

2014/15 *Alive*
ANNUAL REPORT *leisure*

OUR VISION:

“to be the number one place of choice by providing sustainable, inclusive and affordable sporting and cultural activities for the public benefit in West Norfolk”

CONTENTS

Page 4-5	Chairman & Chief Executive report
Page 6	Senior Management Team
Page 7	Trustees
Page 8-11	Key Performance Indicators – how we have performed?
Page 12	Focus on Sports Development
Page 13	Focus on Sports
Page 14	Focus on Arts and Entertainment
Page 15	Your Opinion Counts
Page 16-19	Annual Financial Accounts

Alive Corn Exchange A 700 seat multi-purpose theatre presenting a wide variety of live entertainment.	Alive Downham Leisure Hosts a 25m swimming pool, fully equipped gym, classes studio and sports hall.	Alive Sports Development Increasing sustainable opportunities to participate in sport and physical recreation in West Norfolk.
Alive Lynnsport A multi-faceted indoor and outdoor leisure complex including two gyms, a climbing wall, skatepark and athletics facilities.	Alive St James Pool A 25m swimming pool, a learner pool, gym and classes studio.	Alive Oasis Incorporates a 25m swimming pool with aqua slide and whirlpool as well as a gym, fitness studio, Fun Castle and roller skating rink.

CHAIRMAN AND CHIEF EXECUTIVE REPORT

Welcome to the first Annual Report for Alive Leisure.

It seems such a short time ago that we were in negotiations with the Borough Council of King's Lynn & West Norfolk for Alive Leisure to take on the management and operation of key local leisure facilities and services, and here we are having completed our first part operating year.

It's well documented that the council, along with many other authorities, needed to look at other ways to deliver services in order to save money and help ensure they continue to be provided in a more cost effective way.

The contractual arrangements determine the council retains ownership of the buildings which are leased to Alive Leisure but as an independent charitable organisation we make our own decisions through a Board of Trustees supported by a Senior Management Team. However, it is clearly beneficial to all parties, customers and community that we work closely with the council as a key stakeholder within the new arrangements.

Alive Leisure went 'live' on the 1st September 2014 and to be successful we need to grow the organisation ensuring an efficient, practical and systematic approach. As a 'not-for-profit' charitable company we aim through our charitable objects to promote services to individuals regardless of age and ability; to encourage an active and healthy lifestyle, and advancement of the arts, culture and heritage in West Norfolk.

The first part year operating has been very successful and we plan to put some of the surplus achieved into a reserve fund and build this up to ensure that we have sufficient resources to meet any unexpected costs that may arise as well as future costs of upkeep. We will reinvest the remainder back into services and are currently in discussion with the council looking at some joint investment opportunities.

The range of services, facilities and events under the management of Alive Leisure is significant and it is important that we consolidate the arrangements, although we continue to look at ways of further improving the services where possible.

A new website went live on the 1st September 2014 and attracted over 75,000 visits which is excellent. Many internal and external signs have been replaced and new staff uniforms provided, giving the chance to update and standardise across service areas. Alive Card was launched in September 2014 providing opportunities for discounts on sports activities as well as offering concessional rates for those who qualify. Other activities have also been programmed including a regular wheelchair bowls session, Kandoo and Mini Kandoo club and we worked closely with Active Norfolk to deliver another Safeguarding and Protecting Children workshop which was fully booked.

Learn2 continuous lessons for gymnastics and swimming have been introduced meaning that parents do not need to re-enrol their child; progress to higher classes takes place when the pupil is actually ready rather than waiting to an end of course term as previously required.

Standing gigs have been introduced at the Corn Exchange which increases the capacity considerably and we are very pleased with the quality of acts and shows over the past year including Blood Brothers, Dawn French, Alan Carr, Russell Watson and Swan Lake. Record numbers also attended the panto Snow White.

Finally, we would like to acknowledge the contribution of the volunteer Board of Trustees for their work and dedication particularly during the set up stage; also the 'Alive' Staff who have embraced the changes, and together we look forward to providing a great leisure service to the West Norfolk community.



Peter Lemon
Chairman



Simon McKenna
Chief Executive

ALIVE LEISURE SENIOR MANAGEMENT TEAM



Simon McKenna - **Chief Executive**



Nina McKenna
**Head of Programming
and Marketing**



Roger Partridge
**Senior Development Manager
(Sport & Leisure)**

ALIVE MANAGEMENT LTD



Neil Gromett
Chief Operating Officer - Alive Management Ltd
Contracted by Alive Leisure to oversee the operational services, maintenance, utilities and management of the bars, catering and vending services.

TRUSTEES



Peter Lemon - **Chairman**



Jan Clay - **Company Secretary**



Dr Ian Mack - **Vice Chairman**



Michael Andrews - **Treasurer**



Sarah Juggins - **Trustee**



Ian Trundley - **Trustee**



Abbie Panks - **Trustee**



Elizabeth Nockolds - **Trustee**

KEY PERFORMANCE INDICATORS
 HOW HAVE WE PERFORMED?

Users (facilities)

2013/14

1,464,891 

2014/15

1,422,448 

2.9% below target. We have reviewed our marketing strategy to increase users to the facilities in 2015/16.

Income target 2014/15

£2,955,610

Outcome

£3,167,551

Income exceeded target by 6.75%, this was largely due to above expected performance on show income, swimming lessons and gymnastics.

Subsidy (per user)

2013/14

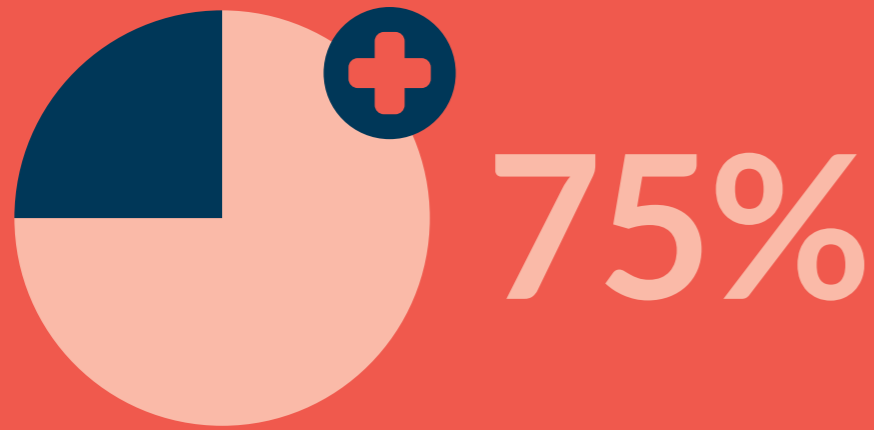
 £1.18

2014/15

 £0.97

The aim for 2015/16 is to reduce this further, with a target of £0.95.

Health and Safety target 2014/15



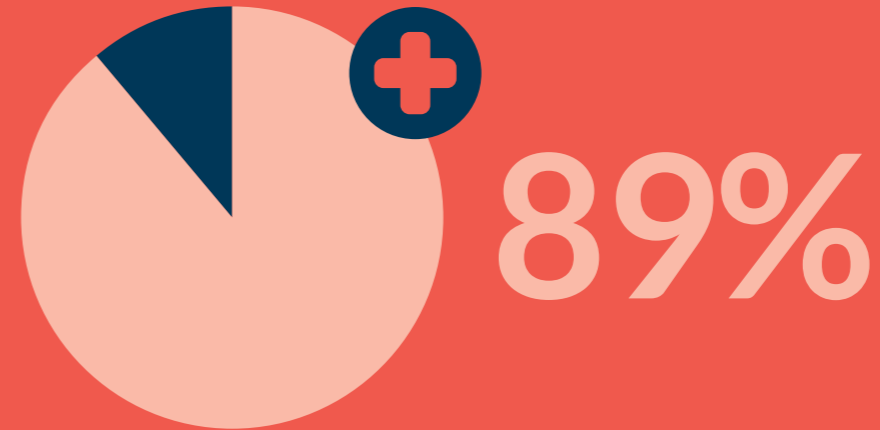
Utility costs target 2014/15



Event participants target 2014/15



Outcome



Our external audits of Health and Safety gave us a score of 89% against a national average of 62%

Outcome

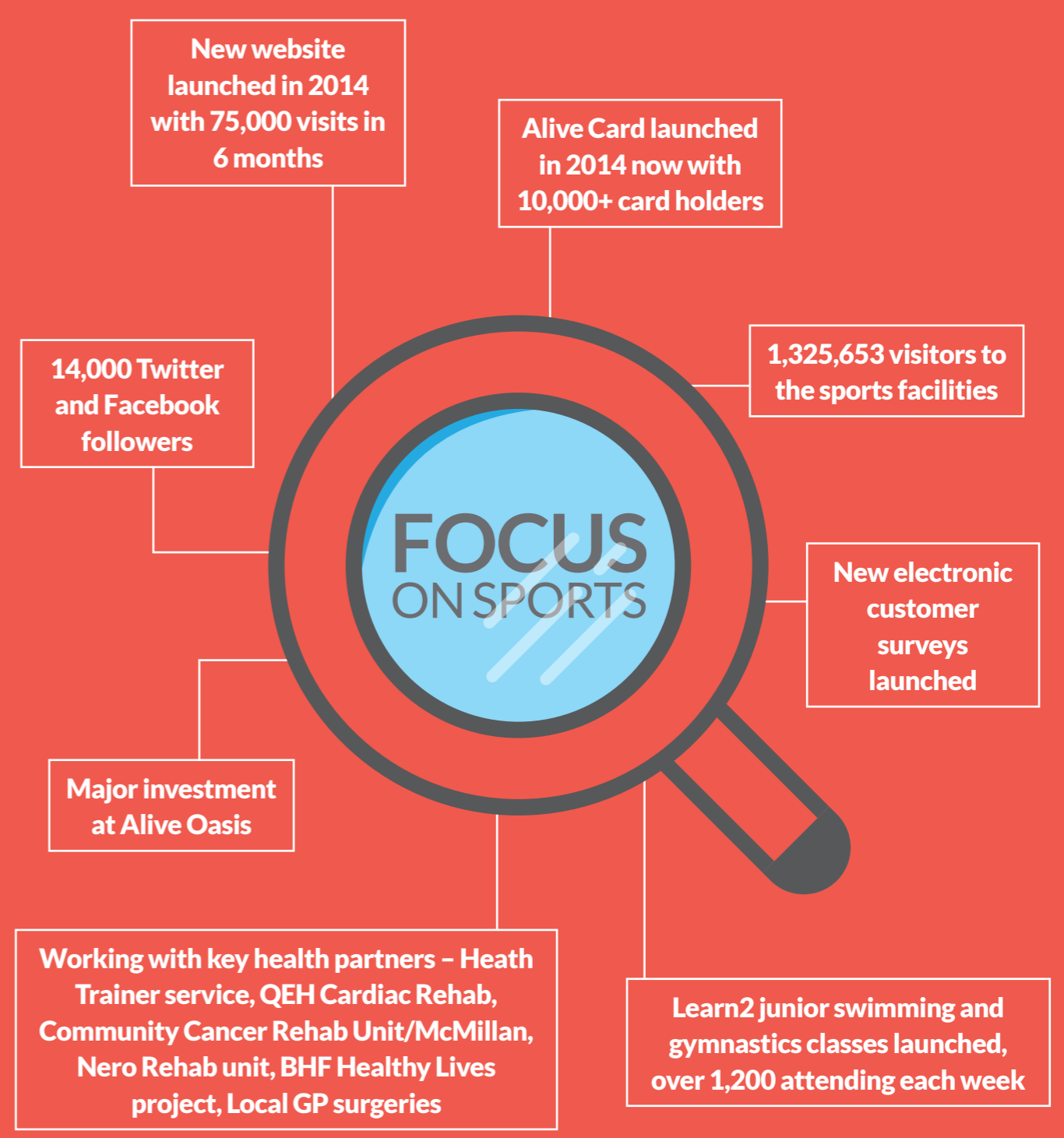
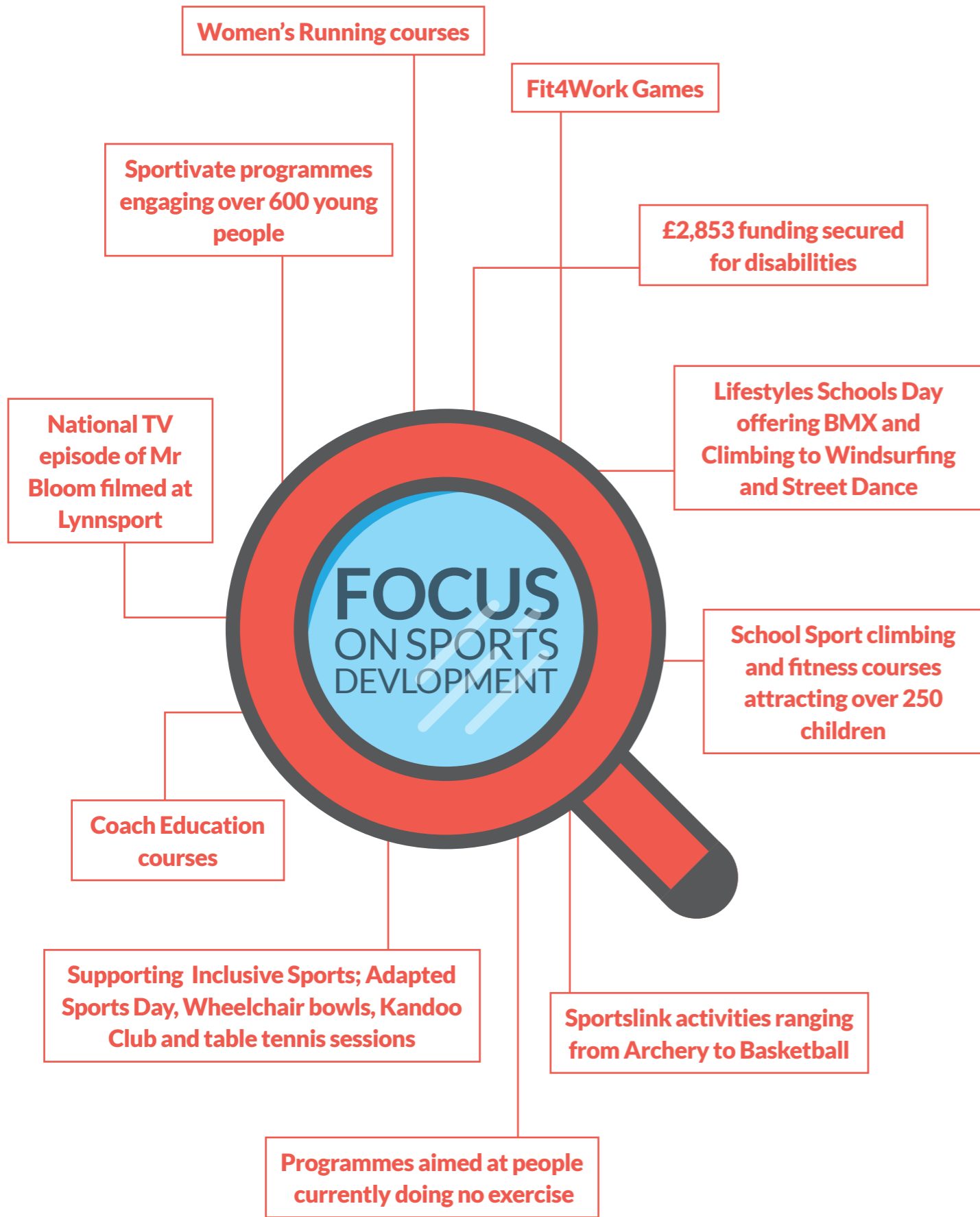


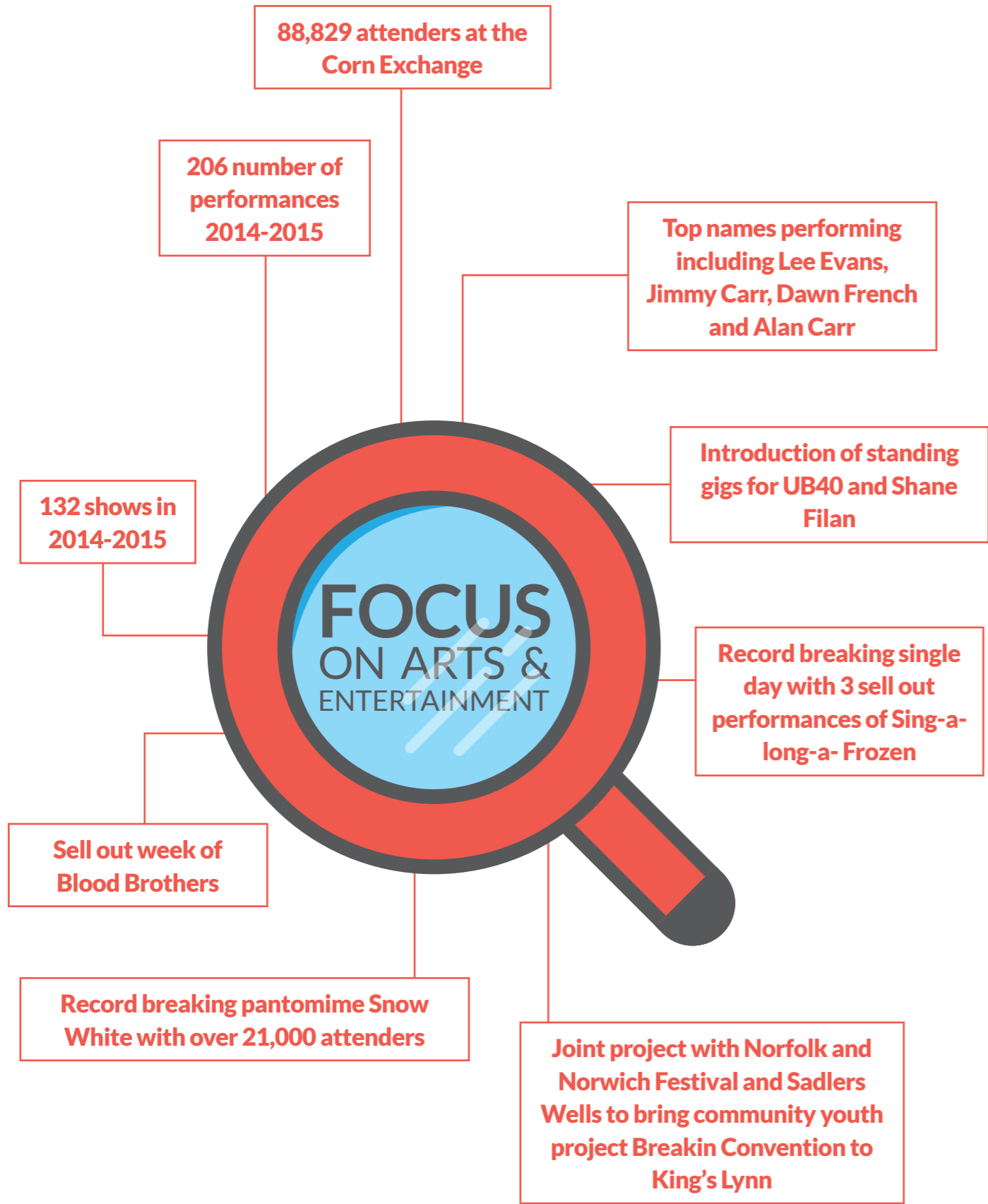
Reduced energy charges and an improved energy plan have resulted in energy savings of around 11% against target.

Outcome



Target achieved. Events included GEAR 10K, West Norfolk Village Games and Open Days.





“staff are friendly and know their jobs”

“my personal fitness advisor is excellent”

“I really enjoy the classes and am pleased that I joined”

“A brilliant venue. Love it”

“Love the place”

“Always enjoy all shows. Thank you”

“very satisfied”

“always a positive experience”

“We just love the place and the shows”

YOUR OPINION COUNTS

- First ever email customer survey March 2015
- 3,488 Alive Leisure members
- Response rate 15%
- Net Promoter Score 20%
- Industry national average 21%
- 2,230 Alive Corn Exchange customers
- Response rate 14%
- Net Promoter Score 67%

Improvement action plans have been developed to increase customer satisfaction in 2015/16

OUR FINANCIAL PERFORMANCE

ALIVE LEISURE STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR PERIOD ENDING 31 MARCH 2015

	Unrestricted £'s	Restricted £'s	Total £'s
Donations	319,880	0	319,880
Income from Charitable Activities	3,058,321	12,618	3,070,939
Income from Other Trading Activities Commercial trading Operations	33,326	0	33,326
Investment Income	174	0	174
Total Income	3,411,701	12,618	3,424,319
Expenditure Costs of Raising Funds			
Expenditure from Charitable Activities	3,092,165	11,060	3,103,225
Expenditure from Other Trading Activities Commercial trading Operations	15,876	0	15,876
Total Expenditure	3,108,041	11,060	3,119,101
Net income/(expenditure) before tax for the reporting period	303,660	1,558	305,218
Tax Payable	3,560	0	3,560
Net income/(expenditure) for the reporting period	300,100	1,558	301,658
Total Funds brought forward	0	0	0
Total Funds Carried Forward	300,100	1,558	301,658

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

ALIVE LEISURE BALANCE SHEET AS AT 31 MARCH 2015

	2015 £
Current assets	
Cash and cash equivalents	799,421
Trade Receivables	1,003,106
Inventory – Resale Stock	20,434
	1,822,961
Current liabilities	
Trade Payables falling due within one year	1,521,303
Net current assets	301,658
Total net assets	301,658
The funds of the charity	
Unrestricted Income Funds	300,100
Restricted Income Funds	1,558
	301,658

The Trustees have prepared accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.



Signed P Lemon
Name **Peter Lemon**, Chair of trustees on behalf of the trustees
Approved by the trustees on 29 September 2015

ALIVE LEISURE STATEMENT OF CASH FLOWS AS AT 31 MARCH 2015

	Period ended 31 March 2015 £
Cash flows from operating activities	
Cash generated from operations	799,247
Net cash generated by operating activities	799,247
Cash flows from investing activities	
Interest received	174
Net cash used in investing activities	174
Increase in cash and cash equivalents in the year	799,421
Cash and cash equivalents at the beginning of the year	0
Cash and cash equivalents at 31 March 2015	799,421

Charity No 1156582
Company No 8735413
Alive Leisure, Greenpark Avenue,
King's Lynn, Norfolk, PE30 2NB

www.aliveleisure.co.uk