

Commercial, Trading and Customer Focus Committee

Members of the Commercial, Trading and Customer Focus Committee:

Cllr Clayton Hudson (Chairman)

Cllr Fleur Curson

Cllr Barry Duffin

Cllr James Easter

Cllr Tony Holden

Cllr William Kemp

Cllr John Overton

(two further members of the committee are
yet to be confirmed)

PUBLIC ATTENDANCE

**This meeting will be live streamed for public
viewing via the following link:**

<https://www.youtube.com/channel/UCZciRgwo84-iPyRlmsTCIng>

If a member of the public would like to attend to
speak on an agenda item, please email your
request to
democracy@s-norfolk.gov.uk, no later than 5.00pm
on Monday 13 July 2020

Agenda

Date

Wednesday 15 July 2020

Time

10.00 am

Place

To be hosted remotely at:
South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

Claire White
tel (01508) 533669
South Norfolk District Council
Cygnet Court
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk
Website: www.south-norfolk.gov.uk

**If you have any special requirements in order to attend this meeting,
please let us know in advance**

Large print version can be made available

A G E N D A

- 1. To report apologies for absence and identify substitute voting members (if any);**

- 2. Any items of business the Chairman decides should be considered as matters of urgency pursuant to Section 100B (4) (b) of the Local Government Act, 1972.**
Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

- 3. To Receive Declarations of Interest from Members**
(Please see guidance form and flow chart attached – page 3)

- 4. Terms of Reference** (report attached – page 5)

- 5. Leisure Services Recovery Plan** (report attached – page 9)



DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. affect yours, or your spouse / partner's financial position?
2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

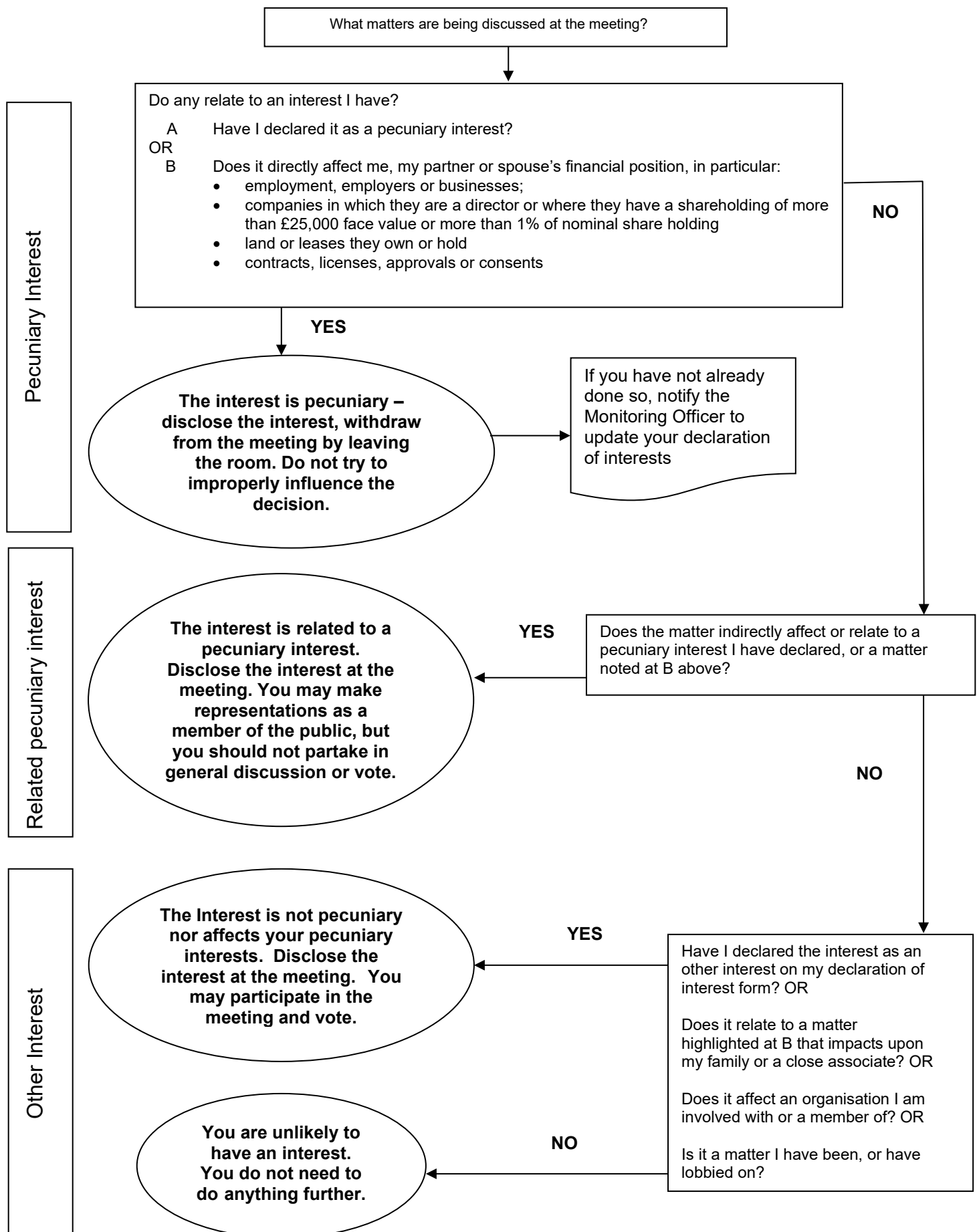
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public but you should not partake in general discussion or vote.

Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



TERMS OF REFERENCE

Report Author(s): Emma Hodds
Assistant Director Governance and Business Support
(Monitoring Officer)
01508 533791
ehodds@s-norfolk.gov.uk

Portfolio: Customer Focus

Ward(s) Affected: All

Purpose of the Report:

This is the inaugural meeting of this Policy Committee and the first item of business is to review the terms of reference to ensure that these are fit for purpose and guide the work of the Committee moving forward.

Recommendations:

To note the proposed terms of reference and suggest any amendments.

1 SUMMARY

- 1.1 This is the inaugural meeting of this Policy Committee and the first item of business is to review the terms of reference to ensure that these are fit for purpose and guide the work of the Committee moving forwards.

2 BACKGROUND

- 2.1 At Full Council on 15 June 2020 it was resolved to increase the number of Portfolio Holders from six to seven, and to complement this also introduce a new Policy Committee.
- 2.2 The ambition for this Committee is that it will form and review the Council's policy in respect of being a commercially focussed organisation through the development and implementation of innovation and growth focussed activity. The Committee will ensure that there is strong leadership which builds a robust commercial culture and ensures the ongoing viability of the Council.
- 2.3 The membership of the Committee is confirmed as nine Councillors, with a political balance of 7:2, which is in line with the other Policy Committees.
- 2.4 The area of scope for the Committee is currently set out as follows:
- Leisure Services
 - Sports Development
 - Information Technology, ICT Strategy Telephony and GIS
 - Big Sky
 - Car Parks and Parking Enforcement
 - Commercial Ventures
 - Commercial Waste
 - CNC Building Control (business focus)

3 CURRENT POSITION

- 3.1 The draft terms of reference are attached at **Appendix A** to this report and have been proposed in line with the terms of reference for the Council's other Policy Committee, thus ensuring consistency.
- 3.2 There are however some areas that would warrant a discussion with the Committee before the Monitoring Officer includes these in the constitution under the agreed delegated authority.
- 3.3 The items for discussion would be:
- Whether the current membership clause is relevant for this Committee: "No more than 3 members of the panel can also sit on the Scrutiny Committee (to include any named substitutes)."
 - Whether the terms of reference should be expanded to include reference to those areas noted at 2.4.

4 PROPOSED ACTION

- 4.1 Based on the current position above, the Committee is requested to endorse the terms of reference as attached, or as amended in the meeting.

5 OTHER OPTIONS

- 5.1 Not applicable to this report.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – the only resource implication to this report is the time to service and support another Policy Committee.
- 6.2 **Legal Implications** – the terms of reference have been delegated to the Monitoring Officer to finalise, this group will feed into that process ahead of these being added to the Constitution. Both Group Leaders will also be informed.
- 6.3 **Equality Implications** – not applicable to this report.
- 6.4 **Environmental Impact** – not applicable to this report.
- 6.5 **Crime and Disorder** – not applicable to this report.
- 6.6 **Risks** – not applicable to this report.

7 CONCLUSION

- 7.1 This report proposes a way forward and looks for the Committee to endorse its terms of reference.

8 RECOMMENDATIONS

- 8.1 To note the proposed terms of reference and suggest any amendments.

Background Papers

Monitoring Officer Report to Full Council – 15 June 2020

Appendix A

COMMERCIAL, TRADING & CUSTOMER FOCUS COMMITTEE

Terms of Reference

To deliver appropriate work as discharged by Cabinet, in relation to areas of the Customer Focus; and Governance and Efficiency Portfolios – as outlined in Part 3.3. of the Constitution (Cabinet Members/Portfolio of Responsibility and the Responsibilities of Senior Officers)

To formulate policy highlighted by Cabinet in respect of specific areas of the Portfolios referred to in 25.1.1 above.

Undertake any other work as directed by Cabinet.

Membership

The Committee will consist of 9 Members of the Council to be appointed by the Group Leaders and be politically balanced. The relevant portfolio holders will attend committee meetings ex-officio.

No more than 3 members of the panel can also sit on the Scrutiny Committee (to include any named substitutes).

Named substitutes may attend and vote at the Committee, in accordance with the Council's standing order C7.

The Chairman and Vice-Chairman of the Committee shall be appointed by the Leader of the Council.

Quorum

A minimum of three members of the Council (either members of the Panel or named substitutes) must be present to transact any business of the committee.

Procedures, protocol and public speaking

The Chairman of the Committee shall be responsible for maintaining order and the effective conduct of business at meetings of the Committee.

Public speaking will be allowed in accordance with relevant Standing Orders on public speaking.

At the discretion of the Chairman, any person attending the Committee may speak or may put questions to any other participant.

Any member of the Council may attend and speak at meetings of the Committee.

Voting

Voting shall be by a simple majority by show of hands

Voting members may request that their votes are recorded

In the event of an equality of votes the Chairman shall have a second or casting vote.

LEISURE SERVICES RECOVERY PLAN UPDATE

Report Author(s):	Simon Phelan, Assistant Director – Communities t 01508 533707 e sphelan@s-norfolk.gov.uk
Portfolio Holder:	Cllr Alison Thomas
Ward(s) Affected:	All wards
Purpose of the Report:	This report provides an update on the recovery plan for reopening the Council's leisure centres.

Introduction

1. On 5 June, the Emergency Committee of South Norfolk Council considered a paper on the plan for the recovery of the Leisure service once restrictions were eased and facilities were able to be reopened. The financial implications of the closure were considered as part of another report presented by the Assistant Director – Finance. At the time of the Emergency Committee meeting, planning for reopening was very much based on this happening on 4 July, as per the Government's Roadmap to Recovery, which was released in early May.
2. However, following the Government's decision not to allow leisure centres and indoor sports facilities to reopen on the 4 July as expected, the Council has had to readjust its planning accordingly. At the time of writing (2 July) we still do not have a firm reopening date from the Government, but the Secretary of State for Culture, Media and Sport, Oliver Dowden, has publicly suggested that a mid-July reopening could be possible. With this in mind, officers are now basing their planning towards the third week of July.
3. On 2 July the Government announced a funding package of support for local authorities intended to cover some of the losses in income experienced during the Covid-19 pandemic, including directly run leisure services. At the time of writing full details have not yet been released but account has been taken of what we anticipate the impact of the scheme will be on the leisure income budget.
4. This report outlines the key first stage of the recovery plan, the reopening of the facilities and the streams of work that are currently being undertaken by officers to ensure a safe and sustainable reopening. From 1 July, weekly updates are being provided to the Portfolio Holder.

Operational Matters

5. All facilities have been working on their new Covid-19 procedures and policies, which have been completed and will be implemented on reopening. This includes a number of interventions that aim to keep customers socially distanced when using the facilities and enhanced hygiene regimes, as well as booking systems being put in

place for all users to ensure that capacity within all areas can be managed effectively and safely.

6. Independent inspections and reviews of the new Covid-19 procedures have been carried out by Right Directions (leisure industry health and safety specialists). The inspector was very impressed with the Council's set ups, with the final report stating *'From a personal viewpoint, I feel your model may have gained Government assent at an earlier phase had this been universal across the industry'*.
7. The Portfolio Holder for Leisure visited Long Stratton Leisure Centre on 24 June to view the set up. As a paying member pre-lockdown, Cllr Thomas' views and opinions are insightful from a customer perspective and officers are confident that we are initially able to offer a product that our health and fitness members will be satisfied with.
8. Operational staff are now working on a plan to recover the Swim School business following the release of the reopening guidance in relation to swimming pools on 15 June. Information and guidance on other areas such as soft play and spars have yet to be released but procedures and timelines will be put in place to reopen them as soon as they are known.

Product Offer

9. As per the Recovery Plan (Appendix A) that was considered by the Emergency Committee in June, the initial reopening will focus on dry-side health and fitness provision i.e. gym and classes, with an emphasis on targeting existing direct debit and annual memberships. As previously mentioned, activities will need to be pre-booked with limits on capacity to ensure that social distancing measures are possible. Appendix B gives a simple diagrammatical representation of the initial comprehensive offer that will be available to members that opt in to restart their memberships from the point that we are able to reopen.
10. Class programmes will be a mix of indoor and outdoor classes, with approximately 80 indoor classes delivered across the sites every week. Based on the anticipated programme at the time of writing there will be approximately 20,000 gym and class slots available every four weeks across Wymondham and Long Stratton leisure centres, which equates to about 80% of all such visits in July 2019. All sessions will be bookable in advance through the live on-line booking system, with no more than one session bookable per member per day, unless there is spare capacity available
11. The outdoor class programme at Wymondham and Long Stratton has been ramped up to 34 classes per week and will increase in the future according to demand. A limited outdoor offer is being developed for Diss to ensure that there continues to be some level of offer available in the town, until which point the centre is able to reopen, it is expected to be launched week commencing 13th July. Classes will expand to accommodate more participants when social distancing guidelines allow (currently limited to 5) which will further increase capacity. While these classes are generating modest levels of casual income, they are allowing ongoing face to face contact and engagement with our valued customers in order to maintain our positive relationship with them.

12. Following discussions with the Leader and Portfolio Holder it is proposed to implement a special time limited introductory loyalty offer of £20 (gross income, which is subject to a deduction for VAT) to all existing Direct Debit members for their first two months payment (anticipated to be August and September) for when the Centres reopen to recognise the loyalty of members and that the initial offer will be somewhat reduced. All members will also receive the balance of their outstanding days for March DD payment.
13. A ten for 12 months annual offer will also be available to renewing annual members up until the end of September, which will be used as a marketing tool to aid member retention. Last year the DD and annual gym memberships represent 66% of the income received in comparison to 13% from casual pay as you go users. The membership fees will be reviewed after the initial two months and increased in response to the level of take up and customer feedback, in order that there is a phased increase back to the levels pre-Covid by March 2021.
14. Works to the plant at WLC pools are expected to start in early July, completing in mid-August. Specialist contractor availability means that the proposed works at Diss are currently expected to start in late-July, with completion in early September.
15. Tennis facilities at Kett's Park are open and have brought in £1.6k in the last three months. Work is ongoing to reopen the 3G pitches, with w/c 13 July as the target date subject to FA guidelines and the successful release of operational staff from other areas of the Council being permitted to return to the leisure service.
16. Below is a table comparing the membership offer, only available to existing DD members, that will be available at Wymondham Leisure Centre when it is initially reopened, compared to that available pre Covid-19

Membership Offer - Cost £33 Wymondham – Pre Covid-19						
	Gym	Classes	Swimming	Changing Facilities	Cafe	
Number Available	Unlimited	8000 spaces every four weeks	Unlimited	Yes	Yes	
Actual Visits July 2019	12,600	5,491	5,292			
Pay as you go – Pre Covid-19						
	£7.50	£7.50	£6.00			
Membership Cost - £20 Wymondham – On Initial Opening						
Number Available	8,800 slots every four weeks Max 75min subject to	4,832 Indoor/outdoor subject to availability Plus on-line live or catch-up (under development)	No (expected mid-August WLC and Sep DLC)	No	Take Out only	

	availability					
	Max of 1 gym or class per day					
Pay as you go – On Initial Opening – Subject to availability Members have priority						
	£7.50	£7.50	£6.00			

17. The attached recovery plan (Appendix A) includes details of when we expect to be able to bring other products, such as soft play, the spar and kids camp back online in response to receiving guidance that they can reopen. As these products are brought back online the offer to the members will significantly increase, both in terms of product availability, frequency and volume. This will need to be carefully communicated to both existing members, casual users and those who might be looking to use the centres and activities for the first time. It needs to be also recognised that there is a link between the product offer and pricing, which might mean that in order to attract users back or new users into the facilities a range of promotional offers may be required.

Marketing and Communications

18. Officers have engaged the services of an external marketing and communications agency, Spring, to assist in delivering a targeted reopening campaign. Their initial brief is to develop a positive message to retain as many existing members as possible on reopening, followed by then moving to targeting new customers from September onwards if need dictates and capacity exists within the centres to accommodate them. The initial high-level delivery plan can be found at Appendix C, along with some examples of the content that they will be using, including the marketing strap line “We’ve ready when you are” and “exercise with confidence” to tie in with the wider confidence campaign that will be used on promotional materials.
19. The marketing campaign has been divided into two distinct phases, the initial campaign and focus will be on retaining existing members through promoting the offer and products that we have available, while managing product capacity. There will be direct marketing of the products available including Group Exercise, Tennis, 3G, Gym, Main Hall and Swimming, through a range of media channels including emails, video, social media and direct marketing, making it very clear what the offer available is and how this can be accessed.
20. The second phase of the campaign envisaged to start in September, will aim to focus on promoting additional products as they come back on-line such as soft play, team sports, kids camp etc. It will also target potential new members through direct marketing using a range of channels but principally social media to ensure that we continue to grow our membership base and that the capacity in the facilities is being fully utilised. The campaign will respond to how the market has developed and users responded since the centres re-opening, to ensure that our product is appropriately placed in the market.
21. High level market segmentation information of our customer base would suggest that we have a large number of younger users who will be happy to return to the facilities, but also a significant number of older users who will need more reassurance before

they venture back into the Centres. A key aspect of the campaign will be to reassure members and promote the procedures we have put in place to ensure their safety.

22. We will seek to reassure customers that they can be active with confidence in our centres, heavily promoting the £20 loyalty offer to encourage them to re-engage with us and to get members to opt back into their memberships as soon as we reopen. while also recognising that we will initially have a reduced offer. We will also seek direct feedback via focus groups etc. on the experience of users and those who have not chosen to return, to work with us to help shape and develop the offer moving forward.
23. Assuming a mid-July opening of dry side facilities, Spring have been set targets of ensuring that we have 1,500 (40%) of our pre-Covid members opted back in by 01/08 and 2,700 (70%) of pre-Covid members by 01/10.
24. A holding email was sent to all fitness members on 26 June expressing our disappointment at the Government's decision to not allow us to reopen but letting them know that we would be ready and as safe as possible when a reopening date is given. We also asked members to let us know if they would be wanting to opt back into their membership as soon as we are able to reopen. To date we have received approximately 550 positive responses, representing approximately 15% of all DD members.
25. Videos have been produced ([720p.mov](#)) and posted on our social media channels that outlines the operational measures that are in place at Long Stratton and Wymondham. On Facebook, these had been viewed approximately 4,300 times by the 2 July and there has been a lot of positive feedback on the steps that have been taken
26. Marketing and promotion will go into overdrive once we have a confirmed date for reopening but, in the meantime, we continue to promote and extend the outdoor classes, considering existing capacity guidelines (e.g. 5 participants + instructor,) and reintroducing personal training sessions.
27. Direct contact either by phone, email or letter will be made with all members who inform us that they wish to cancel their membership or whose membership ended in January and February to explain the steps we have taken to make the facilities safe and the offer that will be available.

Finances

26. The Emergency Committee agreed a new income budget for the service of £1.124m for 2020/21, which assumed no income between April and July and a blanket 50% reduction for the rest of the year.
27. On 2 July the Government announced a further package of support for local authorities that would cover some of the losses in income experienced during the Covid-19 pandemic, including leisure. Initial information indicates that the Government will cover 75p in every £1 of lost income after the first 5%. Until the full details of the formula used to calculate what the Council may be able to claim are received, it is impossible

to accurately predict what levels of support will be available, but we could expect this to be somewhere between £969k to £1.7m depending on whether the scheme covers just the five month period of closure (former figure) or full year losses (latter figure). This will enable the Council to revisit the income budget recommended by the Emergency Committee and influence some of the decisions moving forward.

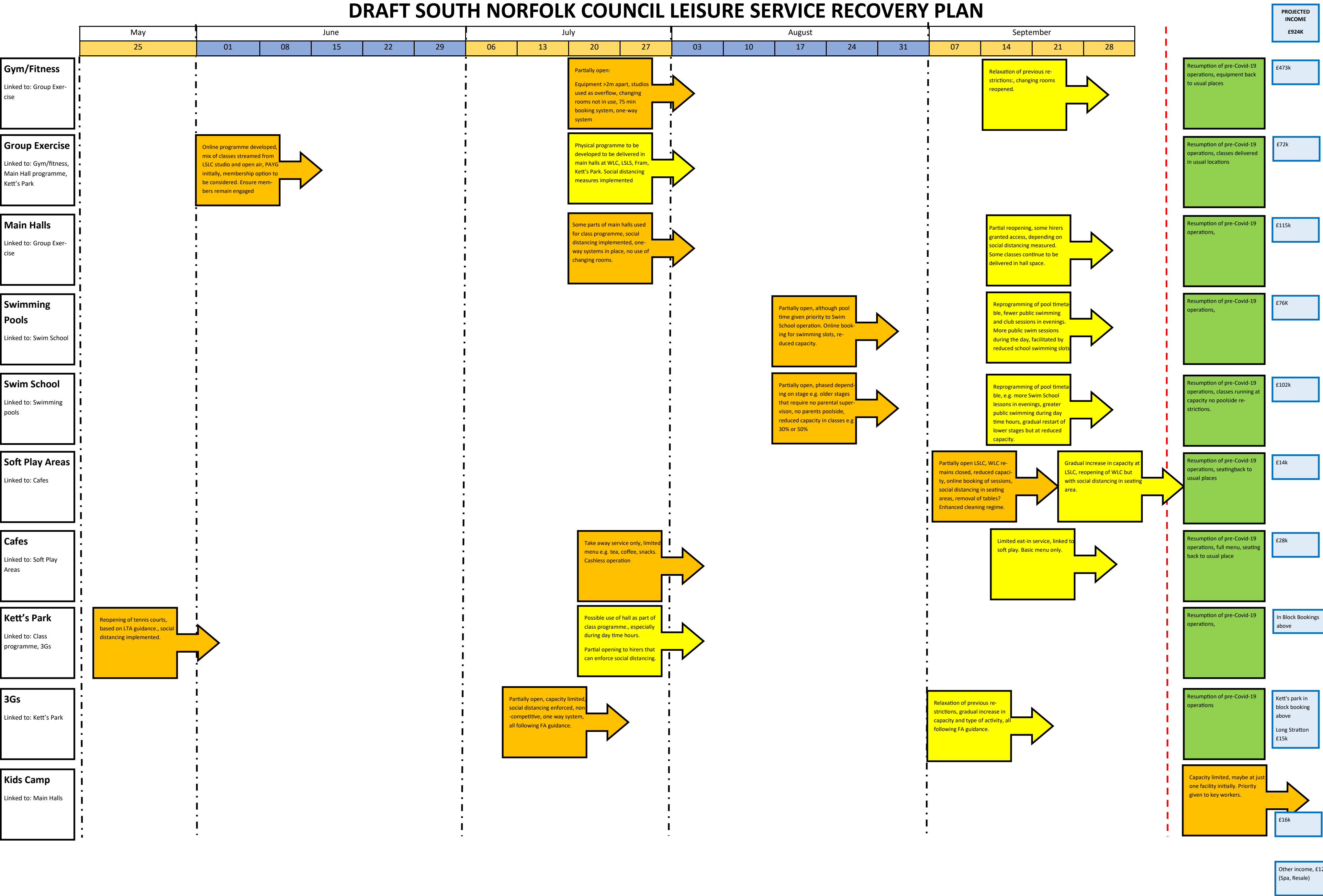
28. The table found at appendix D profiles the expected levels of income and expenditure based on the initial membership targets, given the further delay in reopening from the anticipated 4 July and also includes estimated profiling of a number of other product income lines, e.g. soft play, café, spar as they come back online. Note the figures have been adjusted for VAT and leisure passport discounts etc. It also includes the possible figures that the Council may be able to reclaim from the support scheme outlined in paragraph 27. The figures do not, however, include any projected income that could be achieved from either increasing the existing membership base or developing other income streams such as selling advertising alongside on-line classes, but these will be dependent upon the rate at which existing members return, spare capacity available within the Centres and the take up of the on-line offer.
29. The pricing model beyond October will need to be flexible and respond to how the market has developed to ensure that we both retain our existing membership base, but also look to grow and exploit new opportunities as they arise, a phased increase to £25 and then to £30 (average yield) from the initial £20 loyalty offer has been assumed for this purpose, on the basis that we can increase the price as the offer improves with the reopening of charging rooms, pools and social distancing requirements are reduced allowing for longer session times etc.
30. It is clear that the Council needs to get pricing back to the levels that Cabinet agreed in February 2020 at the earliest opportunity if it is to meet the revised income target for 2020/21 and a sustainable budget for 2021/22 onwards. Members may, therefore, wish to consider, in the light of the additional support that is being provided by the Government, bringing prices back to their pre-Covid levels, at the earliest opportunity in October, rather than phasing prices back slowly.
31. The introductory price also compares very favourably with our local competitors; the table below sets out some of offers available.

Provider	DD price	Notes/Comments/Normal offer
UEA Sportspark	£40.00	Unlimited gym/swim/classes. No discounting on reopening confirmed.
Bannatyne West (Costessey)	£35.99	No discounting expected
Nuffield Health	£54.00	No discounting expected
Places for People (Riverside)	TBC	No discounting expected
NR Fitness (Wymondham etc)	£26.99	No discounting expected, members have been paying £10 a month during closure period. Will lose class programme due to equipment moves.
The Gym Group, Hall Road	£16.99	Unmanned, 24hour budget gym. No discounting expected.
Dereham Leisure Centre	£37.00	Unlimited gym/swim/fitness. No discounting expected.

32. Information from the membership survey carried out in May would indicate that price is not the driving factor that will determine whether members choose to return or not, where some 82.65% of respondents indicated that they would be prepared to spend the same money on their health and wellbeing through sport, exercise and being active (e.g. leisure centre memberships). This is slightly better than the national picture where the figure was 81.89%. Only 9.69% of respondents said that they would be prepared to spend less. When asked how important cleanliness was to them when they came back, the most frequent response was 'very important' with 31% of all answers.
33. The income assumptions also show that Swim School is crucial to the income of the service and we will update members appropriately as work on the post-Covid Swim School offer progresses. Early thinking is that we should be able to restart Swim School based on a fortnightly lesson basis, with a 50% reduction in pupil numbers to allow changing room and pool gallery social distancing measures to be implemented.
34. The unprecedented nature of the pandemic makes it impossible to model income with certainty but the surveys that we carried out with both fitness and Swim School customers do give us some hope. The announcement by the Government that it will meet a substantial element of the income losses of local authorities as a result of the Covid-19 pandemic, including those from directly run leisure centres, means that there is more scope to set membership fees at a level that will retain members, but recognition also needs to be given to the fact that they will need to be increased back up to pre-Covid levels if the service is to move toward cost neutrality during 2021/22.

Summary and Recommendations

35. As per the previous report on the subject, the leisure service is facing an unprecedented situation following the enforced closure due to Covid-19, with the relaxation of lockdown a road map has been developed for the safe reopening of facilities and the development of a wider offer to ensure both staff and customer safety, while maximising income.
36. To recommend that Cabinet:
- a) Notes the progress being made by officers in ensuring that the facilities are able to reopen in the safest possible manner.
 - b) Notes the facility offer being presented to customers at the first phase of reopening, the £20 loyalty offer and the engagement of a specialist marketing and communications agency to deliver the reopening campaign.
 - c) Notes the income projections for the service based on the membership targets set.
 - d) Notes the potential level of financial support the Council may be able to reclaim from the Government for the loss of income.





Access to bookable gym sessions, each 75 minutes long, 8800 available at WLC, 4400 at LSLC every four weeks.



80 class programme at WLC, LSLC, Kett's Park and Framingham Earl, capacity 6500 every four weeks. Outdoor classes too.



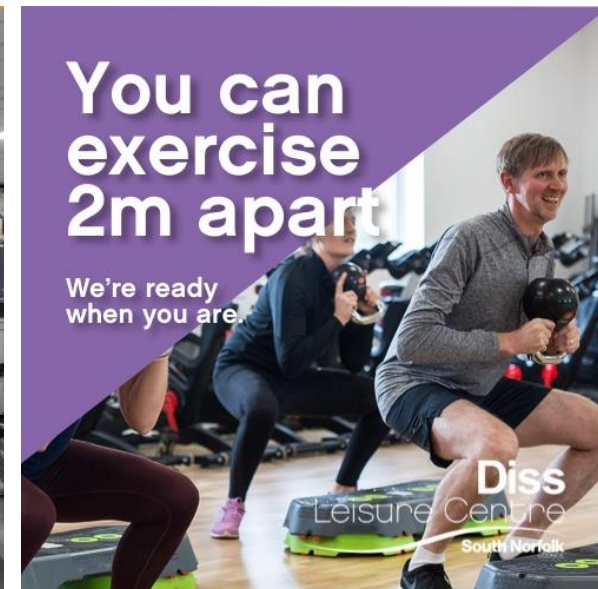
Pools available mid-August after capital works complete. Bookable swim slots, number tbc

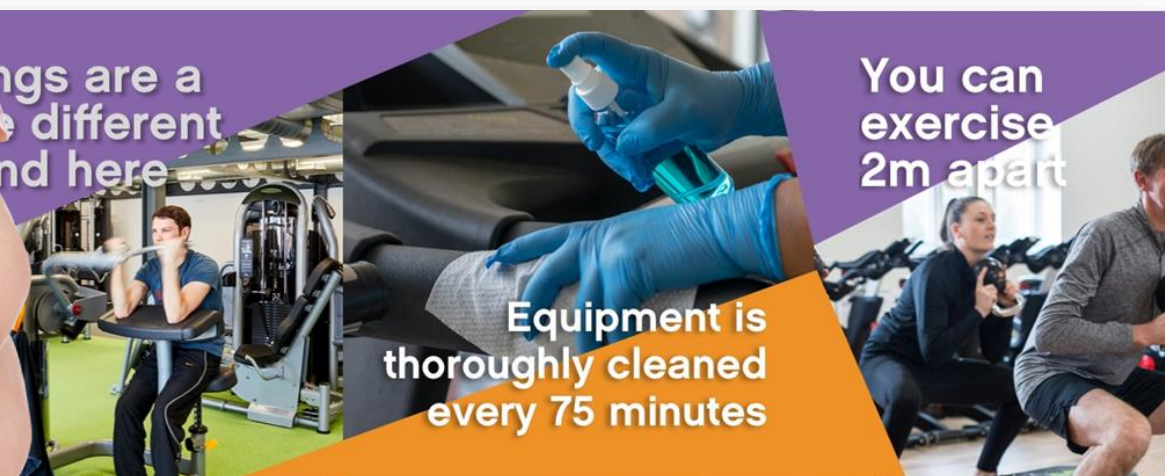
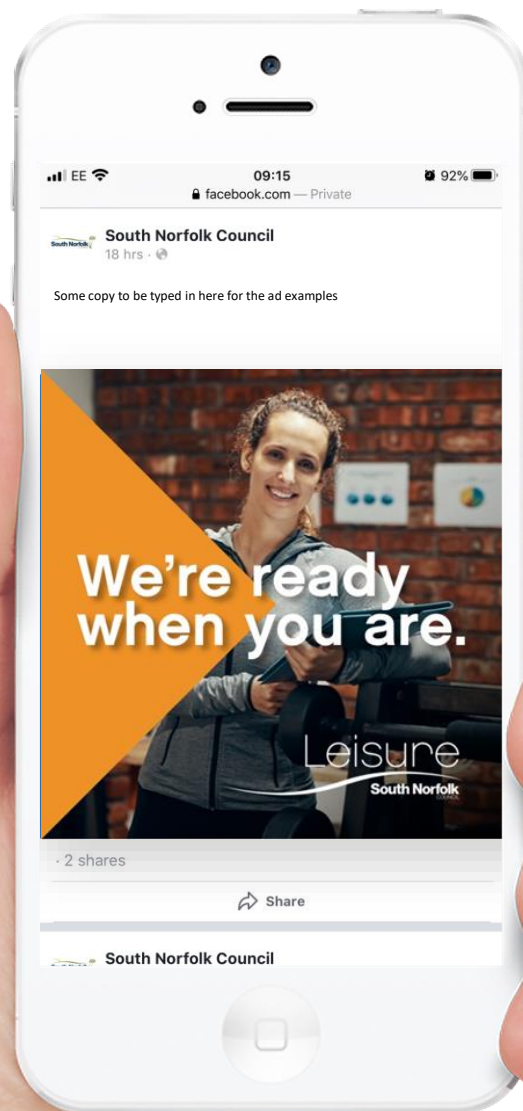
All delivered in safe, hygienic environments, adhering to Government guidelines

August & September
£20 loyalty offer

Easily adapted for sub-messaging

As we look to engage your target audiences with specific offerings, the priority messaging can be easily adapted.





South Norfolk Leisure centres three month marketing plan 2020

spring

		Phase one: July - August			Phase two: September		
		Aim: Retain existing members and manage produce capacity			Aim: Fill outstanding capacity across all products		
Product	Live	Outputs	Uttakes	Outcomes	Outputs	Uttakes	Outcomes
Group Exercise	Live	Fresh creative, email campaign, social media member targeting and organic social media.	Reach: 1,500, Engagement: 450, Footfall: 50% of available capacity	Active DD members 01/08: 1500 (40%) Income forecast: 30K p/m	Fresh creative, new measures video, stakeholder outreach, media relations, email campaign, social media acquisition targeting, digital search and display advertising, organic social media.	Reach (impressions): 220,000, Social Media Engagement: 1,800, CTR: 1%, Web traffic: 1000, Footfall 80% of capacity from September onwards	Active DD members 01/10 2700 (70%). Income forecast £54K per month
Tennis							
3G							
Gym	20th July	Fresh creative, new measures video, email campaign, social media member targeting, digital search and display advertising, organic social media.	Reach 1900, engagement 570, footfall 50% of capacity	Active DD members 01/08: 1900 (50%) Income forecast: 38K p/m			
Main Halls	17th August						
Swimming							

Appendix D

PROJECTED INCOME 2020/21

Income		April	May	June	July	August	September	October	November	December	January	February	March	Full year
WLC	2021 Budget	-£ 155,267	-£ 148,463	-£ 143,927	-£ 152,999	-£ 166,607	-£ 148,463	-£ 151,865	-£ 143,927	-£ 148,463	-£ 143,927	-£ 149,597	-£ 147,329	-£ 1,800,837
	Forecast	£ -	£ -	-£ 1,924	-£ 2,565	-£ 22,074	-£ 31,683	-£ 52,377	-£ 52,502	-£ 62,345	-£ 62,470	-£ 79,941	-£ 89,712	-£ 457,593
DLC	2021 Budget	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 46,440	-£ 557,282
	Forecast	£ -	£ -	-£ 2,430	-£ 3,240	-£ 8,808	-£ 12,435	-£ 17,958	-£ 18,008	-£ 21,200	-£ 21,250	-£ 25,580	-£ 28,030	-£ 158,941
LSLC	2021 Budget	-£ 61,051	-£ 57,749	-£ 55,581	-£ 60,317	-£ 67,221	-£ 58,249	-£ 59,916	-£ 57,281	-£ 60,116	-£ 56,881	-£ 59,816	-£ 58,776	-£ 712,950
	Forecast	£ -	£ -	-£ 2,430	-£ 3,240	-£ 12,351	-£ 12,161	-£ 22,144	-£ 22,174	-£ 29,220	-£ 27,703	-£ 40,279	-£ 46,116	-£ 217,820
Ketts Park	2021 Budget	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 12,845	-£ 154,140
	Forecast	£ -	£ -	£ -	£ -	£ -	-£ 6,423	-£ 6,423	-£ 9,634	-£ 9,634	-£ 12,845	-£ 12,845	-£ 12,845	-£ 70,648
Fram Earl	2021 Budget	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 10,994	-£ 131,924
	Forecast	£ -	£ -	£ -	£ -	-£ 1,307	-£ 1,307	-£ 1,711	-£ 1,711	-£ 2,901	-£ 1,860	-£ 3,573	-£ 4,313	-£ 18,684
Leisure Management	2021 Budget	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
	Forecast	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
All	2021 Budget	-£ 286,597	-£ 276,491	-£ 269,787	-£ 283,595	-£ 304,107	-£ 276,991	-£ 282,060	-£ 271,487	-£ 278,858	-£ 271,087	-£ 279,692	-£ 276,384	-£ 3,357,133
	Forecast	£ -	£ -	-£ 6,784	-£ 9,045	-£ 44,541	-£ 64,009	-£ 100,612	-£ 104,029	-£ 125,301	-£ 126,128	-£ 162,219	-£ 181,017	-£ 923,685
Loss		-£ 286,597	-£ 276,491	-£ 263,003	-£ 274,550	-£ 259,566	-£ 212,981	-£ 181,447	-£ 167,458	-£ 153,556	-£ 144,958	-£ 117,473	-£ 95,367	-£ 2,433,448
95% of loss		-£ 272,267	-£ 262,666	-£ 249,853	-£ 260,822	-£ 246,588	-£ 202,332	-£ 172,375	-£ 159,085	-£ 145,879	-£ 137,710	-£ 111,599	-£ 90,599	-£ 2,311,775
75% Claim back		-£ 204,200	-£ 197,000	-£ 187,390	-£ 195,617	-£ 184,941	-£ 151,749	-£ 129,281	-£ 119,314	-£ 109,409	-£ 103,283	-£ 83,699	-£ 67,949	-£ 1,733,831
Net Forecast Income Loss		-£ 82,397	-£ 79,491	-£ 75,613	-£ 78,933	-£ 74,625	-£ 61,232	-£ 52,166	-£ 48,144	-£ 44,147	-£ 41,676	-£ 33,773	-£ 27,418	-£ 699,616

PROJECTED EXPENDITURE 2020/21

Expenditure		April	May	June	July	August	September	October	November	December	January	February	March	Full year
WLC	2021 Budget	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 140,212	£ 1,682,540
	Forecast	£ 36,894	£ 36,894	£ 72,771	£ 86,686	£ 125,562	£ 128,869	£ 131,617	£ 137,543	£ 138,170	£ 138,170	£ 138,776	£ 139,686	£ 1,311,638
DLC	2021 Budget	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 56,365	£ 676,379
	Forecast	£ 23,104	£ 23,104	£ 23,104	£ 30,188	£ 54,717	£ 55,751	£ 55,944	£ 56,323	£ 56,323	£ 56,323	£ 56,323	£ 56,323	£ 547,527
LSLC	2021 Budget	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 64,395	£ 79,395	£ 787,735
	Forecast	£ 38,485	£ 38,485	£ 41,348	£ 45,566	£ 55,737	£ 59,139	£ 60,451	£ 63,281	£ 63,587	£ 63,587	£ 63,893	£ 79,353	£ 672,914
Ketts Park	2021 Budget	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 10,389	£ 20,389	£ 134,670
	Forecast	£ 8,847	£ 8,882	£ 9,252	£ 10,070	£ 10,280	£ 10,322	£ 10,338	£ 10,338	£ 10,373	£ 10,373	£ 10,373	£ 20,373	£ 129,821
Fram Earl	2021 Budget	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 152,394
	Forecast	£ 4,951	£ 4,951	£ 6,112	£ 7,071	£ 11,168	£ 11,210	£ 11,625	£ 12,662	£ 12,699	£ 12,699	£ 12,699	£ 12,699	£ 120,550
Leisure Management	2021 Budget	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 27,563	£ 330,757
	Forecast	£ 16,715	£ 17,902	£ 23,157	£ 23,157	£ 23,157	£ 23,157	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 23,344	£ 267,309
All	2021 Budget	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 311,623	£ 336,623	£ 3,764,474
	Forecast	£ 128,996	£ 130,218	£ 175,744	£ 202,738	£ 280,622	£ 288,448	£ 293,319	£ 303,492	£ 304,496	£ 304,496	£ 305,409	£ 331,779	£ 3,049,758
Net Budget		£ 25,026	£ 35,132	£ 41,836	£ 28,028	£ 7,516	£ 34,632	£ 29,563	£ 40,136	£ 32,765	£ 40,536	£ 31,931	£ 60,239	£ 407,341
Net Forecast Loss Overall 2020/21		£ 75,204	£ 66,781	£ 18,429	£ 1,923	-£ 51,141	-£ 72,689	-£ 63,426	-£ 80,149	-£ 69,786	-£ 75,085	-£ 59,491	-£ 82,813	-£ 392,242