

## **CABINET MEMBERS REPORT TO COUNCIL**

**29<sup>th</sup> January 2026**

**COUNCILLOR SIMON RING - CABINET MEMBER FOR BUSINESS, PROPERTY AND LEISURE**

For the period December 25 to January 20<sup>th</sup> 26

### **1 Progress on Portfolio Matters.**

#### **Commercial Property Portfolio and Asset Management**

##### **1. Introduction**

This report sets out the work currently being undertaken by the Property Team, the rationale behind that work, and the governance framework now being put in place to manage the Council's commercial property portfolio effectively and responsibly.

It is important to state at the outset that the Borough Council has never previously operated with a formal Asset Management Plan. Given the scale, value, and complexity of the portfolio, this has represented a significant gap in governance, oversight, and strategic control.

##### **2. Asset Management Planning Framework – Purpose and Importance**

Local authorities are custodians of substantial public assets, including land, buildings, and commercial property. These assets are critical to service delivery, financial resilience, and community wellbeing.

Effective stewardship requires a structured framework comprising:

- An Asset Management Plan (AMP)
- An Asset Acquisition Policy
- An Asset Disposal Policy

Together, these documents ensure that assets are affordable, fit for purpose, aligned with corporate priorities, and managed transparently throughout their lifecycle.

##### **3. Asset Management Plan (AMP)**

What it is

The Asset Management Plan is a strategic document that sets out how the

Council manages its assets from acquisition through operation and maintenance to eventual disposal.

Why it is essential

The AMP underpins:

- Long-term financial sustainability
- Evidence-based decision-making
- Risk and compliance management
- Intergenerational equity
- Clear accountability for asset performance

Without an AMP, it is not possible to demonstrate that assets are being managed in a planned, consistent, and value-for-money manner.

#### **4. Asset Acquisition Policy**

Purpose

The Asset Acquisition Policy defines how and when the Council acquires new assets, ensuring that decisions are justified, affordable, and aligned with strategic objectives.

Benefits

- Prevents unfunded and unplanned liabilities
- Requires full whole-life cost consideration
- Ensures consistency, transparency, and governance discipline

#### **5. Asset Disposal Policy**

Purpose

The Asset Disposal Policy governs how assets that are surplus, obsolete, or under-performing are removed from the portfolio.

Benefits

- Prevents retention of non-performing assets

- Reduces unnecessary holding costs
- Ensures lawful, transparent, and defensible disposals
- Supports strategic portfolio optimisation

## **6. Why All Three Are Required**

Each document controls a different stage of the asset lifecycle:

- Acquisition Policy – entry into the asset base
- Asset Management Plan – operation, performance, and renewal
- Disposal Policy – exit from the asset base

Together, they provide a coherent framework for sustainable asset stewardship and sound governance.

## **7. Progress to Date**

Both myself and Cllr Anota before me recognised the urgent need for this framework on taking up our respective roles. Unfortunately, substantive progress was not made until the appointment of the current Interim Assistant Director for Property, at which point meaningful work commenced.

We must reach a position where, quite simply, the Council knows exactly what it owns, its condition, its performance, and its value at the press of a button. This is not optional when managing a portfolio valued at well in excess of £66 million.

## **8. Portfolio Context and Performance**

The current commercial portfolio generates income broadly as follows:

- Industrial:  
£1,781,476 let income
- Retail:  
£396,053 let income
- Office:  
£1,079,900 let income

- Seafront:  
£350,583 let income
- Beach Huts:  
£52,500 let income

While the portfolio is often quoted as being worth £66 million, it must be recognised that this figure is derived from yield-based assumptions. In reality, a property is only worth what a willing buyer and a willing seller agree at the point of sale. That value can only be tested through appropriate marketing and due process.

## **9. Public Sector Stewardship vs Private Fund Management**

There is a fundamental distinction between managing a council property portfolio and managing a private investment fund.

- Private fund managers optimise assets to maximise financial return alone.
- Councils must balance financial return with community benefit, social value, and place-based outcomes.

For this reason, the Council is taking a careful and measured approach to acquisitions and disposals, ensuring that both financial and social impacts are properly assessed before decisions are taken.

## **10. Confidentiality and Responsible Governance**

It is therefore a matter of serious concern when information relating to potential acquisitions or disposals is released prematurely to residents or the media.

Such actions:

- Risk causing unnecessary anxiety and distress within communities
- Undermine proper due diligence and decision-making
- Expose the Council to financial and legal risk

- Compromise the Council's negotiating position

Members must recognise that selective disclosure of incomplete or untested information, particularly before all professional advice has been obtained, does not serve the interests of residents or the Council. It risks substituting evidence-based governance with commentary driven by other considerations.

## **11. Recent Achievements and Portfolio Rationalisation**

By way of update, the Property Team has delivered significant progress since Summer 2025:

- 18 lease renewals completed or near completion, securing £357,735 of income
- £3.1 million of asset sales agreed (subject to contract) with no adverse impact on revenue
- £1.9 million of land currently on the market (100% Council ownership)
- £4.3 million of land on the market where the Council holds a 50% interest

This demonstrates focused and effective portfolio management.

## **12. Forward Strategy**

The Council will continue to dispose of assets that:

- Deliver insufficient financial return, and
- Provide inadequate social or strategic value to justify retention

Capital receipts will be used to:

- Reduce debt
- Re-invest in income-generating assets
- Support assets with clear strategic or community value

### **13. Conclusion**

The introduction of a proper asset management framework represents a step-change in how the Council manages its commercial property portfolio. The work underway is strengthening governance, improving performance, and ensuring that decisions are taken responsibly, transparently, and in the long-term interests of residents.

This approach requires discipline, confidentiality, and respect for due process. Anything less risks undermining both the financial position of the Council and public confidence in its stewardship of community assets.

#### **Parking**

An analysis of parking activity and income for 2024 and 2025 provides a clear indication of continued demand for parking across West Norfolk. The data shows that parking usage has been maintained and marginally increased, alongside a significant rise in revenue. Taken together, these indicators demonstrate that West Norfolk remains a buoyant place for residents and visitors, with town centres and visitor destinations continuing to perform well.

#### **Parking Visits (Footfall)**

Total parking stays increased from 1,716,982 in 2024 to 1,725,029 in 2025, an increase of 8,047 visits (+0.47%).

This stability in usage indicates that:

- Residents and visitors continue to access town centres, coastal locations, and key destinations at consistent levels.
- Parking charge changes have not resulted in reduced footfall.
- Demand remains driven by accessibility, convenience, and destination attractiveness rather than price sensitivity.

Overall, footfall data reflects ongoing confidence in West Norfolk's local centres and visitor economy.

#### **Parking Revenue**

Parking income increased from £5.96 million in 2024 to £6.72 million in 2025, an increase of £755,594 (+12.68%).

This growth reflects:

- Sustained levels of parking activity.
- Improved income per stay rather than reliance on increased volume.

- Effective management of the parking service, including payment methods and compliance.

Revenue growth has therefore been achieved without compromising accessibility or usage.

### **Importance of Parking Income to the Council**

Parking income forms a significant and reliable component of the council's overall budget. Unlike many statutory services, parking services are required to be largely self-financing, with any surplus playing a vital role in supporting wider council priorities.

The net income generated from parking helps to:

- Offset pressure on the council's general fund.
- Support the delivery of discretionary services that would otherwise be difficult to sustain.
- Enable continued investment in community-facing activities.

In particular, parking income contributes to the council's ability to provide and support:

- Leisure services and facilities
- Events and cultural programmes
- Town centre initiatives and seasonal activities
- Community engagement and place-making

Without this income stream, the council's capacity to maintain these services would be significantly constrained.

The combination of stable footfall, strong revenue performance, and budgetary contribution demonstrates that parking services are performing an important dual role: supporting access to destinations while also generating income that directly benefits residents and communities.

The 2025 parking data provides strong evidence that West Norfolk remains buoyant for both residents and visitors. Parking usage has been sustained and slightly increased, while income has grown materially. Crucially, this income plays an important role in enabling the council to continue delivering a wide range of discretionary services, including leisure and events, which enhance quality of life and support the local economy.

Full data below

2024						
	P&D MACHINE		MI PERMIT CASHLESS		OVERALL TOTAL	
CAR PARK	STAYS	INCOME	STAYS	INCOME	STAYS	INCOME
Albert Street	30148	£101,715.00	30324	£104,534.50	60472	£206,249.50
Austin Street East	6901	£22,888.25	11569	£47,295.20	18470	£70,183.45
Austin Street West	6980	£24,195.15	12411	£48,274.60	19391	£72,469.75
Baker Lane	41475	£131,793.70	44332	£143,994.00	85807	£275,787.70
Blackfriars Street	16932	£50,371.90	29324	£82,782.70	46256	£133,154.60
Boal Quay	34973	£110,650.75	30963	£113,573.70	65936	£224,224.45
Burnham Market	15830	£42,863.25	11339	£33,819.10	27169	£76,682.35
Central	16806	£59,204.95	11398	£42,697.10	28204	£101,902.05
Chapel Street	20596	£63,480.45	23546	£77,230.40	44142	£140,710.85
Cliff Top	40654	£203,054.65	29572	£168,010.50	70226	£371,065.15
Coach Park	2181	£16,973.10	1134	£9,145.20	3315	£26,118.30
Common Staithe	13468	£43,868.10	23496	£95,077.80	36964	£138,945.90
Heacham North Beach	10929	£40,558.45	4517	£18,104.30	15446	£58,662.75
Heacham South Beach	7326	£24,520.75	4220	£16,174.10	11546	£40,694.85
Juniper	2179	£7,499.10	4719	£18,446.30	6898	£25,945.40
Multi Storey (Coin / Card Income)	60421	£207,106.50	160201	£573,575.70	220622	£780,682.20
Multi Storey Outside Blue Badge	2765	£10,326.00	1701	£6,373.70	4466	£16,699.70
North Promenade	2076	£9,618.15	2180	£11,000.30	4256	£20,618.45
Saturday Market Place	14774	£42,182.05	25566	£77,223.00	40340	£119,405.05
Seagate East	9281	£60,517.40	6329	£42,497.80	15610	£103,015.20
Seagate West	33282	£201,856.95	19821	£124,706.10	53103	£326,563.05
South Promenade	45970	£236,032.75	18800	£96,302.60	64770	£332,335.35
Southend	38568	£206,772.80	16666	£94,709.80	55234	£301,482.60
St James Court	28817	£92,423.90	34958	£115,993.50	63775	£208,417.40
Surrey Street	24131	£72,294.15	24556	£73,302.20	48687	£145,596.35
The Walks	13500	£789.35	468	£1,458.00	13968	£2,247.35
Tuesday Market Place	134638	£409,549.50	159457	£493,652.10	294095	£903,201.60
Valentine Road	8123	£19,081.00	3984	£11,085.90	12107	£30,166.90
Vancouver Quarter	69774	£234,414.55	60360	£199,649.90	130134	£434,064.45
Albert Street - Free	9445				9445	£0.00
Baker Lane - Free	18694				18694	£0.00
Saturday Market Place - Free	8740				8740	£0.00
Tuesday Market Place - Free	113956				113956	£0.00
Valentine Road - Free	990				990	£0.00
Vancouver Bus Station	1	£2.00			1	£2.00
<b>Totals</b>	<b>905324</b>	<b>£2,746,604.60</b>	<b>807911</b>	<b>£2,940,690.10</b>	<b>1713235</b>	<b>£5,687,294.70</b>

PERMITS						
PERMIT TYPE	ISSUED	INCOME				
Heacham Beach Hut	44	£2,091.70				
Heacham Non-Residents	9	£965.80				
Heacham Residents	28	£1,527.60				
Heacham Seniors	65	£2,674.60				
Hunstanton	20	£4,274.50				
Hunstanton Seniors	255	£11,454.40				
Hunstanton Watersports	12	£1,518.50				
King's Lynn Long Term	3090	£229,958.40				
Rover Permits	139	£4,198.60				
Seafront Trader	8	£498.90				
King's Lynn Short Term	4	£3,876.00				
Triangle Trader	19	£1,105.50				
Burnham Market	54	£8,854.10				
<b>Totals</b>	<b>3747</b>	<b>£272,998.60</b>				

2024	
<b>TOTAL STAYS</b>	1716982
<b>TOTAL INCOME</b>	£5,960,293.30

2025						
	P&D MACHINE		MI PERMIT CASHLESS		OVERALL TOTAL	
CAR PARK	STAYS	INCOME	STAYS	INCOME	STAYS	INCOME
Albert Street	33954	£129,101.10	27432	£104,956.70	61386	£234,057.80
Austin Street East	7439	£28,146.75	11818	£50,944.20	19257	£79,090.95
Austin Street West	8627	£33,380.25	11304	£47,049.80	19931	£80,430.05
Baker Lane	45118	£160,716.80	42271	£149,637.50	87389	£310,354.30
Blackfriars Street	20526	£69,766.40	25617	£79,215.90	46143	£148,982.30
Boal Quay	46926	£154,168.25	28110	£108,040.10	75036	£262,208.35
Burnham Market	24287	£102,315.85	6242	£26,774.00	30529	£129,089.85
Central	24510	£98,195.85	4361	£16,844.30	28871	£115,040.15
Chapel Street	23879	£86,958.90	19555	£70,983.70	43434	£157,942.60
Cliff Top	63437	£373,014.25	7815	£44,240.60	71252	£417,254.85
Coach Park	2887	£24,703.10	412	£3,843.50	3299	£28,546.60
Common Staithe	14977	£58,949.80	19902	£83,422.90	34879	£142,372.70
Heacham North Beach	15135	£69,794.15	1796	£8,229.10	16931	£78,023.25
Heacham South Beach	10238	£43,145.60	1625	£7,164.40	11863	£50,310.00
Juniper	2413	£9,648.40	4141	£17,240.40	6554	£26,888.80
Multi Storey (Coin / Card Income)	50837	£191,559.70	151245	£601,782.90	202082	£793,342.60
Multi Storey Outside Blue Badge	4080	£16,909.25	981	£3,806.70	5061	£20,715.95
North Promenade	3167	£18,096.25	985	£5,224.90	4152	£23,321.15
Saturday Market Place	18686	£62,902.10	23175	£75,779.60	41861	£138,681.70
Seagate East	13702	£101,056.95	1320	£8,573.50	15022	£109,630.45
Seagate West	49832	£349,063.60	6789	£41,844.00	56621	£390,907.60
South Promenade	53097	£311,115.60	11780	£62,656.20	64877	£373,771.80
Southend	44944	£273,842.65	9194	£54,827.20	54138	£328,669.85
St James Court	33173	£122,471.70	30774	£113,337.70	63947	£235,809.40
Surrey Street	26094	£87,619.55	22981	£76,200.90	49075	£163,820.45
The Walks	14159	£560.60	455	£1,620.20	14614	£2,180.80
Tuesday Market Place	150139	£530,109.55	147442	£506,584.80	297581	£1,036,694.35
Valentine Road	8378	£25,141.50	3511	£9,836.90	11889	£34,978.40
Vancouver Quarter	77602	£289,198.55	53174	£189,859.00	130776	£479,057.55
Albert Street - Free	7517				7517	£0.00
Baker Lane - Free	17999				17999	£0.00
Saturday Market Place - Free	10268				10268	£0.00
Tuesday Market Place - Free	115825				115825	£0.00
Valentine Road - Free	1155				1155	£0.00
Vancouver Bus Station					0	£0.00
<b>Totals</b>	<b>1045007</b>	<b>£3,821,653.00</b>	<b>676207</b>	<b>£2,570,521.60</b>	<b>1721214</b>	<b>£6,392,174.60</b>

PERMITS				
PERMIT TYPE	ISSUED	INCOME		
Heacham Beach Hut	52	£2,726.60		
Heacham Non-Residents	8	£1,029.80		
Heacham Residents	46	£3,417.10		
Heacham Seniors	76	£4,417.30		
Hunstanton	20	£5,511.00		
Hunstanton Seniors	223	£18,913.60		
Hunstanton Watersports	12	£1,645.20		
King's Lynn Long Term	3152	£254,930.80		
Rover Permits	129	£4,210.90		
Seafront Trader	7	£473.90		
King's Lynn Short Term	14	£14,223.00		
Triangle Trader	20	£1,316.00		
Burnham Market	56	£10,897.50		
<b>Totals</b>	<b>3815</b>	<b>£323,712.70</b>		

2025	
<b>TOTAL STAYS</b>	1725029
<b>TOTAL INCOME</b>	£6,715,887.30

## **Crematorium and Cemeteries**

Cremations for 2025 are down from 1847 in 2024 to 1727. Revenue was down also but by a much lesser degree, from £1,621,011 to £1,592,477. Full body burials across the Council operated sites dropped from 82 in 2024 to 58 in 2025. Ashes burials away from the Crematorium were stable with the 2024 number of 63 matching the number for 2025.

Whilst much focus and conversation has been around the unfortunate need to close Gayton Road cemetery this coming April, it remains that there are still significant grave spaces at both private and Council controlled cemeteries across the Borough. In addition we have significant capacity for memorials and laying to rest of ashes at Mintlynn and indeed have two further expansions that will provide 6-10 more year of capacity.

Talks with both faith groups and undertakers continue with regard to grave space provision.

## **Business**

I have had a number of meetings with the Borough's business community since our last Council meeting. The general theme of concerns relate to issues emanating from national government decisions. In particular, our food and beverage, and visitor economy business community are feeling the most under fire.

The Meet the Buyer event took place on 4th December at King's Lynn Town Hall. The event provided an opportunity for local contractors and suppliers in West Norfolk to engage with representatives from major capital investment projects planned in King's Lynn and East Anglia over the next five years, including the new Queen Elizabeth Hospital, Sizewell C, the West Winch Access Road and the refurbishment of St George's Guildhall. The Council's procurement team also delivered a presentation outlining how local businesses can engage with the Council's tendering process. More than 70 businesses attended, gaining insight into accessing contracts and supply chain opportunities, and establishing direct connections with buyers and key decision-makers.

Support organisations, including the New Anglia Growth Hub, the College of West Anglia, Norfolk Chamber of Commerce, and the Federation of Small Businesses, were also present to offer guidance on business development, training, and growth opportunities.

## **Leisure**

This administration has consistently demonstrated that it listens carefully to consultation, responds constructively to challenge, and brings forward ambitious plans grounded in strong business acumen and social values.

The Lynnsport Capital Investment Plan is a clear example of this approach in practice. Following Council's decision in July 2025 to allocate £1.4m to progress redevelopment proposals, the project was taken through RIBA Stage

3 and accompanied by an extensive programme of stakeholder engagement. This included meaningful consultation with swimming, gymnastics and bowls clubs, alongside wider user engagement, with feedback actively shaping the emerging design and facility mix .

Consultation was not treated as a formality. Where stakeholder needs could not be fully met within the original integrated scheme – notably the bowls club requirement for four rinks – the administration did not dismiss these concerns. Instead, officers worked collaboratively with the club to explore alternative solutions, including the potential relocation of bowls provision to a more suitable town-centre location, recognising the significant social and wellbeing value that bowls delivers to the community .

At the same time, the administration has shown strong financial discipline and commercial realism. As the project developed, a rigorous review by the Section 151 Officer, in line with the Capital Strategy and the CIPFA Prudential Code, identified that the scale of borrowing required for the fully integrated redevelopment would place unsustainable pressure on the Council's revenue account and reserves. Rather than proceeding regardless, the administration responded decisively and responsibly, pausing to reassess affordability and long-term value for money .

This reassessment has not diluted ambition. The fundamental objective remains the provision of a modern, efficient and fit-for-purpose swimming facility to replace St James Swimming Pool, which is nearing the end of its economic life and faces escalating maintenance and energy costs. Using Sport England's demand and supply modelling, officers have continued to plan for the borough's future water space needs, ensuring that social outcomes and access to health and wellbeing facilities remain central to decision-making .

Crucially, the administration has demonstrated adaptability and innovation by identifying a more deliverable alternative: a standalone aquatic centre at Lynnsport. This option, originally considered during early feasibility work and revisited in light of financial pressures, offers a significantly lower capital cost while still delivering an eight-lane 25m pool, learner pool and splash pad. It also minimises disruption to existing services, allows St James Pool to remain operational during construction, and supports improved energy efficiency and reduced carbon emissions .

The decision to re-prioritise already approved funding to explore this option further under delegated powers reflects a balanced and proportionate response. It enables robust feasibility, planning and business case development without committing additional resources prematurely, and keeps open opportunities for external funding through early engagement with Sport England and other partners .

Overall, this approach exemplifies an administration that listens to its communities, values social and health outcomes, and is willing to adapt its plans in response to evidence. It shows ambition not as unchecked scale, but

as the delivery of the right projects in the right way – financially sustainable, socially responsible, and focused on long-term benefit for residents and users across the borough.

### **Padel Tennis in the Borough**

As we all know, Padel Tennis is coming to West Norfolk. Padel is the fastest growing sport in the world and the Padel availability already here is very popular.

Our initiatives on this front are twofold. Firstly, we are planning to bring Padel to Lynnsport, situated next to the tennis courts. We are working closely with the LTA, who are the governing body for Padel, and we are very confident that we will receive a significant grant to build three covered courts and indeed cover some or all of the existing tennis courts. This will have a huge uplift to our rackets sports offering and provide greater facilities to deliver inclusive activities to our entire community.

I am hoping to provide more detail on this imminently.

The other initiative is on The Rec in Hunstanton. We lease this site from the Le Strange Estate and have been trying to get more activity going for the past 2 years. With the permission and encouragement of the landlord we asked for expressions of interests from the market to build two Padel courts and refurbish the pavilion. We have had a very positive response to this and are progressing.

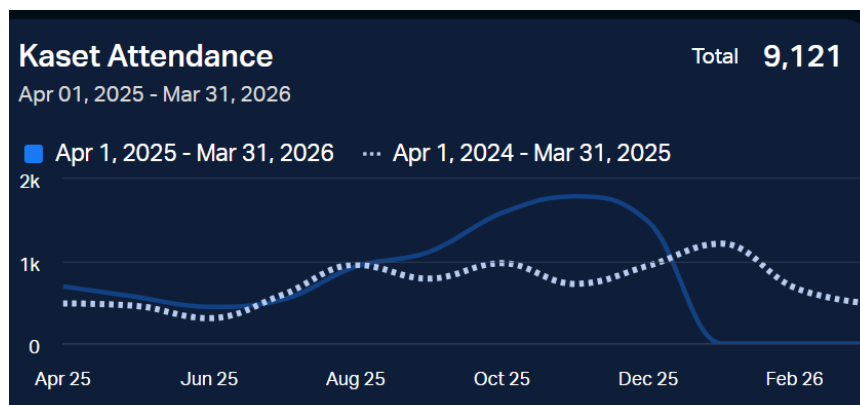
This will not only provide income to the Council for ground rent/sublease but also enhance the pavilion and its wider use. Watch this space.

### **Performance**

#### **Kaset stats:**

<b>Month</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>% Change (vs Last Year)</b>
<b>April</b>	325	350	487	693	+42.30%
<b>May</b>	288	300	456	566	+24.12%
<b>June</b>	341	226	307	444	+44.63%
<b>July</b>	423	439	590	531	-10.00%
<b>August</b>	785	672	954	932	-2.31%
<b>September</b>	434	316	787	1,109	+40.91%
<b>October</b>	716	543	974	1,583	+62.53%
<b>November</b>	513	528	724	1,785	+146.55%
<b>December</b>	591	531	943	1,478	+56.73%

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Comparing the current year (2025) to last year (2024), the Leisure sites have seen a modest overall growth in attendance of 1.03%, with total visits rising from 562,551 to 568,330 YTD.

Area	Last Year YTD (2024)	This Year YTD (2025)	Growth	% Change
3G Pitch	23,295	42,855	+19,560	+83.97%
Multiuse	11,108	15,105	+3,997	+35.98%
Bowls	17,117	21,409	+4,292	+25.07%
Group Fitness	57,413	60,564	+3,151	+5.49%
Fitness	186,843	188,269	+1,426	+0.76%
Swimming	162,994	163,088	+94	+0.06%
Pelicans	12,087	12,087	0	0
Tennis	7,455	6,459	-996	0
Barn	18,081	15,908	-2,173	0
Sports Hall	66,158	42,586	-23,572	0
<b>TOTAL</b>	<b>562,551</b>	<b>568,330</b>	<b>+5,779</b>	<b>+1.03%</b>

Individual breakdown:

This Year to date:

NB: Notable differences in the sports hall attendance due to Downham academy no longer using, some variation in 3G because of maintenance closures last year.

## Note the uplift in Bowls.....

AWN Overall Attendance											
TIME		FITNESS	GROUP FITNESS	SWIMMING	SPORTS HALL	3G PITCH	BARN	BOWLS	PELICANS	MULTIUSE	TENNIS
1	Apr ...	22,056	6,478	18,807	3,830	4,095	1,620	1,868	1,343	765	596
2	May...	22,325	6,389	19,299	4,600	3,150	2,370	671	1,343	855	661
3	Jun ...	22,410	5,425	20,321	6,930	7,950	2,280	871	1,343	1,140	752
4	Jul 25	22,469	8,324	21,189	2,930	4,905	750	1,053	1,343	1,635	1,050
5	Aug...	18,668	7,204	19,503	1,395	0	240	667	1,343	2,115	663
6	Sep...	21,276	7,747	18,616	5,694	5,475	2,243	2,942	1,343	2,400	801
7	Oct ...	20,237	7,197	17,988	5,395	6,015	2,400	4,939	1,343	2,700	800
8	Nov...	21,500	6,849	16,812	5,959	6,375	2,445	5,240	1,343	1,965	595
9	Dec...	17,328	4,951	10,553	5,853	4,890	1,560	3,158	1,343	1,530	541
TOTAL		188,269	60,564	163,088	42,586	42,855	15,908	21,409	12,087	15,105	6,459

## Same time last year:

AWN Overall Attendance											
TIME		FITNESS	GROUP FITNESS	SWIMMING	SPORTS HALL	3G PITCH	BARN	BOWLS	PELICANS	MULTIUSE	TENNIS
1	April	22,414	7,309	19,583	7,388	3,915	1,389	1,685	1,343	750	653
2	May	21,628	6,685	20,378	9,232	4,095	2,712	510	1,343	495	1,033
3	June	20,613	6,201	19,141	7,874	3,405	1,986	510	1,343	540	1,031
4	July	21,917	6,796	20,946	5,862	3,465	1,554	542	1,343	570	1,065
5	August	19,669	6,239	20,622	1,306	2,085	147	487	1,343	630	777
6	Sept...	21,233	6,372	17,629	9,929	1,500	2,850	1,962	1,343	2,153	934
7	Octo...	22,364	7,077	17,755	9,389	0	2,832	4,179	1,343	2,280	849
8	Nove...	20,424	6,362	16,609	9,098	1,950	2,730	4,116	1,343	2,490	622
9	Dece...	16,581	4,372	10,331	6,080	2,880	1,881	3,126	1,343	1,200	491
TOTAL		186,843	57,413	162,994	66,158	23,295	18,081	17,117	12,087	11,108	7,455

## 2 Forthcoming Activities and Developments.

Many and various across the whole portfolio

## 3 Meetings Attended and Meetings Scheduled

I have met with the following officers, most of which are scheduled for further

meetings in the coming months.

Duncan Hall  
Kate Blakemore  
Michelle Drewery  
Emma Hodds  
Stuart Ashworth  
Martin Chisholm  
David Morton  
Chris Black  
Jason Birch  
David Gent  
Anne-Marie Ketteringham  
Jemma Curtis  
Connor Smalls  
Robin Lewis  
Tim Fitzhigham  
James Grant  
Tim Baldwin  
Phillipa Sillis  
David Wiles  
Hannah Wood-Handy  
Nicola Cooper  
Jo Stanton

Apologies if I've missed some which I'm sure I have!