



FREEDOM LEISURE ANNUAL REPORT

April 1st 2019 – March 31st 2020

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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 1st 2019 to March 31st 2020
- 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 employ 211 contracted staff and a further 329 casual and coaching staff.
- 2.3 The facilities which Freedom Leisure operates on behalf of the Council comprise:

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 – Ice Locker and Kit Kabin
- 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

3. Achievements

Spectrum

3.1 Ice Rink

A successful season of public ice sessions, courses, private tuition and ice hockey matches led by the Flames below – alongside the overwhelming success of the Pantomime on Ice which ran its best series of performances to date and its most successful financial return to date.

The Flames 2019-2020 season was cut short by 3 weeks due to the onset of the Covid 19 pandemic - it was generally a very successful season both on and off the ice. The Flames finished top of their Cup group, advanced to the Cup Quarter final, and finished the shortened league season well in a playoff spot with 25 wins.

The abrupt end of the season forced a cancellation of the playoff competition, and at this time the next Elite league season cannot begin until government guidelines allow at least functional capacity and social distanced attendance for matches.



In terms of the business an excellent attendance season across 30 games was enjoyed with just over 53,000 people through the gate, averaging 1775 people per game between season tickets, game tickets and box hire attendees. Flames finished the season with 1048 season ticket/sponsor ticket holders- the highest ever achieved.

3.2 Bowling

As a Gold Accredited Centre Spectrum is able to:

- advertise on the BTBA website as a Gold Accredited Centre to the wider bowling community to host their tournaments.
- reaffirm commitment to current clubs and bowlers that we are a dedicated bowling venue
- our lanes are inspected annually by the British Tenpin Bowling Association (BTBA) – a chargeable inspection but essential in order to be able to host both leagues and tournaments that are BTBA-recognised.

- between April 2019 and March 2020 the Bowl hosted 18 individual days of tournaments (not including our leagues) resulting in an income of over £17,000.
- the majority of the bowlers in these events are from different parts of the UK bringing new people to Guildford. As events can also span the weekend they have a positive impact on other surrounding local businesses such as hotels and restaurants.

3.3 Charity of the Year – Jigsaw SE

- Jigsaw (South East) supports bereaved children, young people and their families and those affected by having a family member living with a terminal diagnosis.
- Jigsaw (South East's) Business Development Manager, Carolyn Steer, is delighted to be working closely with the Spectrum. She said: "It's a great honour for us to have been voted Guildford Spectrum's Charity of the Year. This partnership will give valuable breaks to many of the families we support, at a time when grief can be overwhelming and finances are stretched.
- "The opportunity to access a leisure activity can have great benefits both mentally and physically. We wholeheartedly thank Spectrum's customers for their kindness," she added.



- Jigsaw (South East) have been given Active Card points that can be exchanged for a wide variety of leisure facilities.
- The activity tickets are generated through the generosity of Spectrum's customers who donate their Active Card loyalty points to the cause. These points are converted into activity tickets for the charity to use as they wish.

3.4 Events 2019/20

- 138 days of Arena based events (26 of these were 2/3 day events – an increase of 24 days from prior year) – see Table in Section 7
- 6 major athletics events (Regional or above)
- 22 school sports days
- 27 league football matches – 10 cancellations due to the impact of the Covid pandemic
- New event- London Pulse Netball / GB Boxing / GB Masters Fencing / Golden Gloves Boxing

The success of these events is measured by feedback from the organisers and if viable repeat bookings are made. Currently GB Boxing & GB Masters fencing have both re-booked for 2020/21.

3.5 Swimming

Event	2019/20	2018/19
Galas	20	33
School Events	13	12
Other	5	5
Total Events	38	50

3.6 Catering Summary

Spectrum Catering			
	2019/20	2018/19	Variance
Income	£1,860,255	£2,047,271	(£187,016)
Expenditure	£1,508,231	£1,422,300	(£85,931)
Profit	£352,024	£507,047	(£155,023)

- Spectrum operation down year on year – a proportion of which is attributable to the tail off and then subsequent closure due to the pandemic – estimated revenue loss c. £80k based on weekly average turnover.
- Reference Appendix One (P+L) for more detailed breakdown of Catering revenues and costs.

4. Ash Manor and Lido Overview

4.1 Ash Manor

Annual Memberships saw an 82% growth and contributed to Ash Manor achieving a 1.8% improvement on membership income from 2018/19.

A number of '12 for 9' offers throughout the year and another successful 'Spooktacular' offer at Halloween contributed to the success overall of Ash Manor annual membership income.

Member retention was the biggest challenge the Centre faced throughout the year. 3 x brand new 24 hour gyms opened within a 3 mile radius (Unit 24 Fitness Centre / Anytime Fitness / Pure Gym).

In order to combat the new local competition a series of new events were included in the programme:

- 6 Week Fat Loss Programmes – 'Drop it like it's hot', 'Thin it to win it' & 'Mission Slimpossible'. – generating a c.£2k surplus overall.
- MummyFIT - our first post-natal 6 week course.
- Gym Fast Classes – 10 x Gym floor classes based and coached within the gym.
- Development of Group Ex programme – classes added resulting in a 30% increase in class numbers.
- Synergy Dance – a partnership for junior members to attend specialised dance classes.

4.2 Recruitment

- Ash recruited 2 x freelance Personal Trainers - enabling Fast Classes, the 6-week challenges and numerous social media video series to be added to the overall programme.
- In addition, a number of 'recreation assistants' with various disciplines were recruited enabling the Centre to increase children's activities and parties throughout the year – contributing to a 224% increase in revenue compared with 2018/19.

4.3 Activities

- Children's Birthday Parties remained popular throughout the year and in January 2020 a Bouncy Castle was purchased which added further options to both the party packages and our overall children's activity programmes.
- The Centre continues to support local families by offering discounted half term/school holiday usage - "Family for £5" – a promotion that developed an increase in families coming down to play badminton and table tennis.
- Three individual football clubs are now using the 3G pitch as their home ground enabling Ash Manor to increase midweek training utilisation on the pitch and achieve an overall YoY increase of 6% in revenue for outdoor activities.

4.4 Maintenance

Various maintenance work has been undertaken and completed during the course of the year including roofing works above the main gym, repair work to ceilings and the refurbishment of the air conditioning units. In addition the main reception carpet has been replaced and the area redecorated throughout.

4.5 Lido

The Lido continued to host the Aquathon series of swim/run events. These events were organised in partnership with the local Triathlon Club on Friday evenings during the summer and encouraged children and adults, novices and experienced participants, to take part in a friendly and relaxed atmosphere.

In addition the April 2019/20 Swim4Life event - a 24 hr endurance event- took place and was well supported.

A mix of schools and private hire usage meant a further 17 individual user groups or organisations were able to make use of the facilities on offer.

The tail end of this year saw significant disruption to the planned preparation for the re-opening for 20/21 season – creating some challenging issues in respect of water maintenance and general presentation of the buildings overall. Not all of these issues are related to the onset of the Covid pandemic and Freedom Leisure acknowledges the need for a more robust PPM programme to ensure readiness for re-opening in 2021.

Gym membership peaked at 110 members in March 2020 – in part due to a £25 promotion campaign designed to halt the attrition being experienced as a result of increased local competition.

5. Finance Summary

	Spectrum	Ash	Lido	Contract
Income	£10,987,480	£401,234	£489,103	£11,877,817
Expenditure	£9,748,303	£346,442	£605,665	£10,700,410
Management Fee + Repayments	£1,288,637	£40,774	(£108,337)	£1,221,074
Net Surplus / (Deficit)	(£49,460)	£14,018	(£8,225)	(£43,667)

The detail is provided for each leisure centre and contract overview can be found within Appendix 1.

5.1 Staff cost v income

	Spectrum	Ash	Lido	Contract
Income	£10,987,480	£401,234	£489,103	£11,877,817
Staff Costs	£4,541,818	£162,195	£235,416	£4,939,429
2019/20 Labour Turnover %	41%	40%	48%	42%
2018/19 Labour Turnover %	42.3%	44.2%	35.1%	42%

5.2 Income Performance Payment (IPP)

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

5.3 Attendance

	2019/20	2018/19	Bid	Variance vs bid
Spectrum	1,707,671	1,761,509	1,750,102	(42,431)
Ash Manor	84,233	84,833	96,872	(12,639)
Lido	69,583	132,800	73,424	(3,841)
Contract	1,861,487	1,979,142	1,920,399	(58,912)

Attendances overall remain broadly consistent with previous trends, although remaining short of the bid figures.

5.4 **Average spend per user**

	2019/20	2018/19
Spectrum	£6.43	£5.63
Ash Manor	£4.76	£4.57
Lido	£7.03	£5.44
Contract	£6.07	£5.21

5.5 **Service failures or closures**

Planned closures - none

Unplanned closures: -all facilities from 20th March 2020 as a direct result of the Covid 19 pandemic lockdown

5.6 **Summary of results**

These Performance Indicators demonstrate that the year was progressing reasonably well up until the Covid 19 pandemic hit the UK, at which point it is fair to say that public disquiet and the subsequent national lockdown adversely impacted the results for the final month of the year.

6. Memberships

Membership type	Totals at 31.03.20
Total Members	3,738
Plus	640
Off Peak	594
Joint Off Peak	120
Joint Plus	240
Student	592
Student Plus	78
Junior 12-13	64
Junior 14-15	292
Fitness	2
Family	244
Live Well (new)	32
GBC Staff	14
Corporate Peak	178
Corporate off peak	52
Connected	60
Swim	122
Swim Joint	12
Allianz	402

Total members compares favourably with 2018/19 (2,522 members) and reflects the on-going solid performance of the Spectrum Sales team in driving this key area.

6.1 Introduction of new memberships

Student Plus - 78 members

GBC Corporate membership - 14 members

Live Well membership - 32 members

The membership climate continued to prove challenging throughout the year with increased competitiveness in the local area – particularly for Ash Manor where 3 new gyms have opened within minutes of the Centre. Price increases in April 2019 across all membership lines created additional pressures around membership retention.

However, strong marketing plans drove up new member enquiries and a strong focus on upgrading existing members to improve overall yield proved successful.

February and March 2020 proved the most challenging months and yielded a high volume of cancellation requests both in person and directly via the bank due the uncertainty of the direction of travel for the COVID 19 pandemic.

A change in structure of the sales and services team in December 2019 created a direct and focussed sales approach, which has proved successful with targets being met in December, January and February. The change in structure continues to be a priority as we move into even more uncertainty in 2020/21 to ensure sales and retention targets are reached.

6.2 Ash Manor Membership Sales

The team at Ash Manor Sports Centre have focussed their efforts on membership retention having experienced stiff competition from at least 2 low cost gyms opening within a 3 mile radius of their facilities. Membership as of 31st March 2020 was 659 members.

6.3 Lido Membership Sales

Various promotional efforts have seen a small growth in memberships at the Lido Gym with c.110 members now signed up. Limited space and increasingly dated equipment alongside no additional services to augment membership means numbers are unlikely to grow and retention will be the main area of focus.

6.4 Local Community Participation

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.

	2019/20	2018/19
Active Card	26,210	29,940
Green Card	5,281	4,353

The following is a breakdown of the numbers of members in each concessionary group per site for 2019/20:

Membership Type	Spectrum 2019/20	2018/19	Ash Manor 2019/20	2018/19	Lido 2019/20	2018/19
Disabled	290	120	1	0	0	0
Income Support	62	66	3	0	0	1
Senior Citizen	4,286	3,531	27	338	272	137
Student	266	132	26	17	0	0
Unemployed	44	11	4	0	0	0
Total	4,948	3,860	61	355	272	138

7. Marketing

7.1 Marketing Overview

During 2019 the marketing focus started to shift from traditional forms of marketing towards digital marketing and this is the planned direction that Guildford Spectrum marketing will continue to explore.

The main areas of focus for Guildford Spectrum were the school holidays (Easter, summer, Christmas & Half Terms) memberships and the Pantomime on Ice.

The Lido's focus was open season and the workshop gym during off season.

At Ash Manor the focus was primarily on memberships and the school holiday children's programme.

The tables and graphs above show increased web traffic over the previous year, especially around the school holidays. Engaging with a digital marketing agency in July to trial increasing web traffic promoting Guildford Spectrum as a summer holiday attraction venue provided positive results.

After the successful summer trial similar campaigns were run for October Half Term, Christmas Holidays and Pantomime on Ice. For February Half Term we enlisted the help of a marketing agency to help rebrand our offer and give the family attraction side of Guildford Spectrum even more digital focus – all with great success.

Going forward and with Covid-19 in mind the focus of Guildford Spectrums marketing will remain digitally based. This will allow us to control the message we are putting out with the ability to react quickly to any new changes.

Covid-19 isn't main reason that we intend to focus on the digital side-digital marketing allows us to cost-effectively target our marketing efforts and put the right message in front of the right people, whilst getting quantifiable data back.

There is still a place for traditional marketing and Guildford Spectrum will continue to have a presence in a select few print publications. With the recent takeover of Eagle Radio by Bauer Radio additional advertising opportunities are currently being explored.

7.2 Programme of Events

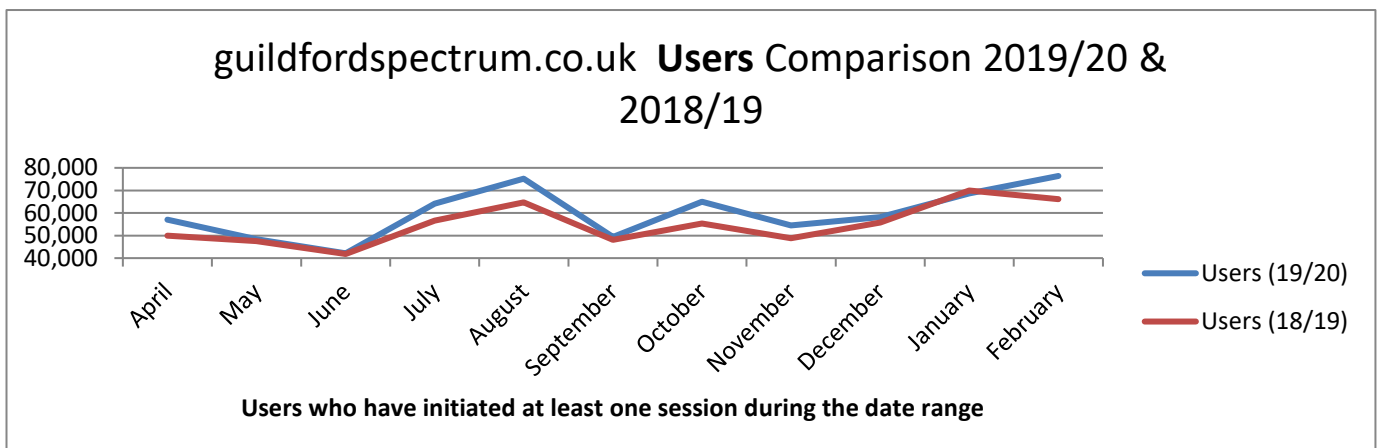
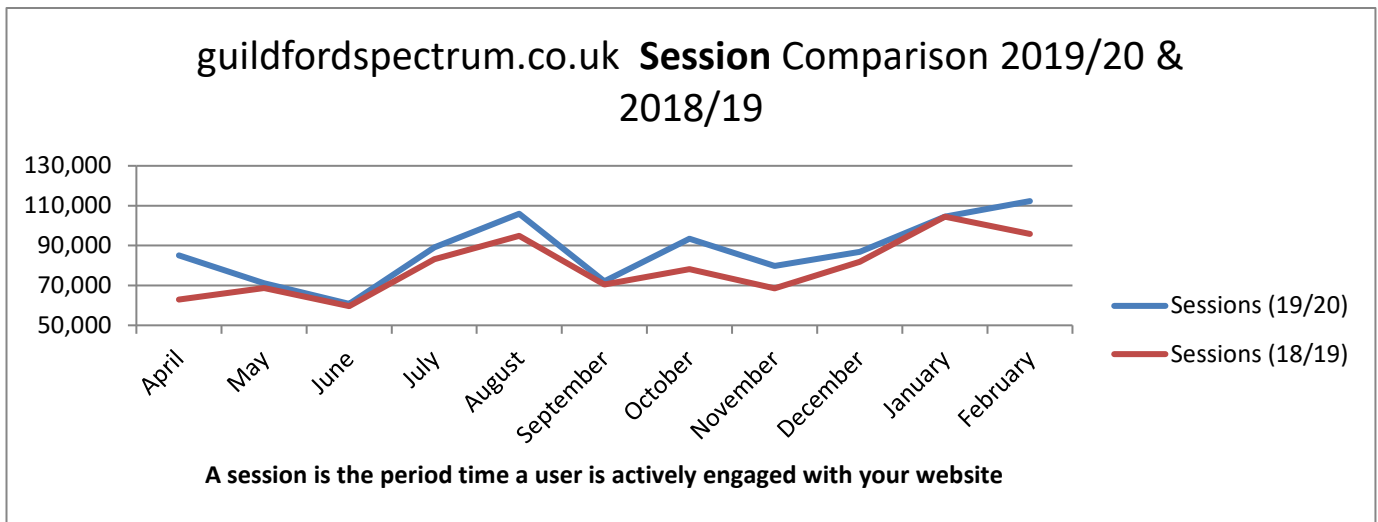
April 2019	November 2019
MMA - Amateur Boxing	British Gymnastics
South East Regional Gymnastics	UK Open Taekwondo
Give Blood Session	Arena League Gala 2
Roller Disco	Roller Disco
British Action Academy	BSAD Games Gala
May 2019	SPREAD Gala
Borough & Parish Elections	Give Blood
Borough & Parish Elections	MMA Competition
IDTA Dance	Boxhill Swimming Club Gala
SWEATY BETTY	Surrey County AA Indoor Athletics
SWEATY BETTY	December 19
Roller Disco	South East Floor & Vault Championships
Surrey Gymnastics	Give Blood
June 2019	Arena League Gala 3
BCA Cheerleading	Pantomime on Ice
Give Blood	Christmas Roller Disco
Robot Wars	NY Eve Roller Disco
Roller Disco	January 2020
Woking Gymnastics	GB Veterans Fencing
South East Gymnastics	Give Blood
July 2019	Surrey AA Indoor Athletics
London Open Tae Kwon Do Competition	Active Surrey School Sports Hall Event
Give Blood	Roller Disco
Roller Disco	Guildford Archery Club
August 2019	Surrey Special School Badminton
Give Blood Session	Mum2Mum
Roller Disco	Surrey County Athletics
September 2019	National Badminton
S E Regional Gymnastics	WIKF Martial Arts Course
Surrey Bridge Association Tournament	Feb-20
Give Blood Session	WIKF Martial Arts Course
Roller Disco	Roller Disco
South East Gymnastics	London Pulse Super League Netball
October 2019	Indoor Athletics Event
SE Masters Gala	ICC Cheerleading
ISTD Dance	Give Blood Session
Give Blood	Active Surrey
Arena League Gala 1	S E Regional Gymnastics
Surrey County Athletics	WADO Winter Course
Fat Face Sale	Active Surrey
GCSC Invitational Gala	MAAS Amateur Boxing
Roller Disco	
IDTA Dance	
South East Regional Gym	*March – no events due to Covid closure

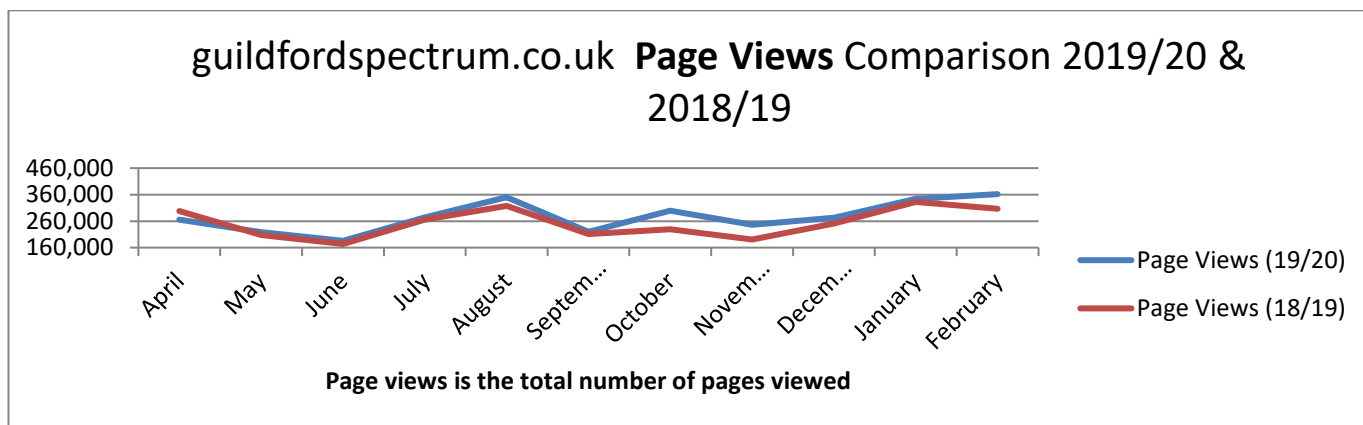
7.3 Digital Marketing

The data below gives an indication of the level of traffic to Spectrum web pages and also reflects levels of new interest versus returning users.

Web Traffic Analytics

	Totals 2019/20	Totals 2018/19
Sessions	960,950	868,848
Users	659,182	604,731
Page Views	3,036,307	2,783,406
Pages / Sessions	3.00	2.76
Avg. Session Duration	1.67	1.75
Bounce Rate %	38.91%	40.90%
New Visitor	68.89%	69.74%
Returning Visitor	31.11%	30.22%





7.4 Email Marketing

144,446 e mails were sent between April 2019 and February 2020 with an on open rate of 26% (benchmark for open rate is 15-20%).

7.5 Website enquiries

	Totals
Ice School enquiries	1,851
Swim School enquiries	2,155
Contact Us enquiries	774
Group Booking enquiries	129
Birthday Party enquiries	1,487
	6,396

7.6 Social Media

Site	Facebook followers increase	Instagram follower increase on 2018/19	Twitter follower increase on 2018/19
Guildford Spectrum	2,566	592	27
Guildford Lido	549	212	7
Ash Manor	275	84	1

8. Programming

8.1 Ice Skating Courses

	Number on programme 2019/20	Number on programme 2018/19
Total	10,092	10,276

Ice skating remains as popular as ever and this is reflected in the growing number on the programme which reflects a 95.7% level of occupancy. Only the Covid pandemic has prevented prior year total being exceeded.

8.2 Swim

Leisure Pool	2019/20	2018/19		Toddler Splash	2019/20	2018/19
April	32,062	34,536		April	610	185
May	23,869	22,550		May	573	133
June	15,233	15,004		June	613	59
July	26,390	32,227		July	655	150
August	46,028	50,749		August	619	261
September	18,432	19,392		September	765	126
October	20,144	21,433		October	600	135
November	14,441	9,776		November	504	107
December	14,960	15,873		December	441	96
January	20,940	20,685		January	710	190
February	31,632	26,603		February	871	221
March	6,786	16,699		March	454	482
	270,917	285,527			7,415	2,145

Leisure Pool attendance reflects a small decline year on year, in part impacted by a warmer July / August period which saw the Lido usage increase to the detriment of Spectrum.

Toddler Splash continues to thrive driven in part by additional sessions being programmed

8.3 Swim School

Numbers have gradually increased from 1888 in April 2019 to an end of year figure of 2,023 – the challenge remains to continually tweak the available programme space to support more attendees.

Swim teacher availability remains generally good and parent feedback is also generally positive.

8.4 Holiday Courses

		5-8yrs			9-12yrs			TOTAL	
		Days Run	Numbers Attended	TOTAL £	Days Run	Numbers Attended	Total £	TOTAL NUMBERS	TOTAL £
2019	Feb	5	111	£3,381	5	57	1919	168	£ 5,300
2020	Feb	5	136	£4,282	5	62	2015	198	£ 6,297
2018	Easter	9	141	£4,457	9	133	4195	274	£ 8,652
2019	Easter	9	243	£7,738	9	152	4834	395	£ 12,572
2018	May	4	63	£1,944	4	52	1643	115	£ 3,587
2019	May	3	70	£2,211	3	35	1156	105	£ 3,367
2018	Summer	29	774	£24,232	29	524	16076	1298	£ 40,308
2019	Summer	29	778	£25,136	29	441	14417	1219	£ 39,553
2018	October	5	80	£2,476	5	78	2574	158	£ 5,050
2019	October	5	275	£8,878	5	113	3633	388	£ 12,511
2018	Xmas	8	99	£2,968	8	29	867	128	£ 3,835
2019	Xmas	7	229	£7,323	7	101	2990	330	£ 10,313

Holiday programme activity take up reflects an improving trend which can be directly linked to the digital marketing and rebranding strategy referenced in the Marketing section of this report.

8.5 Group Fitness Classes

The group exercise programme was refreshed in 2019/20, with two new studio coordinators influencing the timetable introducing new classes and instructors.

Due to customer demand and following industry trend, two new Les Mills classes were returned to the timetable:

- Body Combat
- Body Attack

Several new instructors were brought in to lead the Les Mills expansion, introduced through a 'Les Mills Launch' event in April 2019, all proving to be popular with Spectrum customers and securing regular high attendance in their classes.

Additional new classes 2019/20:

- MetaHIIT
- OTAGO Strength & Balance
- Beginners Cycle

Class attendance was monitored throughout the year using the 'traffic light system', with underperforming classes Dyna Cycle and Animal Flow coming off the timetable. Conversely overachieving classes, such as Kettlecise and Total Body Workout had additional classes added.

Class performance was continually monitored throughout the year using the TLS and Key Performance Indicators. Annual 1-1s with all studio instructors were undertaken half way through the year, led by the Studio Coordinator, Lisa.

The Gym’s Fast Classes continue to gain in popularity, with maximum attendance regularly achieved. Instructors noted that many attendees of Fast Classes were regular group exercise customers, many of which would then enrol onto the Gym Evolve Programme and often go on to purchase Personal Training, increasing value to membership through cross promotion.

The LiveWell membership continued to be a success through the year. With further expansion to the class programme introducing the ground breaking new Otago Strength & Balance class to the timetable.

8.6 Crèche

Spectrum’s Crèche and Activate Scheme retained its 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 this year – an average of just 5 children per day - a fall from the 2400 in 2017

8.7 Parties

Party Type	2019/20	2018/19
Bowling	217	242
Dance	54	74
Flair Gymnastics	17	8
Football	36	40
Ice Skating	293	325
PitSlot	58	93
RockBox	255	222
Soft Play	54	46
Teaching Pool	40	47
WhizzFit	48	40
Leisure Pool	98	98
Total	1170	1137

Parties continue to make a major contribution to the overall success of the Spectrum and reflect the multiple sporting activities available to all age groups to take part in. Marketing challenge is to drive incremental increase in the lower take up activities to grow this business - and the associated catering benefit - further.

8.8 Community / Sports Development

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.

User groups this year have included Halo, Action for Carers and the SPREAD Games.

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.

<u>Guildford</u>	<u>Awards</u>	<u>Value</u>	<u>Total</u>
Sports Aid	1	£1,000	£1,000
Achievement - £250	14	£200	£2,800
Top Up - £200	1	£150	£150
Training	20		
<u>TOTAL</u>	35		£3,950

9. Customer Feedback

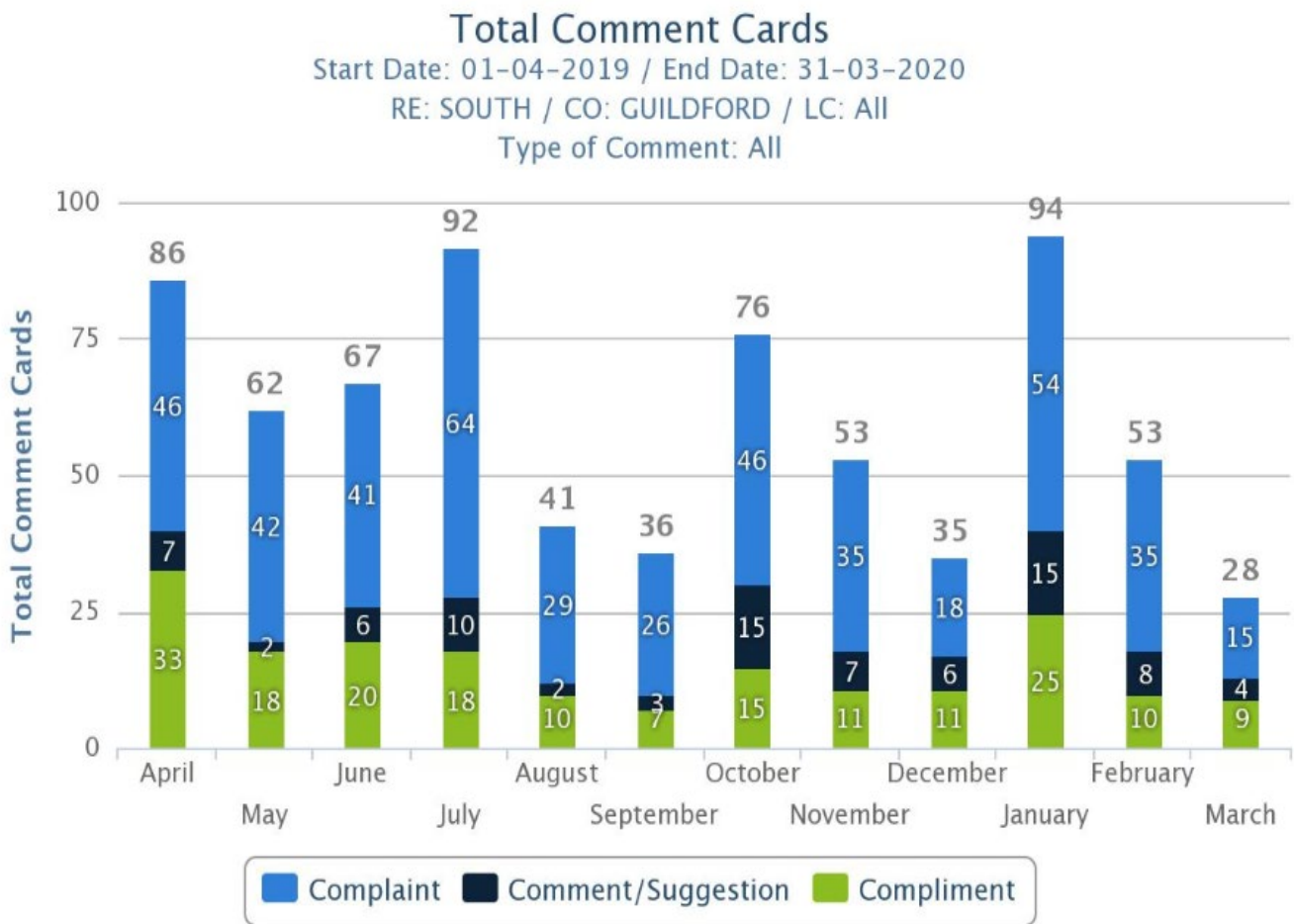
A summary of the results of our comprehensive Customer Research and Insight Programme for this reporting year are set out below.

9.1 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.

9.2 Total comment cards by type



Number and type of comments	2019/20	2018/19	Variance 2018/19-2019/20
Compliment	187	151	36
Complaint	721	579	142
Comment/suggestion	85	99	(14)
Total	993	829	164

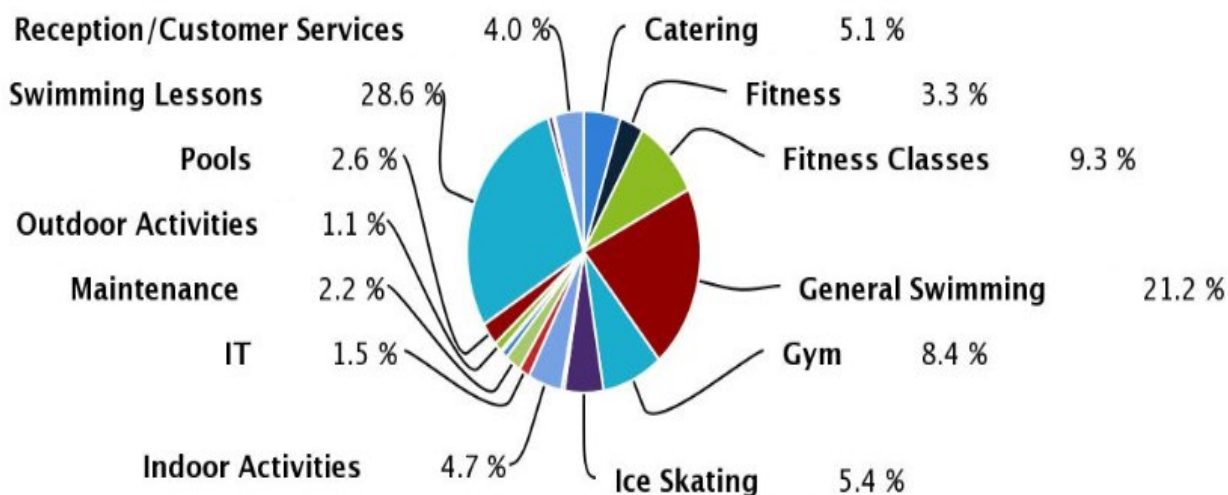
Overall there has been an increase in customer feedback coming through this mechanism.

Breakdown by Activity Group

Start Date: 01-04-2019 / End Date: 31-03-2020

RE: SOUTH / CO: GUILDFORD / LC: All

Type of Comment: All



Breakdown by activity type

- Feedback is dominated by general swimming and swimming lessons which represent c.50% of all the feedback – swimming and swim lesson attendance measures almost 40% of the total Spectrum attendance so these results are not particularly unusual.
- Generally the Centre receives positive feedback on its overall cleanliness and recent steps have been taken to adjust rotas and focus more on the heavy footfall areas in an effort to improve customer reaction – in addition a programme of redecoration has been completed which should enhance perception as we progress through 2020.
- Customer Service is a critical measure in supporting membership retention and repeat visit desire from non-members and work is on-going to improve on current standards.

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. Below was the outcome:

Contract	Leisure Center Name	👎	😊	👍	NPS	Number of Survey Sent
GUILDFORD	ASH MANOR SPORTS CENTRE	5	10	45	67	651
GUILDFORD	GUILDFORD LIDO	4	11	39	65	215
GUILDFORD	GUILDFORD SPECTRUM	41	98	96	23	2947

9.3 NPS Benchmarking



	NPS 19/20	NPS 18/19
Spectrum	23	10
Ash Manor	67	51
Lido	65	100
National average	37	27

Ash Manor and the Lido are performing above the national average, whilst the Spectrum is performing below the national average – however it is an improvement on 12 months ago.

10. Health and Safety

Health and Safety is a primary consideration for Freedom Leisure and so there are a number of checks and balances in place to ensure that a continued level of excellence is achieved. These include internal and external audits within the Guildford facilities by Freedom Leisure Area Managers, GBC client officers, GBC Environmental Health and Surrey County Council (Ice Panto and Crèche only).

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.

Freedom Leisure accident reporting system is called STITCH. The charts below detail the prime areas of focus for the team from this year’s incident reporting. There are some natural highs relating primarily to both swimming and ice skating so the focus remains firmly on accident reduction and minimisation of risk in all areas wherever possible.

10.1 Spectrum

	Number of Reports	% of Total	RIDDOR
Ice Rink	328	45%	0
Swimming Pool - Leisure	184	25%	0
Diving Board	57	8%	0
Swimming Pool - Main	43	6%	0
Sports Hall	42	6%	0
Bowling Alley	22	3%	1
Swimming Pool - Teaching	15	2%	0
Creche	14	2%	0
Flume	11	<2%	0
Changing Rooms - Village	11	<2%	0
Gym	1	<1%	1
Café Area	1	<1%	1
TOTAL	729		3

In relation to the total attendees visiting the Spectrum the reported number is relatively low – 0.42 accidents per 1000 visits (compared to the industry target of 1 accident per 1,000 visits); however, a process of continuous risk review and action will ensure this number continues to reduce.

10.2 Ash Manor

	Number of Reports	%	RIDDOR		
Fitness Studio (Gym)	5	31%	0		
3G Pitch	4	25%	0		
Sports Hall	3	19%	0		
Offsite	1	6%	0		
Grass Pitches	1	6%	0		
Unknown	1	6%	0		
Gymnasium	1	6%	0		
Total	16		0		

Accident reporting for this Centre is under review as numbers appear to be very low – 0.19 per 1,000 visits - it might be expected that with the presence of the 3G pitch the statistics would potentially be higher.

10.3 Lido

	Number of Reports	%	RIDDOR		
Pool - Main	39	65%	0		
Flume	6	10%	0		
Swimming Pool - Surrounds	4	7%	0		
Car Park	3	5%	0		
Outside Areas	1	2%	1		
Cafe	1	2%	0		
Plant Room	1	2%	1		
Main Entrance	1	2%	0		
Toilets	1	2%	0		
Adventure Golf	2	3%	0		
Pool - Leisure	1	2%	0		
Total	60		2		

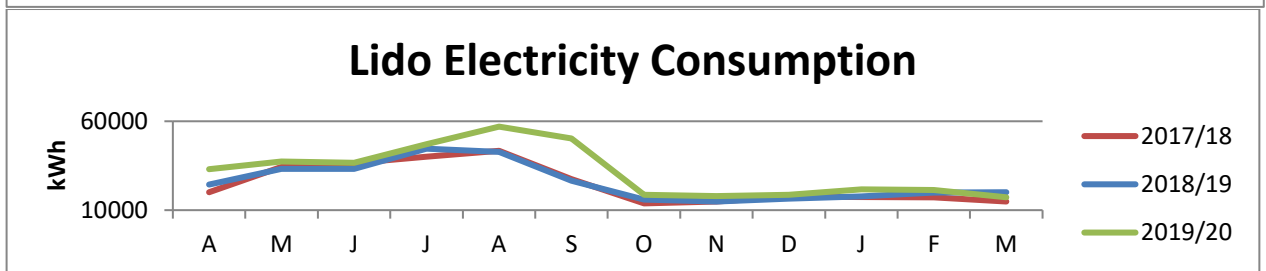
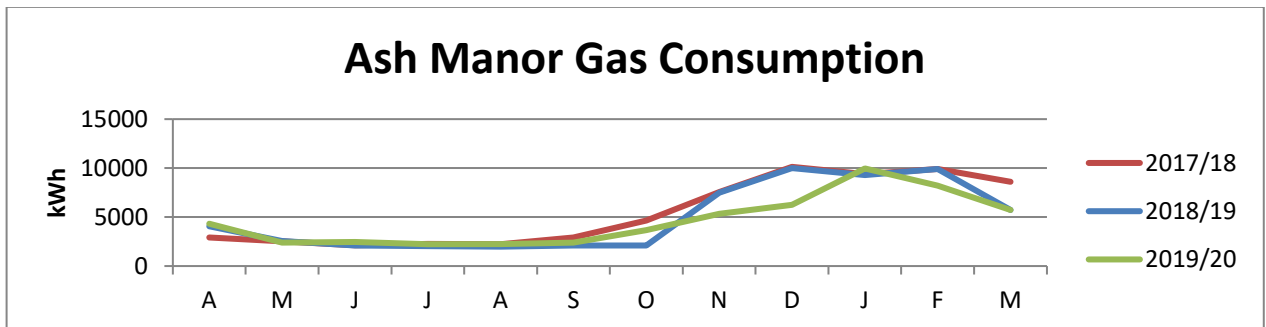
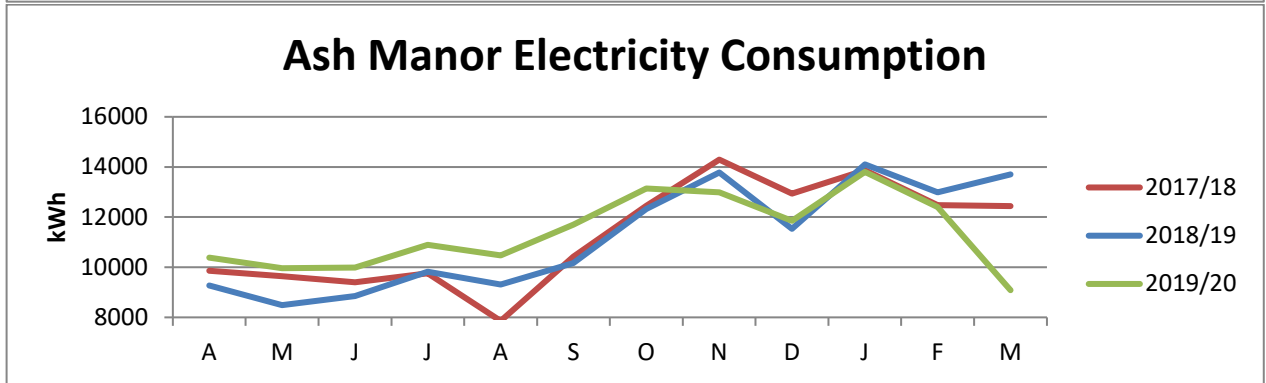
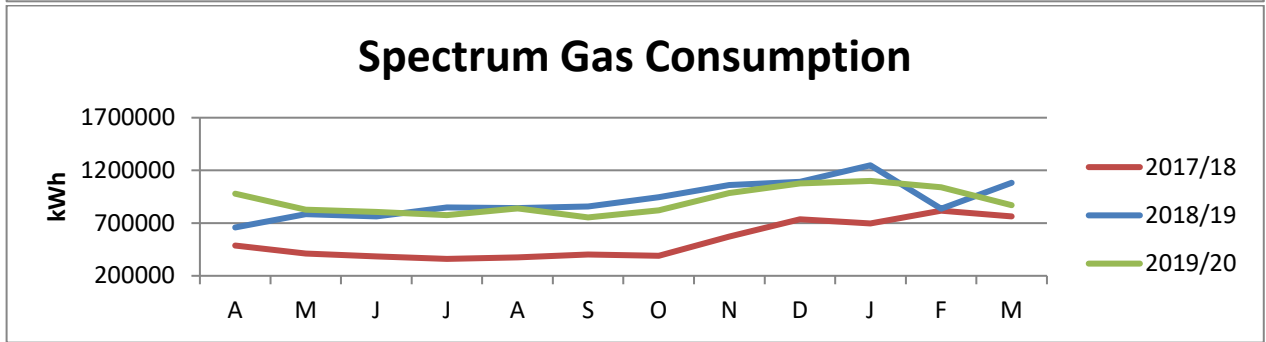
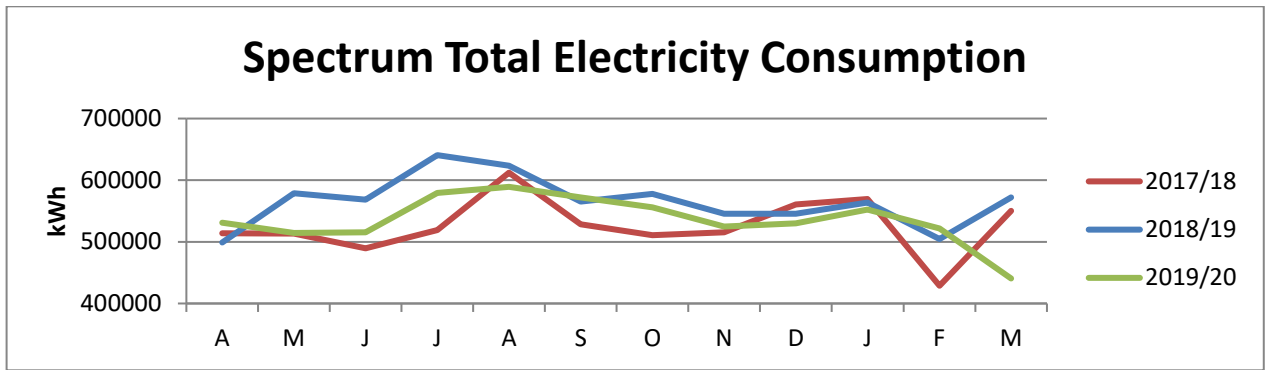
Freedom Leisure remains committed to a focus on reducing risk and shrinking the likelihood of accident in all areas as a key driver in managing on-site Health and Safety.

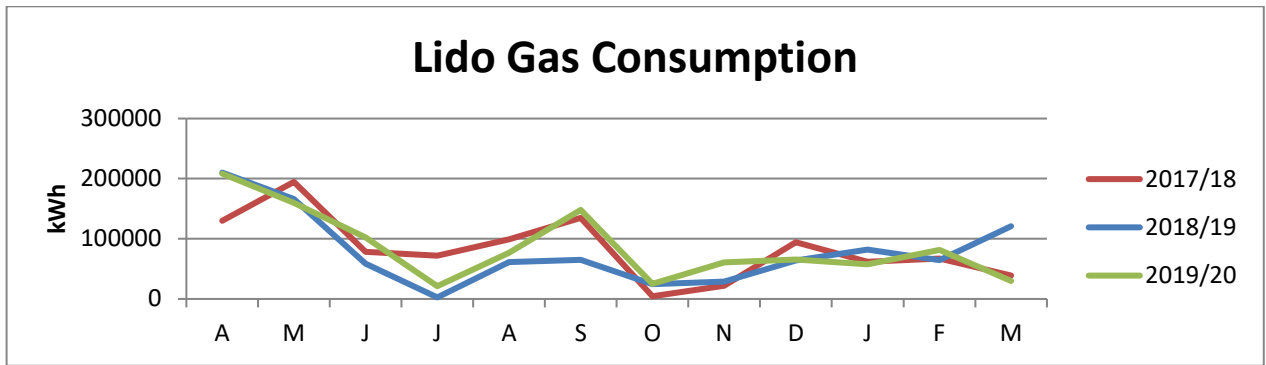
11. Environmental

An unremarkable year is reflected in the site gas electricity and gas graphs detailed below – not particularly easy to assign any particular reasons to any particular patterns.

Electricity was higher at Ash Manor in the first five months of 2019/20 compared to 18/19 and the Lido electricity was generally higher throughout 19/20 which was because of the need to increase circulation as this was perceived to be insufficient the year before.

Conversely, Spectrum consumption was lower – most likely this is due to the continued roll out of LED lighting (possibly Action Suite/squash courts/comp pool) and the general pandemic-enforced run down.





12. Asset Management and 10 Year Plan Update

The 10 Year Plan sets out the longer term asset management plan - it generally relates to the maintenance and replacement of plant room equipment or service facilities.

Large investments 2019/20

Lido:

- Dosing units and Pool Pump replacements **£48,439**

Ash Manor:

- Refurbishment of Air Con units **£13,547**

Spectrum

- Ice plant – compressor replacements **£81,861**
- Pool plant pump replacements **£27,140**

The most significant projects planned for 2019/20 were:

- Lido filter media replacement - completed
- Spectrum ramp refurbishment - outstanding
- Scenic lift replacement - completed
- Bowling lanes flooring replacement – completed

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

MONITORING TEMPLATE
PROJECTED OUTTURN

MARCH 2020

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 CUMULATIVE ACTUAL TO FULL YEAR BID	VARIANCE CUMULATIVE ACTUAL TO FULL YEAR LAST YEAR
	£	£	£	£	£	%	%
SPECTRUM							
Income							
Administration	131,547	24,305	19,402	131,547	24,305	18%	125%
Marketing	163,654	9,653	10,065	163,654	9,653	6%	96%
Pools	2,401,106	3,117,115	3,244,563	2,401,106	3,117,115	130%	96%
Bowl	1,101,201	1,133,284	1,081,014	1,101,201	1,133,284	103%	105%
Ice Rink	2,503,293	2,368,514	2,294,804	2,503,293	2,368,514	95%	103%
Arena	825,862	368,141	302,359	825,862	368,141	45%	122%
Energy Level	721,048	1,015,981	1,052,894	721,048	1,015,981	141%	96%
Athletics	37,796	38,844	24,082	37,796	38,844	103%	161%
Catering & Shops	483,378	1,860,255	2,047,271	483,378	1,860,255	385%	91%
Other	41,782	1,051,388	1,268,045	41,782	1,051,388	2516%	83%
TOTAL INCOME	8,410,667	10,987,480	11,344,499	8,410,667	10,987,480	131%	97%
Expenditure							
Employees							
Salaries	1,964,866	2,735,403	2,796,809	1,964,866	2,735,403	139%	98%
Wages	858,636	916,342	961,693	858,636	916,342	107%	95%
Self Employed Instructors	644,235	504,320	521,230	644,235	504,320	78%	97%
NI & Pension	380,899	316,426	319,889	380,899	316,426	83%	99%
Training	18,000	34,138	37,187	18,000	34,138	190%	92%
Other Employee Expenses	16,164	35,190	19,023	16,164	35,190	218%	185%
Premises Related Expenses							
Building & Plant Maintenance	529,515	580,899	736,435	529,515	580,899	110%	79%
Plant Replacement	268,900	268,900	268,900	268,900	268,900	100%	100%
General Rates	114,264	128,016	131,700	114,264	128,016	112%	97%
Electricity	412,446	385,594	365,779	412,446	385,594	93%	105%
Gas	177,868	276,958	264,999	177,868	276,958	156%	105%
Water	69,772	121,042	131,880	69,772	121,042	173%	92%
Cleaning	92,579	106,142	106,403	92,579	106,142	115%	100%
Insurance	60,000	85,500	90,667	60,000	85,500	143%	94%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	15,568	685	2,502	15,568	685	4%	27%
Supplies and Services							
Marketing	176,889	127,477	72,030	176,889	127,477	72%	177%
Licences & Fees	35,209	33,634	31,528	35,209	33,634	96%	107%
ICT	49,377	69,128	67,247	49,377	69,128	140%	103%
Equipment maintenance	46,553	65,736	47,187	46,553	65,736	141%	139%
Equipment replacement	157,423	217,981	181,836	157,423	217,981	138%	120%
Events	52,682	571,292	560,852	52,682	571,292	1084%	102%
Admin & postage	30,408	23,992	18,250	30,408	23,992	79%	131%
Bank charges	54,793	117,061	119,058	54,793	117,061	214%	98%
Catering & resale	15,211	745,527	868,312	15,211	745,527	4901%	86%
Other supplies & services	495,770	732,680	721,532	495,770	732,680	148%	102%
Central Support Services	420,533	548,241	557,281	420,533	548,241	130%	98%
TOTAL EXPENDITURE	7,158,560	9,748,303	10,000,209	7,158,560	9,748,303	136%	97%
Management Fee	1,018,886	1,288,637	1,265,657	1,018,886	1,288,637		
NET PROFIT	233,221	(49,460)	78,633	233,221	(49,460)		

**MONITORING TEMPLATE
PROJECTED OUTTURN**

MARCH 2020

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	211,831	316,951	525,006	211,831	316,951	150%	60%
Swimming - Memberships	18,344	42,063	35,883	18,344	42,063	229%	117%
Fitness - Casual	7,158	3,857	4,104	7,158	3,857	54%	94%
Fitness - Memberships	47,048	26,203	32,309	47,048	26,203	56%	81%
Catering & Vending	9,214	25,295	47,076	9,214	25,295	275%	54%
Goods For Resale	0	3,966	7,698	0	3,966	0%	52%
Car Parking	0	36,012	37,178	0	36,012	0%	97%
Other Income	17,073	34,756	33,297	17,073	34,756	204%	104%
TOTAL INCOME	310,668	489,103	722,551	310,668	489,103	157%	68%
Expenditure							
Employees							
Salaries	117,738	110,092	105,760	117,738	110,092	94%	104%
Wages	69,873	93,126	105,174	69,873	93,126	133%	89%
Self Employed Instructors	0	15,793	29,927	0	15,793	0%	53%
NI & Pension	22,515	12,678	11,068	22,515	12,678	56%	115%
Training	2,000	1,400	1,400	2,000	1,400	70%	100%
Other Employee Expenses	874	2,327	410	874	2,327	266%	568%
Premises Related Expenses							
Building & Plant Maintenance	48,303	72,866	103,510	48,303	72,866	151%	70%
Plant Replacement	30,000	30,000	30,000	30,000	30,000	100%	100%
General Rates	5,862	12,000	11,736	5,862	12,000	205%	102%
Electricity	12,717	31,138	30,072	12,717	31,138	245%	104%
Gas	20,923	28,382	24,008	20,923	28,382	136%	118%
Water	22,728	57,678	69,995	22,728	57,678	254%	82%
Cleaning	9,122	15,441	18,070	9,122	15,441	169%	85%
Insurance	5,000	2,600	5,556	5,000	2,600	52%	47%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	273	0	0	273	0	0%	#DIV/0!
Supplies and Services							
Marketing	5,058	5,499	8,910	5,058	5,499	109%	62%
Licences & Fees	3,230	2,812	4,404	3,230	2,812	87%	64%
ICT	4,020	2,782	3,481	4,020	2,782	69%	80%
Equipment maintenance	4,603	3,615	1,029	4,603	3,615	79%	351%
Equipment replacement	6,000	14,440	10,105	6,000	14,440	241%	143%
Events	5,973	0	8,873	5,973	0	0%	0%
Admin & postage	1,174	1,505	1,378	1,174	1,505	128%	109%
Bank charges	826	3,004	3,856	826	3,004	364%	78%
Catering & resale	7,475	16,019	30,494	7,475	16,019	214%	53%
Other supplies & services	40,670	46,857	60,247	40,670	46,857	115%	78%
Central Support Services	15,533	23,611	36,062	15,533	23,611	152%	65%
TOTAL EXPENDITURE	462,490	605,665	715,525	462,490	605,665	131%	85%
Management Fee	(162,134)	(108,337)	(101,889)	(162,134)	(108,337)		
NET PROFIT	10,313	(8,225)	108,915	10,313	(8,225)		

**MONITORING TEMPLATE
PROJECTED OUTTURN**

MARCH 2020

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	29,849	24,972	22,900	29,849	24,972	84%	109%
Gym Classes	25,799	13,170	11,443	25,799	13,170	51%	115%
Gym Memberships	171,450	214,180	210,457	171,450	214,180	125%	102%
Sport Hall Casual	37,498	8,223	8,105	37,498	8,223	22%	101%
Sport Hall Courses	7,781	2,671	825	7,781	2,671	34%	324%
Sport Hall Childrens Activities	4,106	3,995	3,966	4,106	3,995	97%	101%
Sport Hall Bookings	5,869	30,360	36,492	5,869	30,360	517%	83%
Outdoor Casual	118,649	35,806	33,079	118,649	35,806	30%	108%
Outdoor Bookings	0	53,240	51,038	0	53,240	0%	104%
Catering & Vending	24,738	9,598	6,849	24,738	9,598	39%	140%
Other Income	2,960	5,019	2,490	2,960	5,019	170%	202%
TOTAL INCOME	428,699	401,234	387,644	428,699	401,234	94%	0%
Expenditure							
Employees							
Salaries	119,195	92,650	98,889	119,195	92,650	78%	94%
Wages	45,138	58,551	57,989	45,138	58,551	130%	101%
Self Employed Instructors	1,500	1,251	4,164	1,500	1,251	83%	30%
NI & Pension	18,104	7,476	8,455	18,104	7,476	41%	88%
Training	2,000	1,400	1,416	2,000	1,400	70%	99%
Other Employee Expenses	350	867	494	350	867	248%	176%
Premises Related Expenses							
Building & Plant Maintenance	32,254	27,153	26,334	32,254	27,153	84%	103%
Plant Replacement	5,000	5,000	5,000	5,000	5,000	100%	100%
General Rates	8,000	12,096	11,832	8,000	12,096	151%	102%
Electricity	20,535	20,560	19,407	20,535	20,560	100%	106%
Gas	9,176	16,120	15,855	9,176	16,120	176%	102%
Water	7,854	2,501	2,735	7,854	2,501	32%	91%
Cleaning	3,023	12,691	12,484	3,023	12,691	420%	102%
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	60	324	223	60	27%	19%
Supplies and Services							
Marketing	5,499	6,544	6,216	5,499	6,544	119%	105%
Licences & Fees	5,055	5,206	4,453	5,055	5,206	103%	117%
ICT	7,889	3,234	3,426	7,889	3,234	41%	94%
Equipment maintenance	1,000	5,807	555	1,000	5,807	581%	1046%
Equipment replacement	24,280	7,448	8,015	24,280	7,448	31%	93%
Events	1,127	4,941	19	1,127	4,941	438%	26005%
Admin & postage	1,320	729	1,237	1,320	729	55%	59%
Bank charges	1,280	2,744	2,585	1,280	2,744	214%	106%
Catering & resale	12,065	5,780	3,713	12,065	5,780	48%	156%
Other supplies & services	26,974	21,845	19,664	26,974	21,845	81%	111%
Central Support Services	21,435	19,985	19,382	21,435	19,985	93%	103%
TOTAL EXPENDITURE	385,566	346,442	338,447	385,566	346,442	90%	102%
Management Fee	39,485	40,774	41,924	39,485	40,774		
NET PROFIT	3,648	14,018	7,273	3,648	14,018		

MONITORING TEMPLATE
ACTIVITY BREAKDOWN

MARCH 2020

DETAILS	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	CURRENT YEAR CUMULATIVE PERIOD ACTUAL
	£	£	£	£	£	£	£	£	£	£	£	£
SPECTRUM	ADMINISTRATION	MARKETING	POOLS	BOWL	ICE	ARENA	ENERGY	ATHLETICS	TECHNICAL	CLEANING	OTHER	
Income												
Income	24,305	9,653	3,117,115	1,133,284	2,368,514	368,141	1,015,981	38,844	0	0	2,911,643	
TOTAL INCOME	24,305	9,653	3,117,115	1,133,284	2,368,514	368,141	1,015,981	38,844	0	0	2,911,643	
Expenditure												
Employees												
Salaries	155,423	46,400	748,478	116,491	179,217	61,194	139,100	0	243,807	241,429	803,863	
Wages	287	0	231,590	52,573	141,615	57,754	158,855	0	11,356	39,699	222,613	
Self Employed Instructors	0	0	7,963	0	489,328	0	2,772	0	0	0	4,256	
NI & Pension	29,281	11,987	59,354	14,129	21,267	16,854	28,947	0	38,682	33,219	62,708	
Training	0	0	0	0	0	0	0	0	0	0	34,138	
Other Employee Expenses	0	0	0	0	0	0	0	0	0	0	35,190	
Premises Related Expenses												
Building & Plant Maintenance	0	0	28,397	22,353	117,098	16,035	11,629	5,637	0	0	379,751	
Plant Replacement	0	0	0	0	0	0	0	0	268,900	0	0	
General Rates	0	0	0	0	0	0	0	0	0	0	128,016	
Electricity	0	0	0	0	0	0	0	0	0	0	385,594	
Gas	0	0	0	0	0	0	0	0	0	0	276,958	
Water	0	0	0	0	0	0	0	0	0	0	121,042	
Cleaning	0	0	14,179	0	0	0	0	0	0	91,963	0	
Insurance	0	0	0	0	0	0	0	0	0	0	85,500	
Other Premises Expenses	0	0	0	0	0	0	0	0	0	0	0	
Transport Related Expenses												
Travel & subsistence	0	0	0	0	0	0	0	0	0	0	685	
Supplies and Services												
Marketing	0	127,477	0	0	0	0	0	0	0	0	0	
Licences & Fees	0	0	0	0	0	0	0	0	0	0	33,634	
ICT	0	0	0	0	0	0	0	0	0	0	69,128	
Equipment maintenance	0	0	2,836	22,351	19,991	1,043	3,048	6,096	0	0	10,372	
Equipment replacement	0	0	10,462	2,562	36,074	4,702	64,095	3,976	0	0	96,110	
Events	571,292	0	0	0	0	0	0	0	0	0	0	
Admin & postage	0	0	0	0	0	0	0	0	0	0	23,992	
Bank charges	0	0	0	0	0	0	0	0	0	0	117,061	
Catering & resale	0	0	0	0	0	0	0	0	0	0	745,527	
Other supplies & services	0	0	0	0	0	0	0	0	0	0	732,680	
Central Support Services	0	0	0	0	0	0	0	0	0	0	548,241	
TOTAL EXPENDITURE	756,284	185,864	1,103,258	230,458	1,004,589	157,582	408,445	15,709	562,745	406,311	4,917,059	
Management Fee	0	0	0	0	0	0	0	0	0	0	1,288,637	
NET PROFIT	(731,979)	(176,211)	2,013,857	902,826	1,363,925	210,559	607,536	23,135	(562,745)	(406,311)	(3,294,053)	

(49,460)

Notes

Customer services, catering and reception income and costs are contained within the "other" section

Technical and Cleaning sections were added from January 2014.

Administration income includes non contract catering income and room hire

Marketing income includes advertising and sponsorship

Pools includes all swimming activity

Bowl included all bowling activity

Ice includes all ice skating activity

Arena includes all hall activities

Energy includes all gym membership, casual studio and casual fitness

Athletics includes all athletics and outdoor activity

Other includes income from catering, licence & rental fees from catering and shops, childrens activities, events, goods for resale and other.

Other income also includes catering and client maintenance recharges

**CAPITAL EXPENDITURE REPORT
YEAR ENDING 31.03.20**

CONTRACT TO DATE OPENING BALANCE OVERSPEND £ **805,408**

CHARGE TO P&L

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

EXPENDITURE

Smith Construction	Athletics Track	Guildford Spectrum	£	48,400
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	23,810
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	6,289
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	10,185
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	10,185
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	8,113
Chiller Experts	Ice Plant Compressor	Guildford Spectrum	£	23,280
Allflow	Pool Plant Pumps	Guildford Spectrum	£	7,110
Allflow	Pool Plant Pumps	Guildford Spectrum	£	4,138
Allflow	Pool Plant Pumps	Guildford Spectrum	£	2,007
Allflow	Pool Plant Pumps	Guildford Spectrum	£	3,331
Allflow	Pool Plant Pumps	Guildford Spectrum	£	7,930
Allflow	Pool Plant Pumps	Guildford Spectrum	£	2,624
Power Capacitors	Power Upgrade	Guildford Spectrum	£	8,639
Intelligent Light	Pool Lighting	Guildford Spectrum	£	11,784
Sterling Hydrotech	Pool Filters	Lido	£	10,930
Sterling Hydrotech	Dosing Unit	Lido	£	3,515
Sterling Hydrotech	Dosing Unit	Lido	£	17,335
Volts	Dosing Unit	Lido	£	3,389
Volts	Dosing Unit	Lido	£	1,630
Guildford BC	Calorifier	Lido	£	11,640
H&D	Aircon Units	Ash Manor	£	12,781
H&D	Aircon Units	Ash Manor	£	766

TOTAL EXPENDITURE £ **239,810**

OVERSPEND BALANCE CARRIED FORWARD TO 2020/21 £ **741,318**

**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
2019-2020	247,182	(43,667)	(290,849)	0	303,900	239,810	(64,090)	247,182	20,423	(226,759)	0
Contract To Date			(1,648,294)	71,983			741,318	(684,927)	(3,074,539)	(2,389,612)	71,983