility costs:

- Low use areas: further rollout of automatic lighting controls and sensors to ensure that these areas are only switched on when required.
- High use areas: installation of energy efficient light fittings across the contract.
- Replacement of the diving and competition pool lights with more efficient lights.
- Replacement of the CAS hall and Squash court lights with more efficient lights.

9.4 In the next contract year the following schemes are planned to be introduced:

- New Boilers for the Lido – there are 6 in total and 3 have already been replaced and are the lead boilers with the older 3 only being used occasionally. There may be a case to replace the other 3 with more efficient boilers to take the lead role.

9.5 Areas that are being investigated to see if they are financially viable and in line with contractual commitments are:

- Replacement of lighting in the leisure pool having done the competition and diving pools last year
- Lido – pool covers – continues to be investigated but is very complicated due to the unknown nature of the British Weather.

9.6 The staffing teams have played a key role in minimising utility usage. Freedom Leisure has continued to run Environment Awareness workshops and are instigating other ways of encouraging and sharing best practice, and promoting further efficiencies through housekeeping.

10 Future Development Plans

10.1 Freedom Leisure has started the bid to secure an extension to the current contract and will be submitting this to GBC for consideration in 2019.

10.2 The most significant projects for the 2019/20 will be:

- Lido Paddling Pool dosing and filtration works
- Completion of the athletics track resurface started in 2018
- Admin car park surface replacement
- Floor replacement (Arenas, CAS, Ice (remaining))
- Smoke Vent replacement
- Ice Plant additional chiller and major overhaul of the existing chiller
- AHU ductwork works
- And hopefully, some exciting family entertainment developments too

10.3 As well as the above there are many items identified as possibly needed replacement or significant repair works in this year and these will be done as required.

----- **END OF REPORT** -----

MONITORING TEMPLATE
PROJECTED OUTTURN

MARCH 2019

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	VARIANCE ACTUAL TO FULL YEAR BID	VARIANCE ACTUAL TO FULL YEAR LAST YEAR
	£	£	£	£	%	%
SPECTRUM CATERING ADJUSTED						
Income						
Administration	130,245	19,402	18,466	130,245	15%	105%
Marketing	162,034	10,065	7,697	162,034	6%	131%
Pools	2,377,334	3,244,563	2,882,054	2,377,334	136%	113%
Bowl	1,090,299	1,081,014	1,046,954	1,090,299	99%	103%
Ice Rink	2,478,507	2,294,804	2,289,005	2,478,507	93%	100%
Arena	817,685	302,359	274,687	817,685	37%	110%
Energy Level	713,910	1,052,894	1,112,382	713,910	147%	95%
Athletics	37,421	24,082	53,299	37,421	64%	45%
Catering & Shops	478,592	117,924	86,766	478,592	25%	136%
Other	41,366	1,775,092	1,701,867	41,366	4291%	104%
TOTAL INCOME	8,327,393	9,922,199	9,473,177	8,327,393	119%	105%
Expenditure						
Employees						
Salaries	1,964,866	2,339,547	2,023,421	1,964,866	119%	116%
Wages	858,636	961,693	1,271,000	858,636	112%	76%
Self Employed Instructors	644,235	521,230	602,641	644,235	81%	86%
NI & Pension	380,899	319,889	316,768	380,899	84%	101%
Training	18,000	37,187	29,780	18,000	207%	125%
Other Employee Expenses	16,164	19,023	28,659	16,164	118%	66%
Premises Related Expenses						
Building & Plant Maintenance	529,515	736,435	661,508	529,515	139%	111%
Plant Replacement	268,900	268,900	268,900	268,900	100%	100%
General Rates	114,264	131,700	133,968	114,264	115%	98%
Electricity	416,613	335,779	568,985	416,613	81%	59%
Gas	179,664	264,999	153,803	179,664	147%	172%
Water	70,477	131,880	98,632	70,477	187%	134%
Cleaning	92,579	106,403	108,900	92,579	115%	98%
Insurance	60,000	76,667	74,500	60,000	128%	103%
Other Premises Expenses	0	0	0	0	0%	#DIV/0!
Transport Related Expenses						
Travel & subsistence	15,568	2,502	1,237	15,568	16%	202%
Supplies and Services						
Marketing	176,889	72,030	74,219	176,889	41%	97%
Licences & Fees	35,209	31,528	31,012	35,209	90%	102%
ICT	49,377	67,247	62,288	49,377	136%	108%
Equipment maintenance	46,553	36,511	44,310	46,553	78%	82%
Equipment replacement	157,423	181,836	214,258	157,423	116%	85%
Events	52,682	560,852	512,310	52,682	1065%	109%
Admin & postage	30,408	18,250	26,561	30,408	60%	69%
Bank charges	54,793	99,765	104,033	54,793	182%	96%
Catering & resale	15,211	73,711	109,941	15,211	485%	67%
Other supplies & services	495,770	721,532	746,184	495,770	146%	97%
Central Support Services	416,370	460,813	450,415	416,370	111%	102%
TOTAL EXPENDITURE	7,161,065	8,577,909	8,718,232	7,161,065	120%	98%
Management Fee	1,018,886	1,265,657	1,146,114	1,018,886		
NET PROFIT	147,443	78,633	(391,169)	147,443		

MONITORING TEMPLATE
PROJECTED OUTTURN

MARCH 2019

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	CURRENT YEAR FULL YEAR PROJECTED	VARIANCE PROJECTED TO BID	VARIANCE PROJECTED TO LAST YEAR
	£	£	£	£	£	%	%
LIDO							
Income							
Swimming - Casual	209,734	525,006	326,030	209,734	525,006	250%	161%
Swimming - Memberships	18,163	35,883	33,257	18,163	35,883	198%	108%
Fitness - Casual	7,087	4,104	4,478	7,087	4,104	58%	92%
Fitness - Memberships	46,582	32,309	42,088	46,582	32,309	69%	77%
Catering & Vending	9,123	47,076	43,765	9,123	47,076	516%	108%
Goods For Resale	0	7,698	6,521	0	7,698	0%	118%
Car Parking	0	37,178	45,144	0	37,178	0%	82%
Other Income	16,904	33,297	32,000	16,904	33,297	197%	104%
TOTAL INCOME	307,593	722,551	533,283	307,593	722,551	235%	135%
Expenditure							
Employees							
Salaries	117,738	105,760	96,167	117,738	105,760	90%	110%
Wages	69,873	105,174	92,012	69,873	105,174	151%	114%
Self Employed Instructors	0	29,927	9,165	0	29,927	0%	327%
NI & Pension	22,515	11,068	9,021	22,515	11,068	49%	123%
Training	2,000	1,400	1,425	2,000	1,400	70%	98%
Other Employee Expenses	874	410	3,495	874	410	47%	12%
Premises Related Expenses							
Building & Plant Maintenance	48,303	103,510	69,846	48,303	103,510	214%	148%
Plant Replacement	30,000	30,000	30,000	30,000	30,000	100%	100%
General Rates	5,862	11,736	9,984	5,862	11,736	200%	118%
Electricity	12,846	30,072	32,998	12,846	30,072	234%	91%
Gas	21,134	24,008	25,952	21,134	24,008	114%	93%
Water	22,957	69,995	53,769	22,957	69,995	305%	130%
Cleaning	9,122	18,070	22,119	9,122	18,070	198%	82%
Insurance	5,000	5,556	(2,500)	5,000	5,556	111%	-222%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	273	0	60	273	0	0%	0%
Supplies and Services							
Marketing	5,058	8,910	10,060	5,058	8,910	176%	89%
Licences & Fees	3,230	4,404	2,474	3,230	4,404	136%	178%
ICT	4,020	3,481	4,627	4,020	3,481	87%	75%
Equipment maintenance	4,603	1,029	1,384	4,603	1,029	22%	74%
Equipment replacement	6,000	10,105	9,340	6,000	10,105	168%	108%
Events	5,973	8,873	17,265	5,973	8,873	149%	51%
Admin & postage	1,174	1,378	1,076	1,174	1,378	117%	128%
Bank charges	826	3,856	4,023	826	3,856	467%	96%
Catering & resale	7,475	30,494	24,907	7,475	30,494	408%	122%
Other supplies & services	40,670	60,247	52,974	40,670	60,247	148%	114%
Central Support Services							
Central Support Services	15,380	36,062	26,664	15,380	36,062	234%	135%
TOTAL EXPENDITURE	462,906	715,525	608,307	462,906	715,525	155%	118%
Management Fee	(162,134)	(101,889)	(103,533)	(162,134)	(101,889)		
NET PROFIT	6,822	108,915	28,509	6,822	108,915		

MONITORING TEMPLATE
PROJECTED OUTTURN

MARCH 2019

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	CURRENT YEAR FULL YEAR PROJECTED	VARIANCE PROJECTED TO BID	VARIANCE PROJECTED TO LAST YEAR
	£	£	£	£	£	%	%
ASH							
Income							
Gym Casual	29,553	22,900	14,358	29,553	22,900	77%	159%
Gym Classes	25,543	11,443	10,546	25,543	11,443	45%	109%
Gym Memberships	169,753	210,457	208,309	169,753	210,457	124%	101%
Sport Hall Casual	37,127	8,105	8,028	37,127	8,105	22%	101%
Sport Hall Courses	7,704	825	0	7,704	825	11%	#DIV/0!
Sport Hall Childrens Activities	4,066	3,966	3,548	4,066	3,966	98%	112%
Sport Hall Bookings	5,811	36,492	33,096	5,811	36,492	628%	110%
Outdoor Casual	117,474	33,079	17,330	117,474	33,079	28%	191%
Outdoor Bookings	0	51,038	56,409	0	51,038	0%	90%
Catering & Vending	24,493	6,849	5,066	24,493	6,849	28%	135%
Other Income	2,930	2,490	85,254	2,930	2,490	85%	3%
TOTAL INCOME	424,454	387,644	441,944	424,454	387,644	91%	0%
Expenditure							
Employees							
Salaries	119,195	98,889	79,720	119,195	98,889	83%	124%
Wages	45,138	57,989	59,236	45,138	57,989	128%	98%
Self Employed Instructors	1,500	4,164	322	1,500	4,164	278%	1293%
NI & Pension	18,104	8,455	6,642	18,104	8,455	47%	127%
Training	2,000	1,416	1,723	2,000	1,416	71%	82%
Other Employee Expenses	350	494	451	350	494	141%	110%
Premises Related Expenses							
Building & Plant Maintenance	32,254	26,334	25,056	32,254	26,334	82%	105%
Plant Replacement	5,000	5,000	5,000	5,000	5,000	100%	100%
General Rates	8,000	11,832	11,496	8,000	11,832	148%	103%
Electricity	20,742	19,407	21,314	20,742	19,407	94%	91%
Gas	9,269	15,855	13,435	9,269	15,855	171%	118%
Water	7,933	2,735	2,987	7,933	2,735	34%	92%
Cleaning	3,023	12,484	10,951	3,023	12,484	413%	114%
Insurance	5,290	3,804	3,804	5,290	3,804	72%	100%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	223	324	247	223	324	145%	131%
Supplies and Services							
Marketing	5,499	6,216	9,924	5,499	6,216	113%	63%
Licences & Fees	5,055	4,453	5,648	5,055	4,453	88%	79%
ICT	7,889	3,426	3,994	7,889	3,426	43%	86%
Equipment maintenance	1,000	555	4,190	1,000	555	56%	13%
Equipment replacement	24,280	8,015	5,887	24,280	8,015	33%	136%
Events	1,127	19	24	1,127	19	2%	79%
Admin & postage	1,320	1,237	824	1,320	1,237	94%	150%
Bank charges	1,280	2,585	2,472	1,280	2,585	202%	105%
Catering & resale	12,006	3,713	3,112	12,006	3,713	31%	119%
Other supplies & services	26,974	19,664	21,437	26,974	19,664	73%	92%
Central Support Services	21,223	19,382	22,097	21,223	19,382	91%	88%
TOTAL EXPENDITURE	385,674	338,447	321,993	385,674	338,447	88%	105%
Management Fee	39,485	41,924	124,263	39,485	41,924		
NET PROFIT	(705)	7,273	(4,312)	(705)	7,273		

Spectrum Catering Profit and Loss Report

Freedom Code	MARCH 2019	YTD Actual
	TOTAL INCOME	1,929,347
	TOTAL EXPENDITURE	1,422,300
	Stock	740,774
	Consumables	53,827
	Equipment & Maintenance	10,676
	Staff	457,262
	Utilities	30,000
	Insurance	14,000
	Bank charges	19,293
	Overhead recovery	96,467
	TOTAL CATERING PROFIT/LOSS	507,047
CAFE		
	Income	987,779
	Expenditure	607,475
	TOTAL CAFE	380,304
BAR		
	Income	135,874
	Expenditure	68,046
	TOTAL BAR	67,828
WIMPY		
	Income	127,231
	Expenditure	119,287
	TOTAL WIMPY	7,944
BOWL EATERY		
	Income	377,462
	Expenditure	272,740
	TOTAL BOWL EATERY	104,722
HARVEYS		
	Income	45,683
	Expenditure	20,657
	TOTAL HARVEYS	25,026
SATELLITES AND HOSPITALITIES		
	Income	118,660
	Expenditure	61,025
	TOTAL SATELLITES AND HOSPITALITIES	57,635
VENDING		
	Income	136,658
	Expenditure	37,245
	TOTAL VENDING	99,413
EQUIPMENT AND MANAGEMENT COSTS		
	Expenditure	235,824
	TOTAL EQUIPMENT AND MANAGEMENT COSTS	235,824

**CAPITAL EXPENDITURE REPORT
YEAR ENDING 31.03.19**

CONTRACT TO DATE OPENING BALANCE OVERSPEND £ 527,652

CHARGE TO P&L

Spectrum		£ 268,900
Lido		£ 30,000
Ash Manor		£ 5,000
Total		£ 303,900

EXPENDITURE

Taziker Industrial Ltd	Dive Platform & Flumes Structural Replacement	Guildford Spectrum	£ 176,389
Kone plc	Lift Replacement Project - Part Two	Guildford Spectrum	£ 96,030
Kone	Lift	Guildford Spectrum	£ 51,354
Smith Construction	Athletics Track	Guildford Spectrum	£ 96,177
Airtek	Pool Ductwork	Guildford Spectrum	£ 27,305
Smith Construction	Athletics Track	Guildford Spectrum	£ 63,252
Smith Construction	Athletics Track	Guildford Spectrum	£ 8,851
Taziker Industrial Ltd	Dive Platform & Flumes Structural Replacement	Guildford Spectrum	£ 19,599
Sterling Hydrotech	Pool Filters	Lido	£ 42,699

TOTAL EXPENDITURE £ 581,656

OVERSPEND BALANCE CARRIED FORWARD TO 2019/20 £ 805,408

**MONITORING TEMPLATE
CONTRACT SURPLUS**

Contract Year	Bid Operating Surplus / Deficit	Actual Operating Surplus Deficit	Variance	Payment Made To Council	Bid Capital Expenditure	Actual Capital Expenditure	Variance	Total Bid Operating Surplus / Deficit	Total Actual Operating Surplus Deficit	Variance	Surplus Payment Made To Council
2011-2012	(334,308)	(273,425)	60,883	60,883	126,625	126,625	0	(334,308)	(273,425)	60,883	60,883
2012-2013	(355,448)	(344,348)	11,100	11,100	303,900	282,020	(21,880)	(355,448)	(322,468)	32,980	11,100
2013-2014	(249,657)	(308,729)	(59,072)	0	303,900	840,165	536,265	(249,657)	(844,994)	(595,337)	0
2014-2015	(159,816)	(467,517)	(307,701)	0	303,900	405,879	101,979	(159,816)	(569,496)	(409,680)	0
2015-2016	(69,237)	(371,972)	(302,735)	0	303,900	466,654	162,754	(69,237)	(534,726)	(465,489)	0
2016-2017	22,086	(351,412)	(373,498)	0	303,900	157,950	(145,950)	22,086	(205,462)	(227,548)	0
2017-2018	60,711	(366,972)	(427,683)	0	303,900	198,384	(105,516)	60,711	(261,456)	(322,167)	0
2018-2019	153,560	194,821	41,261	0	303,900	581,656	277,756	153,560	(82,935)	(236,495)	0
Contract To Date			(1,357,445)	71,983			805,408	(932,109)	(3,094,962)	(2,162,853)	71,983

FREEDOM LEISURE ANNUAL REPORT - APPENDIX 2 - 10 YEAR PLAN SUMMARY SHEET

Centre	Lifecycle Maintenance											TOTAL
	2018	Actuals	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Ash Manor	£39,500	£19,454	£204,313	£9,500	£20,500	£19,500	£19,500	£14,500	£12,500	£9,500	£224,500	£ 593,267
Lido	£153,500	£81,083	£108,500	£29,500	£76,000	£188,500	£45,500	£41,500	£38,500	£63,000	£27,000	£ 852,583
Guildford Spectrum	£2,027,500	£680,158	£1,146,552	£634,000	£809,500	£579,000	£555,000	£462,000	£375,500	£383,000	£365,500	£ 8,017,710
FREEDOM TOTAL	£ 2,220,500	£780,695	£ 1,459,365	£ 673,000	£ 906,000	£ 787,000	£ 620,000	£ 518,000	£ 426,500	£ 455,500	£ 617,000	£ 9,463,560

Key	: In Progress / Order Raised / Completed / To Happen
	Task Not Identified
	Brought Forward
	Deferred to Later Year