



Alive
leisure

**2017/18
Annual Report**



Alive leisure

Alive
corn exchange

Alive
lynn sport

Alive
downham leisure

Alive
st james pool

Alive
oasis

Alive
sports development

Contents

Page 4-7	Chairman & Chief Executive report
Page 8	Senior Management Team
Page 9	Trustees
Page 10-15	Key Performance Indicators – How have we performed?
Page 16	Focus on Sports Development
Page 18-19	Focus on Sports
Page 20-21	Focus on Arts and Entertainment
Page 22-23	Your Opinion Counts
Page 24-27	Annual Financial Accounts



Chairman REPORT



Peter Lemon
Chairman

Alive Leisure Trust has ended its fourth year of operation with an unrestricted surplus of £12,334. After accounting for the release from prior year reserves to fund improvements in technology the Trust achieved a total surplus of £1,288 in the year. Whilst this figure is lower than the figure anticipated at the start of the year, it has been achieved against a backdrop of considerable investment in innovative service improvements and an unprecedented level of challenge. Leisure and cultural services continue to be delivered from five sites in West Norfolk - Alive Lynnsport, Alive St James, Alive Downham Market, Alive Oasis and Alive Corn Exchange - and this year the Trust has consolidated existing outreach provision as part of its strategy to make services accessible for all.

Having spent the first three years of the Alive Leisure's existence establishing effective service delivery and local engagement. Q1 to Q3 of this year has seen a review of operating processes and a refinement organisational strategy. The objective of the review and refinement was to increase the high quality of provision offered to the population of West Norfolk, and support one of the Trust's key aims of becoming self-sufficient and commercially robust.

Project work undertaken this year has included a move away from the local authority-maintained Gladstone leisure management system. The Trust has successfully introduced and embedded Legend as the leisure management system of choice. Whilst this change involved a considerable amount of financial and human resources investment, it has given the Trust autonomy over the management of its members' data, enabling

the Trust to rationalise its product and pricing structure and provide a management information system that considers the customer at the heart of everything we do.

Following the implementation of Legend we undertook another major project in 2017-18, the wholesale review of fees and charges across the Trust. Rationalising fees and charges created transparency and fairness across all of Alive Leisure's service delivery. From a starting point of approximately 820 different membership fees and activity charges these have been refined into a structure of approximately 300 fees and charges. The new fees and charges structure was launched in April 2018. The launch has been timed to coincide with the launch of a revamped Alive Leisure website which will be more intuitive and will, for the first time, facilitate online bookings and payments.

To support the drive towards excellence in customer experience and commercial sustainability the Trust's Board approved the introduction of a new Head of Group Sales post and created, within existing resources, a Head of Wellbeing & Customer Experience post. These two new roles will actively promote and support an increased level of customer recruitment and retention.

There have been several significant challenges for the Trust this year, most of which have unfortunately sat outside the Trust's immediate sphere of control. One such challenge has been a drop in swimming participation numbers, which is reflective of the national downward trend in this activity. Prolonged roadworks undertaken on one

of the main transport routes in and out of King's Lynn town centre may have exacerbated the situation locally as it has caused significant travel disruption which, in turn, has made access to Alive St James problematic at times. It was reported town centre businesses had experienced reduced footfall during the period of travel disruption.

Lynnsport has also fallen foul of travel disruption, with the lengthy closure of Greenpark Avenue due to the development of housing on land running parallel to this road. Whilst there is now a second access road allowing vehicular travel to and from this venue, Greenpark Avenue has been a well-established access route for Lynnsport over many years and its prolonged closure has undoubtedly negatively impacted upon footfall this year. Greenpark Avenue is scheduled to remain closed until November 2018.

The Trust have in place an established strategy and detailed business plan which aims to increase participation and positively impact the health and wellbeing of borough residents and in particular those living in rural areas who are inherently more difficult to engage. However, the Trust faces an unprecedented level of uncertainty following the Borough Council of Kings Lynn and West Norfolk's (BCKLWN) decision to carry out an options appraisal into the delivery of leisure and cultural services.

The options appraisal arose as a consequence of the BCKLWN predicting a future financial deficit. To mitigate the predicted deficit the BCKLWN looked to identify opportunities to reduce the leisure and culture subsidy by £1.2m, in effect providing the services at nil cost to the borough. The options appraisal was to look at whether the services provided by the Trust should be provided by an alternative business model such as a not-for-profit local authority company or a community interest company.

The Trustees are disappointed with the position taken by BCKLWN which places a great deal of uncertainty around the future of the Trust. The

Trust is however committed to maintaining a constructive dialogue with the BCKLWN during this period of uncertainty, in particular the BCKLWN's Environment and Community Panel.

In conclusion, myself and fellow Trustees are in no doubt about the continued challenges that the next twelve months will bring but neither are we in any doubt about the importance of ensuring that Alive Leisure continues to put serving the community of the Borough Council of King's Lynn and West Norfolk at the very heart of core aims, whether it be through the delivery of high quality leisure and cultural services or through its wider charitable ambitions. I would like to recognise all the hard work of staff in actively supporting the work of the Trust, and genuinely appreciate all their hard work and commitment.

Chief Executive Report



Simon McKenna
Chief Executive

It is hard to believe that this is now the fourth annual Chief Executive report that I have written since Alive Leisure was commissioned as the not-for-profit organisation to manage leisure and cultural services on behalf of the Borough Council of King's Lynn & West Norfolk (BCKLWN) from September 2014.

During the past four years I have been proud of the quality of services that we have delivered to the people of West Norfolk, and I am genuinely pleased with how the Trust has evolved over this period of time. However, we are concerned by the BCKLWN proposal received during this year to review the future delivery of leisure and cultural services. An Options Appraisal process has been commissioned accordingly by the council, and one potential outcome of this process could be the termination of the services delivery arrangements between the Trust and BCKLWN. This is a concern that our Chairman covers more fully in his report.

Despite the challenges provided by the Options Appraisal, local road disruptions to the A47 and the extended closure of Green Park Avenue leading to Lynnsport, the 2017/18 year has again been successful with almost 1.5 million customers attending the facilities at the Alive Corn Exchange theatre, Alive Lynnsport, Alive Oasis, Alive St James and Alive Downham Leisure. In addition we also attracted almost 7,000 participants and attendees to the various events that we programmed during the year throughout the borough of King's Lynn and west Norfolk.

The year has seen a review of the Alive Leisure organisational structure in planning for key changes and developments that should ensure we are compliant with our statutory obligations and deliver a sustainable business model whilst

ensuring we continue to focus on our charitable objects. Within existing resources we appointed a Head of Marketing and Branding, Head of Group Sales and internally appointed to the new position of Director for Finance and HR.

During the year a great deal of planning and work has been put towards preparation for pension auto enrolment which comes in to effect in April 2018. Work has also been undertaken to prepare for the enforcement of General Data Protection Regulation (GDPR) which will happen in May 2018. We have also been working towards some significant technical ICT advancements which we believe will give us an even greater level of information upon which to base our business decision-making. At the start of the 2017/18 year we took the significant decision to change our leisure management software with the aim of improving business efficiency, streamlining operations, increasing memberships and improving customer experience. This change is fundamental in order to support and enhance the plans we have worked on during the year which will lead towards the introduction of a new website, online bookings and a new fees and charges structure at the start of the 2018/19 year.

To ensure greater efficiency and sustainability we took the decision in 2016/17 to outsource the annual GEAR race to a specialised race event organiser; the chosen organisation was the not-for-profit event company Run for All who planned and managed the GEAR race in May 2017. Over 3,500 people took part in the main GEAR and Mini Gear races, and overall the event was a huge success with Run for All bringing new ideas and a wealth of race event experience. A further benefit was the reported near

£50,000 raised for good causes by the entrants. There are plans to further increase the entry levels next year by reviewing the course route.

Also in May 2017 the Lynnsport skatepark (rebranded Kaset) was reopened by the Alive Leisure Chairman Peter Lemon and Councillor Elizabeth Nockolds following a significant refurbishment programme which included the installation of a first floor area for spectating, music, café and classroom provision. Alive Leisure, through accessing grants totalling near £200,000, supported the BCKLWN with this development.

I reported in last year's 2016/17 CEO report that Lynnsport had commenced celebrating its 25th anniversary of being opened by the Queen in 1991, and that a year of activities and events had been planned to mark this milestone. These celebrations culminated in the Family Fun Day finale on 16th July 2017 where near to 1,500 people joined in free activities, local bands provided some great music and KLFM supported the day by providing 'on air' live updates. It's incredible to think that this great community leisure facility has now attracted almost 14 million customers over the years.

Alive Corn Exchange continues to provide a wide and vibrant programme offering top class acts and specialised performances. This year, stars of the hugely popular Strictly Come Dancing have appeared on stage along with acts such as Al Murray, Sam Bailey, Lulu and a talk by Sir Ranulph Fiennes the renowned British explorer. The panto Jack and the Beanstalk was also another success with numbers nearing 20,000 attending the shows, and we were proud to offer inclusive panto performances including signed and autism-friendly shows as we endeavour to make live theatre accessible to all.

In the continual drive towards greater social inclusion and community engagement the Alive Leisure Board of Trustees contributed £10,000 again this year to subsidise summer holiday programmes, in which nearly 7,000 children participated. Village Sports Co-ordinators started reporting directly to Alive Leisure and successfully delivered the inaugural annual Rural Village Games competition. Alongside the

large range of events Alive Leisure delivers for the community the Trust worked in collaboration with the Council to attract grant funding to support the delivery of the Come Alive North Lynn project which has seen running groups and buggy boot camps delivered free of charge.

Alive Leisure receives a number of requests to support groups, organisations and to participate in national events. The Trust Board this year decided to plan for giving such support and chose four national charities to engage with. These charities were Children in Need, Sport Relief, British Heart Foundation and Macmillan. Additionally one local charity was also chosen this year - West Norfolk Deaf Association. This has proven to be a successful initiative with, for example, £1,100 and £1,600 having been raised for the British Heart Foundation and Macmillan respectively.

Alive Leisure has also been active during the year in seeking grants and attracting sponsorship monies. A range of grants awarded to the Trust supported the completion of the skatepark, along with contributions from the Big Lottery and Norfolk Community Foundation. Active Norfolk provided £10,000 to run satellite clubs for hockey, cycling and tennis. £5,000 was obtained from the Fields in Trust and London Marathon Charity to deliver our Come Alive North Lynn project in partnership with BCKLWN. Dow Chemical continued to support disability sport with a donation of £3,200, and the Lawn Tennis Association provided £2,000 for the Just Play Tennis initiative. We also received some smaller funds for specific events or projects such as the Alive Games staged in King's Lynn town centre, which benefitted from a contribution from the Vancouver Quarter. Sponsorship saw positive relationships built with a range of local partners including Your Local Paper, KLFM, Duff Morgan, J&K Glass, Robinsons Mercedes, Listers BMW and Mini, and Searles.

Finally I would like to conclude another successful year by thanking the 'Alive' staff for their dedication and hard work, the Alive Leisure Board Members who offer great support and give their time as volunteers and lastly, but definitely not least, our very supportive customers.

ALIVE LEISURE SENIOR MANAGEMENT TEAM



Simon McKenna
Chief Executive



Nina McKenna
**Director of
Culture &
Communications**



Deborah Chapman
**Director of
Finance and
Human Resources**



Tommy Goode
**Director of
Business
Development**

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



Dr Ian Mack
Vice Chairman



Michael Andrews
Treasurer



Avril Wright



Nigel
Maggs-Oosterhagen



Abbie Panks



Sarah Juggins
(Resigned 9 Jan 2018)



Ian Trundley



Marie Connell
(Resigned May 2018)

**HOW
HAVE WE
PERFORMED?**

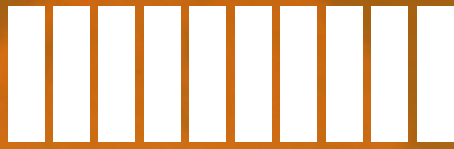
2017/18

**KEY PERFORMANCE
INDICATORS**



Income

Target



£5,433k

Achieved



£5,223K

Subsidy

Target

£0.91

Achieved

£0.81



Attendance (all facilities)



Event participants

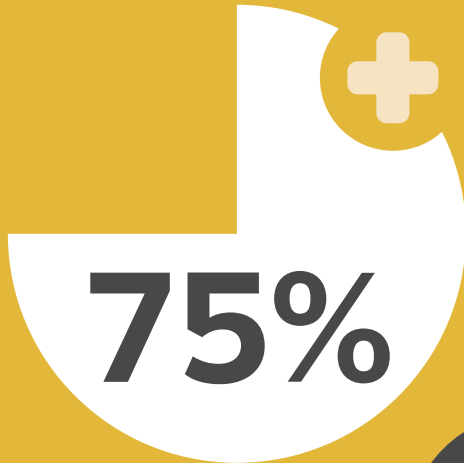
Target
7,616

Achieved
6,962

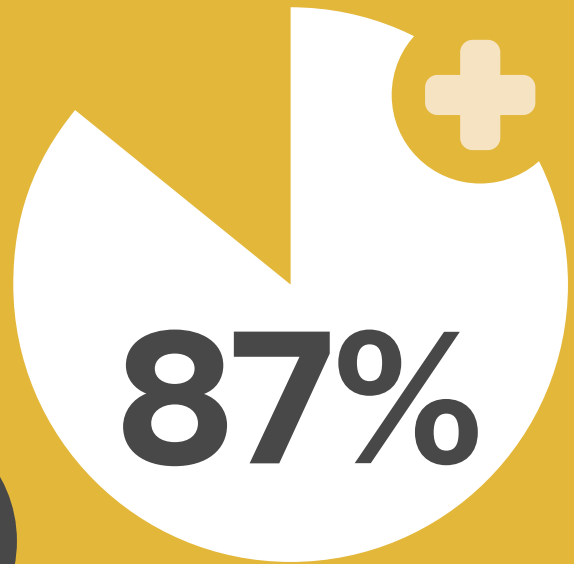
GEAR,
Village
Games, Open
Days & West
Norfolk Business
Games

Health and Safety

Target



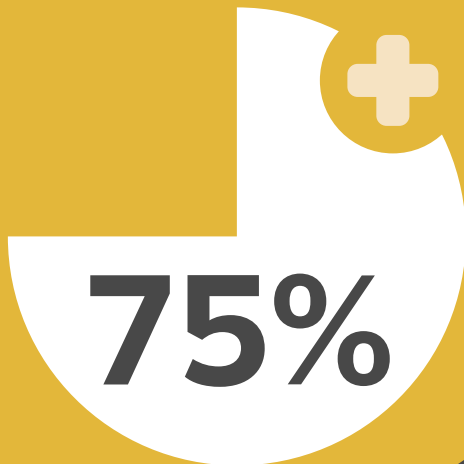
Achieved



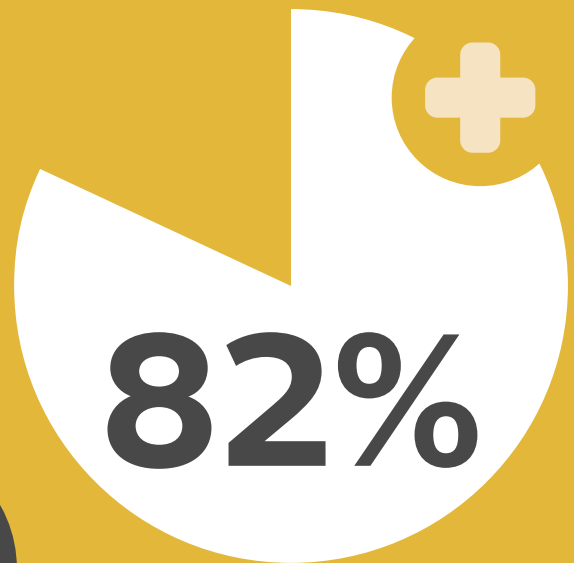
National average of 64%

Environmental

Target



Achieved



National average of 64%

Corn Exchange seats sold

64%

National Average 53.7%

Target

6 1 %
A C H I E V E D



Corn Exchange promoted performances



135
TARGET

ACHIEVED
145

£10,000

secured from Active Norfolk
to deliver three satellite clubs

Alive
Games
attracted

150

participants
in the Town
Centre

30 22

teams
from

work-
places

250

people
taking
part in
the West
Norfolk
Business
Games

FOOD ON SPORTS DAY

250

bowlers attended Hunstanton &
District Open Bowls Tournament

2,485

total entrants for GEAR,

1,094

total entrants for Mini GEAR

6,926

annual event participants across GEAR, Open Day, Rural Games, and West Norfolk Business Games

9

Village Sports Coordinators now working with Alive Leisure in rural communities

£5,000

secured from Fields in Trust to run Come Alive North Lynn fitness programme on a protected playing field.

7 villages took part in the Rural Community Games

2 free women's beginners running courses delivered by Lynnsport Ladybirds were fully subscribed

OCUS
DEVELOPMENT



1,849
attending swimming
and gymnastics
classes each week

New car parks
at Lynnsport providing
250 additional
spaces




**Online
Booking**
successfully
introduced

**FOO
ON SP**

Oasis Funcastle refurbished
and rebranded as



£267,004 redevelopment of
KASET skatepark, with over
200 people attending launch night

2,613:
attendance
on Open Days across
all four sports facilities

Upgraded
gymnastics
equipment

6,909
took part in
holiday activities



CUS
SPORTS

Introduction of
sports lessons

1,447,102
visits to sports centres

Refurbished

Alive Bites café/
bar at Lynnsport

1,500 people
celebrated

the Lynnsport
25th Anniversary
with 25 events
over the year



West Norfolk Deaf Association is our Charity of the Year

Sold-out performances

including Remembering Fred, Al Murray,
Levison Wood and Jasper Carrott

Working in
partnership
with the



who provide a
range of support for
people with common
mental health and
emotional issues.

Staged original production

Rapunze the musical



FOO ON A ENTERTA

Over
103,000
visitors attended the
Corn Exchange

Excellent shows

for young children, including
Justin's Party, Mr Bloom,
Naomi's Wild and Scary, and
Ben and Holly

Easter panto
Wizard of Oz

**SOLD
OUT**

for the first time

Working in partnership with

Creative Arts East

to bring a range of cultural workshops and
activities throughout the borough.

**ARTS &
ENTERTAINMENT**

Relaxed,

autism friendly

and **signed**

performances of Jack
and the Beanstalk

Nearly **20,000**
attended Jack and The Beanstalk

Your Opinion Counts

Good variety of activities

Lovely venue and facilities

Friendly staff, great venue and great acts

Fantastic night

Perfection

Show was brilliant been to a few now

Great shows, great service

Lovely venue and facilities

I love the Corn Exchange. You have a fantastic programme and I believe you are a massive asset to the area

Great entertainment...

Really good gymnastics sessions

I think the class I attend is excellent

Alive Leisure survey 2017/18

Improvement action plans
have been developed to
increase customer
satisfaction in
2017/18

1,000 members responded
Combined Sports & Arts NPS: 46%

* NPS (Net Promoter Score, a national benchmark)

Our Financial Performance



Alive Leisure Statement of Financial Activities (including Income and Expenditure account) for period ending 31 March 2018

	Unrestricted Funds £	Restricted Funds £	Year Ended 31 March 18 Total Funds £	Year Ended 31 March 17 Total Funds £
Income				
Donations	142,823	20,791	163,614	163,710
Income from charitable activities	5,127,054		5,127,054	5,322,660
Income from other trading activities				
Commercial trading operations	57,061		57,061	66,474
Investment income	5,530		5,530	6,426
Total income	5,332,468	20,791	5,353,259	5,559,270
Expenditure				
Costs of raising funds				
Expenditure on charitable activities	5,294,880	18,426	5,313,306	5,399,869
Expenditure on other trading activities				
Commercial trading operations	38,665		38,665	46,981
Total expenditure	5,333,545	18,426	5,351,971	5,446,850
Net income/(expenditure) before tax for the reporting period	(1,077)	2,365	1,288	112,420
Net income/(expenditure) for the reporting period	(1,077)	2,365	1,288	112,420
Total funds brought forward	492,773	10,000	502,773	390,353
Total funds carried forward	491,696	12,365	504,061	502,773

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 2018

	31 March 2018 £	31 March 2017 £
Current Assets		
Inventory - resale stock	21,212	20,215
Debtors	153,881	229,961
Cash and cash equivalents	1,379,147	1,554,240
	1,361,673	1,611,849
Current Liabilities		
Creditors falling due within one year	1,050,179	1,050,179
	1,109,076	1,109,076
Net Current Assets	504,061	502,773
Total Net Assets	504,061	502,773
The Funds of the Charity		
Unrestricted income funds	491,696	492,773
Restricted income funds	12,365	10,000
Total Funds	504,061	502,773

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.

Approved by the trustees on 27 September 2018 and signed on their behalf by:



Signed P Lemon
Name Peter Lemon, Chair of trustees
on behalf of the trustees

Alive Leisure Statement of Cash Flows as at 31 March 2018

	31 March 2018 £	31 March 2017 £
<i>Cash flows from operating activities</i>		
Cash generated from operations	11,944	143,648
Net cash generated by operating activities	11,944	143,648
<i>Cash flows from investing activities</i>		
Interest received	5,530	6,426
Net cash used in investing activities	5,530	6,426
Increase in cash and cash equivalents in the year	17,474	150,074
Cash and cash equivalents at the beginning of the year	1,361,673	1,211,599
Cash and cash equivalents at 31 March 2018	1,379,147	1,361,673

**Turning ambitions into reality
through sports, arts and culture**

**2017/18
ANNUAL REPORT**

Charity No 1156582
Company No 8735413
VAT No 196682747

**Alive Leisure, Greenpark Avenue,
King's Lynn, Norfolk, PE30 2NB**



www.aliveleisure.co.uk