

Inspiring people to feel great!

SOLL Vale Business plan Reporting on:

- 2007-08 performance
- Revised 2008-2009
- Forecast 2009-2010



www.soll-leisure.co.uk

Purpose

The purpose of the business plan is to achieve the outcomes set out in the Funding and Business Transfer Agreement (1st September 2004)

- Provision of a financial plan
- Provision of an investment plan
- Provision of key performance indicators and targets
- Provision of an annual monitoring report
- Provision of the proposed tariff of prices to users and concessionary policy
- Proposals for any capital premises works
- Any other proposals which the contractor may wish to put forward.

The plan is provided in draft format to the District Council by the 31st July and is approved in the December.

Index

- Section 1 - Executive Summary**
- Section 2 - Financial plan**
- Section 3 - Key Performance Indicators and Targets**
- Section 4 - The Annual Monitoring Report**
- Section 5 - Proposed Prices to Users and Concessionary Policy**
- Section 6 - Proposals for Capital Works**

Executive Summary – Section 1

The Financial Perspective

The contract commenced on September 1st 2004 following a tender process in which the Vale of White Horse District Council (VWHDC) sought a commercial bid from the tendering companies. The contract required that full benefits of the NNDR and VAT were passed through to the Council.

In line with the programming and pricing strategy, SOLL has met the expectations of the original financial plan and reduced the fee from the Council:

• £1 million +	-	2003-04
• £627,645	-	2004-05
• £454,548	-	2005-06
• £377,883	-	2006-07
• £388,314	-	2007-08



Within the financial year 2007-2008 SOLL Vale created a surplus of £10,047 and this was £8244 more than anticipated. The surplus levels fell on the previous year because of the reduction in funding fee of £116,226.

In 2008-2009 SOLL (Vale) will complete repayments for the capital which was borrowed from SOLL South Oxfordshire and in addition the leased fitness equipment will also drop out of the accounts. These two factors in combination will improve significantly the cash reserves of the company.

The Partnership

SOLL is pleased with the positive partnership developed with the VWHDC and its Officers and both parties benefit from the professional approach and open communication formed between the partners. Over the past year the partnership monitoring has increased significantly and this has included additional facility tours and monitoring visits as well as a two week audit by Mazaars who attended the SOLL Group Offices to undertake a two week audit on the financial systems and practices. There were no issues arising within the terms of reference of the audit. We are currently working in partnership VWHDC reviewing the opening hours at Tilsley Park.

Successes

Over the passed year SOLL has introduced a three month membership agreement and also the Fitsteps service and this is set out in greater detail within the main text of this report. Additionally SOLL has developed an innovative partnership with the County Council which has seen those in social need benefit from direct funding to allow those who would not otherwise have the opportunity to access leisure facilities within the Vale. (section 6.1)

Likely known challenges to the performance of the business include the uncertainty regarding the opening hours for Tilsley Park and a need to take a longer term view on human resource needs of this highly regarded facility. There is a real likelihood of a 25% increase in utility costs in September 2008, insurance and pension costs are also likely to continue to rise. The wider economy continues to show real signs of a decline in consumer spending and inflation continues to rise.

The car parking at Wantage and Faringdon is limited and this is having an affect on the use levels that these two centres could attain.

Finance Plan – Section 2

VWHDC Community Strategy / SOLL Charitable Objectives

The nature of SOLL (Vale) as a Charitable Company Limited by Guarantee assists the Vale in achieving its stated strategic outcomes; this includes those relevant to leisure within CPA, Best Value and TAES. Legal entities such as SOLL (Vale) are currently regarded by the Audit Commission as the most efficient business model for the provision of leisure facility management and SOLL is regarded as a leading and highly competitive organisation by SportA. To evidence this within the wider SOLL Group, SOLL has been awarded a Certificate for achieving Excellence in Finance from the Sport England National Benchmarking Service (NBS) for being within the top 5 organisations who undertake the survey for achieving “high income and low subsidy requirements”. We are very proud of this recognition.

Section 21.2 of the agreement between the partners' calls for SOLL to report on financial matters. This section reports on:

- 10 year Profit and Loss Management accounts
- Key Sundry Variables
- Wantage Profit and Loss accounts
- Faringdon Profit and Loss accounts
- Tisbury Profit and Loss accounts
- Utilities Costs

10 Year Profit and Loss Management Accounts

The leisure facilities have performed broadly in line with expectations over the course of the first three and a half years of the agreement. While there will undoubtedly be challenges ahead it is anticipated that the performance will be in keeping with the financial plan set out in the Business and Transfer agreement.

2.1 KEY VARIABLES IN INCOME CREATED WITHIN SITES

The following shows the key variables between 2006/7 and 2007/8 trading years. The financial trends show growth which is in line with usage trends detailed in section 4. Additional information has been provided in relation to some variables.

Wantage:

- Increase in class attendance is related to additions made to the studio programme and the stability and consistency with instructors.
- Soft play area increase due to refurbishment.
- Swimming has seen a decline over the year due to increased provision of professional courses over the summer period...
- Increase in casual badminton usage and therefore a subsequent drop in 5-a-side football.
- Area hire has increased due to additional events bookings.
- SOLL Swim School's income has increased both through improved class occupancies and an increased number of classes provided.
- SOLLutions Membership income has increased.

- Squash income has stabilised due to high member usage.
- Sauna and Sunbed decrease is due to the need for refurbishment.

The figures below illustrate growth or variances experienced within the last financial year (2007-08) at year end. No account has been made in reference to the annual increase/decrease in fees and charges.

Wantage Income Variances 07/08

Description	2007-08	2006-07	Explanation
Membership	£199,745	£185,357	Improved sales processes and sales resources.
SOLL Swim School	£110,866	£102,524	Additional provision of Friday lessons.
Vending	£30,777	£27,491	Due to price increase and improved stock control/management.
CampSOLL	£27,862	£25,377	Improved programming and retention.
Area Hire	£56,662	£52,918	Increase in swimming club, netball and gymnastics club bookings.
Classes	£12,338	£8,913	Consistency with instructors maintaining quality.
Equipment Hire	£1,451	£1,138	Consistency and enforcement of procedure.
Reduction			
SOLLutions Casual Use	£16,448	£18,670	Migration to SOLLutions membership.
Swimming	£84,941	£89,610	Reduction of casual availability in summer period.
Squash	£10,948	£11,174	Member numbers increase has affected availability for casual hire.
Sauna/Sunbed	£4,813	£7,015	Area in need of refurbishment
Outdoor Area	£3,908	£4,486	Floodlights out of use for approx. 6 weeks.
Academy	£25,451	£31,814	Reduction in courses provision.
Bar	£8,660	£9,497	Reduction in squash team fixtures.
Catering	£2,163	£3,427	Reduction in squash team fixtures and an increase in self catering for children's parties.
Sports (Dry)	£33,340	£37,652	Increase in badminton bookings has decreased 5-a-side football. Gymnastics booking reduces casual hire availability.

Faringdon:

- SOLL Swim School has increased by an extra 40 children per annum.
- SOLL Sports Academy's increase is linked to 5 terms of 10 week courses and increased availability of both dry and wet side courses.
- SOLLutions membership has stabilised.
- Casual swimming increased year on year.
- Group Exercise Classes increased due to extra class provision and the stability and consistency with instructors.
- CampSOLL increase in numbers due to focus from new Duty Manager.
- Vending increased due to more access for school usage of machines.

Faringdon Income Variances 07/08

Growth	2007-08	2006-07	Explanation
Description			
CampSOLL	£14,176	£10,753	Key staff has taken ownership of the product and have made the programme more exciting.
SOLL Swim School	£112,538	£100,790	Marketing of the product has increased and we have taken the opportunity to increase provision of lesson time.
Vending	£28,988	£21,691	Increase of prices and the expansion of the range.
Classes	£8,856	£5,550	There is increased provision on the programme and consistency of teachers is improving quality.
Kool'n'Krazy Parties	£8,056	£7,774	Greater internal promotion of the product.
Reduction			
SOLLutions Membership	£189,669	£203,149	Fitsteps has been introduced to boost retention.
Academy	£11,335	£11,589	Staffing issues meant provision has been reduced.
Sauna/Sunbed	£8,019	£9,352	Generally less overall usage.
Swimming	£74,747	£81,378	
Area Hire	£38,770	£41,142	Previous club bookings that were cancelled have not yet been replaced.
Sports (Dry)	£8,536	£9,790	Not enough marketing of the dry sports facilities.
Squash	£6,205	£7,005	Not enough marketing of the dry sports facilities.

Tisley:

- SOLL Super League decrease is due to a personnel reduction of no supervisor/DW since Jan 2008 to proactively drive this income area.
- Bar hire has increased with the increase of corporate bookings e.g. Oxford Sports Partnership & Thames Valley Police.
- Athletics Pass decrease is related to reduction in demand.
- CampSOLL decrease is due to no Christmas 2007 provision.
- Vending, catering and track decrease is due to the track refurbishment programme (April 07 – June 07), resulting in a loss of casual usage and the loss of a number of large weekend track events and school sports days.

Tisley Park Income Variances 07/08

Growth Description	2007-08	2006-07	Explanation
RCP	£46,439	£46,215	Minor Increase.
Bar Hire	£6,936	£2,835	Increased promotion of facility and higher usage by corporate customers.
Kool'n'Krazy Parties	£3,836	£3,193	Higher quality of party provided.
Reduction			
SOLL Super League	£27,536	£32,628	Loss of dedicated resource to Super League.
Bar	£21,308	£35,229	"Off-Season" time not maximised
ATP	£65,543	£80,931	Inefficient booking system.
Athletics Track	£23,178	£31,322	Track refurbishment Apr – Jun 07
Track Passes	£3,506	£5,264	Track refurbishment Apr – Jun 07
Vending	£12,617	£16,146	No track events Apr – Jun 07
Catering	£5,445	£11,535	No track events Apr – Jun 07
Equipment Hire	£0	£9	
Academy Courses	£3,209	£6,450	Direct competition from Oxford Utd FC for football courses.

Key Performance Indicators and Targets – Section 3

3.1 Review of Key Objectives

The objectives below are taken from the 2007-2008 Business Plan and provide a view on the outcome at year end.

3.1.1 Wantage

Wantage Review of Key Objectives 2007-08

Objectives 2007-08	Outcome Update 2007-08	Brought Forwards to 2008-09
<ul style="list-style-type: none"> Introduction of SOLLutions membership agreements in April 2008 	Actioned.	
<ul style="list-style-type: none"> SOLL Swim School (SSS) increasing capacity to 550 children by the end of 08/09. 	Disappointingly the current participation remains at between 450 and 500.	In 2008 the decision was taken to employ a part time Swim School Coordinator across the Vale sites to focus on achieving the growth in the swim program which is being achieved at other SOLL sites.
<ul style="list-style-type: none"> Increase Camp SOLL attendance by 10%. 	Achieved	This area of the business has seen significant growth and with the resignation of the current post holder a needs assessment is required to ensure that growth continues in 2009.
<ul style="list-style-type: none"> Change the Open Days at Wantage and Faringdon into one "Open Weekend" of free activities aimed at developing synergies, local use and growing use and awareness. 	Achieved	Continuation for next 12 months with improved strategy and approach.
<ul style="list-style-type: none"> Hold a Play Day, summer 2007 (free activities). 	Held on 1 August 2007, over 100 children took part.	Planned for August 1, 2008 with improved strategy and approach.
<ul style="list-style-type: none"> Host quarterly Group Fitness Taster Sessions (free activities). 	Achieved	Now a regular quarterly feature.
<ul style="list-style-type: none"> Undertake an NBS in the autumn of 2007. 	Achieved	Next due in autumn 2009.

The financial objectives below are taken from the 2007-2008 year end accounts and provide an analysis of the main income headings.

2007-08 Income comparison with previous trading years and Draft budget 2008-09

<u>WANTAGE</u>	<u>Full Year Actual</u>			<u>Increase/Decrease</u> <u>07/08 vs.</u>	<u>% Increase/Percentage</u>	<u>Full Year Draft BUDGET</u>
	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>			
<u>Area</u>						
Main	£223,099	£212,396	£206,241	(£6,155)	-2.9	£208,497
Coaching	£147,625	£168,286	£173,151	£4,865	2.89	£201,024
Bar	£40,544	£40,415	£41,600	£1,185	2.93	£42,460
Fitness	£163,567	£205,117	£229,989	£24,872	12.12	£240,525
Sales	£21,364	£18,883	£16,145	(£2,738)	-14.5	£16,760
Total	£596,199	£644,228	£667,127	£22,899	3.55	£709,266

3.1.2 Faringdon

The objectives below are taken from the 2007-2008 Business Plan and provide a view on the outcome at year end.

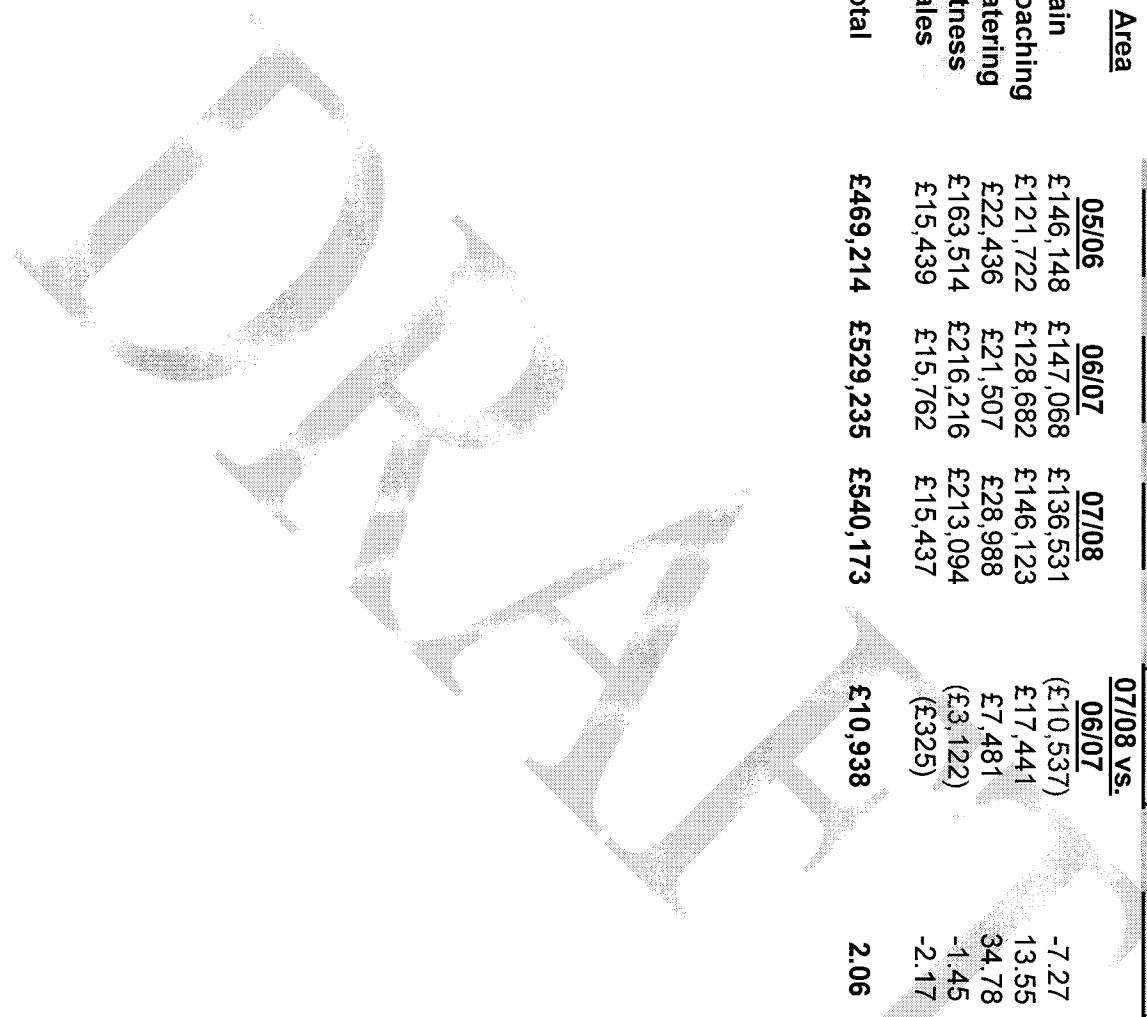
Faringdon Review of Key Objectives 2007-08

Objectives 2007-08	Outcome 2007-08	Brought Forwards to 2008-09
<ul style="list-style-type: none"> Introduction of SOLLutions membership contracts by July 2007 as part of our strategy on retention. 	Implemented April 2008	This target will be carried over to this year.
<ul style="list-style-type: none"> SOLL Swim School (SSS) increasing capacity to 550 children by the end of 2008/09. Increase CampSOLL attendance by 10%. Increase studio attendance by 600 participants. Change the Open Days at Wantage and Faringdon into one "Open Weekend" of free activities aimed at developing synergies, local use and growing use and awareness. Host quarterly group fitness tester sessions (free activities). Focus on customer satisfaction (cleanliness). 	<p>Currently operating with 480 pupils on courses.</p> <p>Increase of 32.2% year on year.</p> <p>Increase of 1408 participants' year on year.</p> <p>Achieved</p> <p>Achieved</p> <p>Complaints have reduced.</p>	<p>SOLL have appointed a new post within the contract to oversee all the swim courses and grow the program.</p> <p>Continuation for next 12 months with improved strategy and approach.</p> <p>Now a regular quarterly feature.</p> <p>Regular meetings have also been introduced with the school.</p>

The financial objectives below are taken from the 2007-2008 year end Accounts and provide income figures comparisons of the main income lines.

2007-08 Income comparison with previous trading years and Draft budget 2008-09

Faringdon Area	Full Year Actual	Full Year Actual	TOTAL Actual	Increase/ (Decrease) 07/08 vs.	% Increase/ Percentage	Full Year Draft BUDGET
	05/06	06/07	07/08	06/07		08/09
Main	£146,148	£147,068	£136,531	(£10,537)	-7.27	£144,649
Coaching	£121,722	£128,682	£146,123	£17,441	13.55	£161,456
Catering	£22,436	£21,507	£28,988	£7,481	34.78	£26,500
Fitness	£163,514	£216,216	£213,094	(£3,122)	-1.45	£210,271
Sales	£15,439	£15,762	£15,437	(£325)	-2.17	£16,841
Total	£469,214	£529,235	£540,173	£10,938	2.06	£559,717



3.1.3 Tisley Park

The objectives below are taken from the 2007-2008 Business Plan and provide a view on the outcome at year end.

Tisley Park Review of Key Objectives 2007-08			
Objectives 2007-08	Outcome 2007-08	Brought Forwards to 2008-09	
<ul style="list-style-type: none"> Investigate feasibility of Family Track Passes. Average of 14 children per day in CampSOLL by year end. 	Work in progress.	Work in progress.	During the summer 08 the numbers have been between 20 & 35.
<ul style="list-style-type: none"> Increase Kool 'n' Crazy Party bookings to 100. 	65 parties were held in 2007/08.	Target carried forward	
<ul style="list-style-type: none"> Average one function per month. 	A total of 14 bar functions were held and increase of 100%.	Reviewing prices to a level which might encourage usage.	
<ul style="list-style-type: none"> Introduce Group Exercise Classes in the Bar area. 	These were introduced but were not successful.	Not brought forward.	
<ul style="list-style-type: none"> Increase Athletics and Cycling proficiency courses by one. 	Increased by 2 and were very successful.	Still operating these courses	

The financial objectives below are taken from the 2007-2008 year end accounts and provide income figure comparisons of the main income lines.

2007-08 Income comparison with previous trading years and draft budget 2008-09

Tisley Area	Full Year	Full Year	Full Year	Increase/Decrease	07/08 vs. 06/07	% Increase/Decrease	Full Year Draft BUDGET
	Actual	Actual	Actual	(Decrease)		Percentage	
Main	05/06 £190,847	06/07 £208,882	07/08 £180,183			-13.74	£203,192
Coaching	£10,407	£10,455	£9,474	(£28,699)		-9.59	£18,964
Catering	£59,708	£63,910	£39,370	(£24,540)		-38.40	£61,364
Sales	£837	£592	£305	(£287)		-48.48	£0
Total	£261,799	£283,839	£229,332	(£54,507)		-19.21	£284,240

3.2 Utilisation

Information on utilisation (footfall) for 2006/07 and 2007/08 can be found for Wantage (Appendix 5) and Faringdon (Appendix 6) in this section.

3.3 National Benchmark Survey

The National Benchmarking Survey (NBS) was carried out at Wantage in March 2008. The survey was conducted with 263 participants.

As a result these are the key strengths and weaknesses identified.

	Relatively Strong Attributes	Evidence
Primary Strengths	Helpfulness of reception staff Helpfulness of other staff Activity available at convenient times	In top five satisfaction scores; relatively high in importance
Secondary Strengths	Ease of booking Range of activities available	In top five satisfaction scores but not high in importance

	Relatively Weak Attributes	Evidence
Primary Weaknesses	Cleanliness of changing areas	Relatively large gaps and relatively high in importance
Secondary Weaknesses	Quality of car parking Quality of food and drink Value for money of food and drink	Relatively low satisfaction but relatively low in importance

SOLL plan to hold such a survey in Sep/Oct 2009 and 2008 for Wantage and Faringdon respectively.

3.4 Initiative and Service Development Plan

In addition to the Action Plans based on customer feedback (Section 5) in 2008-09 SOLL's focus will be aimed at strengthening SOLLutions membership base, Sports Academy, SOLL Swim School, 1 to 1 swimming lessons, Personal Training and GP Referral as well as continuing to enhance the quality and participation in CampSOLL. The key service developments are listed below.

SOLL will continue to focus on SOLLutions membership sales. The sales team has been increased to include both a Fitness Manager and a Sales Manager who will oversee both fitness facilities. The part time post at Faringdon has been increased to full time.

From summer 2008 SOLL will have a dedicated Group Swim School Coordinator and a Vale SOLL Swim School Co-ordinator. These roles are dedicated to the development of the current scheme with the aim of increasing participation, improving standards and advising good practice as well as providing new opportunities for young children to learn to swim. Wantage and Faringdon will aim to have 550 Children enrolled in each SOLL Swim School.

Initiative and Service Development 2009 - 2010

Service Development		Update	Service Development And 2009 -2010
All sites		Investigate feasibility of shortening 1 hour classes to run for 45minutes.	Where appropriate it has been implemented at peak times. Wantage are currently trailing the times at there day time classes
Wantage and Faringdon		Junior skating	Faringdon have started the new session's Wantage are due to launch in October.
All sites		Review of Leisure Pass Scheme	SOLL are reviewing the Leisure Pass scheme for SODC.
All sites		Support Charities when hosting events.	This is happening across all three sites. Faringdon have been working with the British Heart Foundation. Tisey had two charity events in support of Douglas House. Wantage have run various events supporting BHF & Diabetes.
All sites		Purchase new bins to collect re-cycling material.	These have been purchased. Faringdon has recycled plastics and paper properly since April 08. Tilsley Park are currently looking at the possibility of providing recycle bins Currently at Wantage, Faringdon and TP. We have Plastic, cardboard and paper large bins.
All sites		Work in partnership with the Client to introduce public recycling services on sites.	These have been provided by the Client. Faringdon has the recycling services

			on site. It does cause some overflow issues as the bins fill quickly and get emptied once a week. This has proved at great success at Tilsley Park however due to over flow issues an increase in collection is needed.
Tilsley Park	I	Increase Function bookings by 20%.	This target has now been achieved
Wantage	I	Growth of SOLL Swim School to 550.	A new Swim Co-ordinator has been appointed across Farindon & Wantage. The Co-ordinator is working with the Centre managers to determine the needs & demands.
Wantage and Faringdon	I	Undertake awareness campaign for One to One swimming lessons.	Campaign development underway We have now employed a swim Co-ordinator to lead the development of 1-1 Swim lessons.
Wantage and Faringdon	I	Introduce one 60+ activity at Wantage and Faringdon.	These are underway at Faringdon and have been a relative success with up to 10 ladies attending the sessions. Tilsley do not currently run any 60 + activities. Wantage have recently run an Active persons day, as a result they are looking to increase the activities for this age group.
Wantage and Faringdon	I	Introduce Weight Management courses.	Group initiative to go live January 2009
All sites	S	Introduce activities sessions for the under 4's at Wantage, Faringdon and Tilsley Park.	Faringdon – currently only swimming with parents. Nothing at Tilsley currently however they are reviewing the potential

			of using the Bar for day time activities. Wantage are looking at introducing toddler football, soft play and toddler tennis.
All sites	S	Launch more Academy courses at Wantage (2), Faringdon (1) and Tilsley (1).	Achieved. Tilsley looking to increase Academy to include Rugby & Hockey plus cricket in the summer. We are actively working with Sports Development
All sites	S	Continuously increase Quest targets	Actively working towards next assessment
Faringdon	S	Introduce Children's Fitness Classes at Faringdon.	Additional daytime classes introduced.
Faringdon	S	Hold an NBS survey at Faringdon.	
Tilsley Park	S	Organise 3 Open Athletics events at Tilsley Park.	Achieved 22 in total.
Tilsley Park	S	Hold two Open Days at Tilsley Park.	3 achieved this year.
Tilsley Park	S	Increase CampSOLL attendance by 25%.	5.5% growth achieved. Healthy growth at Tilsley.
Wantage	S	Re-introduce Academy crash courses in the summer at Wantage for 2008.	Courses looking to be launched in summer 09
Wantage and Faringdon	S	Programme 3 Studio re-launches at Wantage and Faringdon.	Achieved Faringdon needs to attract more new customers to these launches This could take place when the new floor is laid
Personal Training		We need to include a section which sets out our objectives for PT in 2008-2009 and 2009-2010.	Going forward. To have the gyms staffed for all operational hours. Sell the fitness product through gym instructors on the floor. Give the instructors the materials and resources to sell themselves.

3.5 Maintenance Plan

SOLL has a Buildings Maintenance Management contract with Mouchel to maintain plant and equipment, this decision to employ Mouchel was made on the basis that the contract held by the Vale

prior to hand over (with Resource) was considered unsatisfactory and that the Faringdon Dry side contract was transferred to Mouchel by OCC.

A key weakness in the provision of the service from Mouchel has been the absence of a formal agreement between SOLL and Mouchel Parkman. An agreement has now been reached and this document will act as the foundation for the performance of SOLLs contractor. The agreement is contained within appendix.....

PPM is provided for all three sites as indicated in annual plans provided in this section.

Site specific maintenance is planned by each site Manager as part of the annual budget phase. The main objectives for 2008 – 2010 are as follows:

3.5.1 Wantage
2007-2008
<ul style="list-style-type: none"> • Refurbishment of the 'old fitness testing room'. Carried out July 2007
2008-2009
<ul style="list-style-type: none"> • Investigate refurbishment of Reception area. • Painting of the Lower level lobby. • Replacement ceiling Squash Foyer. Carried out January 2008 • Replacement ceiling Office (Main) • Repainting of 1st floor toilets • Re-grouting of all shower areas • Repainting of dry-side changing area. Carried out April 2008
2009 - 2010
<ul style="list-style-type: none"> • Re carpet reception • Re carpet squash viewing • Re decorate squash viewing • Re carpet outside of the gym • Re-seal main hall floor • Sand and re paint of squash courts
3.5.2 Faringdon
2008-2009
<ul style="list-style-type: none"> • Installation of new calorifiers (Pool Showers) • Install new fire door in Fitness Suite.
2009-2010
<ul style="list-style-type: none"> • Works related to the developer contribution (to be inserted) • Replacement of fitness equipment

3.5.3 Tilsley Park

2008-2009 <ul style="list-style-type: none">• Complete replace wheels on all covers.• Repair seat and fixing on Seating Area (Grandstand pitches)• Replace nets on outside Hammer Cage Completed Jun 2008• 11-a-side goals to be replaced• ATP due to be replaced• Re-paint grandstand metalwork
2009-2010 <ul style="list-style-type: none">• Replacement of astro turf pitches• Re grouting of certain areas if male dry change• Painting of the grandstand• Repair of seems on 5-a-side pitches

3.6 Customer Satisfaction

SOLL is a customer orientated organisation with robust policies to ensure our customer satisfaction.

Below is a list of the customer survey materials (Appendix 11) which have or will be used to canvass customer satisfaction levels with the services provided during in 2006-07 and 2007-08 which are attached to this section.

- Group Exercise Questionnaire.
- SOLLutions Members Cancellation Call Survey.
- SOLL Swin School Survey.
- SOLL Sports Academy Questionnaire.
- Party Questionnaire.
- CampSOLL Questionnaire.

SOLL has designed a survey questionnaire in partnership with the BOB group to mirror the NBS surveys carried out for the leisure centres.

Wantage next NBS survey is scheduled to take place in Sep/Oct 2009 whilst Faringdon will undertake a survey in the autumn of 2008.

The following pages provide the analysis of customer feedback for the financial year 2007-08 followed by action tables to address any issues identified, each section has been listed by is by site:

- Wantage
- Faringdon
- Tilsley Park
- Abbey Meadows Outdoor Pool

SOLL Annual Monitoring Report – Section 4

Review of 2007 - 08

4.1 SOLL (Vale) Audited Accounts.

The audited accounts will be available on completion,

4.2 Results of Customer Satisfaction Analysis and Surveys and Proposed Actions.

Full detail is provided in appendix A,B,C section 9

4.3 Key Performance Indicators.

Performance/user figures are submitted monthly to the Client Officer by the 15th of the following month. Full details for each Vale facility, 2006/07 compared with 2007/08, are provided in this report in Appendices 2, 3 and 4.

4.3.1 Wantage Analysis and Trends.

Overall Wantage (Appendix 1) football increased by 1.0% (figure excluding clubs and schools). It should be noted that car parking is impacting on the quality of the service provided but there has been an increase in school and club usage.

- **Classes:** Increase of 22% in classes due to new programming and promotion within the Centre. The studio programme is now successfully re-launched every quarter with a strong focus on the Body Training System (BTS) classes; this has raised the profile and attendance. The bar area is now used for regular programming of classes with additional growth of that area 10% year on year. Aqua Classes have stabilised. Overall class attendance, including those held in the Pool, and has seen an increase of 16% with a major contribution from instructor stability building retention.
- **Castle Chaos (casual entry):** Despite an uncharacteristic drop in 06/07, following the refurbishment of the area there has been an increase of 14.5%.
- **Parties (Castle):** Increase of 10%.
- **Crèche:** 120% increase due to rescheduling of class programme to maximise crèche potential and increased promotion both internally and externally.
- **SOLLutions Gym:** Statistics show a decrease in entry by 7%; however this is due to on-going issues with the swipe entry system.
- **All Weather Pitches:** Football showed a decrease of 31%, but tennis bookings increased by 101%. Overall average decrease of 5%, however prevalence of tennis bookings undermines the maximised income of football.
- **Fun Swim:** has stabilised with 0.2% increase.

- Swimming Courses: Increase of 20.5% due to the introduction of more classes and promotion.
- Sauna/Sunbeds: Decrease of 29.3% and 28.4% respectively.
- Casual Football: Decrease by 25.6% due to additional badminton bookings.
- Badminton: Increase of 24.8%.
- Academy Courses: Increase of 9%, due to good retention of pupils for each enrolment and high demand.
- Squash: Increase of 22.4% connected to Unlimited Membership, free racquet sports still included until March 2008.
- Snooker: Increase of 2.6%.
- Children's Play Scheme/CampSOLL: Increase by 7.5%. Since the appointment of a dedicated Manager the figures have seen a steady improvement through outreach and promotion, plus better programming.
- Children's Parties: Centre bookings increased by 1.8%. Pool Parties decreased by 6.5% due to inflatable being out of use for two month period whilst new one purchased.
- Special Events: Increased by 15% through regular studio programme re-launches and open days.
- Club Use: Club Usage reflected a 10.3% increase due to increased usage by martial arts and swim club plus the introduction of a new badminton club.

4.3.2 Faringdon Analysis and Trends.

Customer football decreased by 4.4% excluding school usage and clubs/groups. (Appendix 2).

- Children's Parties: Increased by 36% due to additional marketing, outreach and promotion.
- Group Exercise Classes: Increased by 66% due to stability and consistency of instructors.
- SOLLutions Gym: Casual entry decreased by 17.5%..
- Casual Swimming: Decrease of 11.7%..
- Swim Courses: Increase of 15% attributed to increasing in the number of classes available, additional promotion and outreach.
- Sauna: Usage is slightly up by 0.8%.
- Pool Parties: Bookings have increased by 58% due to additional promotion and outreach and focus on parties.
- Solarium: Usage decreased by 20% .
- Main Hall: Overall usage has increased by 2.5%. Badminton usage has increased by 5.4% due its inclusion in SOLLutions memberships. Football decreased by 15.6%.

- Academy Courses: Courses have seen a decrease of 3%.
- Squash: Increase of 0.2%.
- CampSOLL: Increase of 24.3%.
- Clubs/Groups: Usage has seen an increase of 15.5% due to good retention of current bookings and additional bookings from existing and new clubs.
- School use: Increased overall by 235% but may be due to incorrect reporting from the school.

4.3.3 Tilsley Park Analysis and Trends.

Overall usage of the facility including clubs has decreased by 9.88%. (Appendix 3).

- ATP: Overall usage is down by 7% due to decrease in tournaments and migration of block bookings to rubber crumb pitches..
- Children's Parties: 25% increase due to drive by personnel and adjustments to provision.
- CampSOLL: Increase by 5.5%.
- Rubber Crumbs: Stabilized on last year with slight drop of 0.4%.
- SOLL Super League: Increased by 5% due to addition of female league.
- Sports Academy: Increased by 42% due to addition of provision.
- Track: Overall down by 33% due to refurbishment Apr – Jun 07, which is peak time. Adult casual usage has decreased by 27% due to a possible migration from adult pass users (declined of 7.03%). Junior casual and pass usage has stabilised at 27%. Athletics Events down by 65%, International down by 31%.
- Events: Football Tournaments have declined. Track Tournaments have increased by 59.86% attributed by good reputation and retention of the previous year's bookings.
- Bar/Function: Functions down 44% due to increase in cost as a result of requiring additional personnel. Bar hire down by 44% due to knock-on effect of refurbishment.

4.4 Improvement Notice/Action Plans issued by the Council.

This section needs to include the improvement notices for the cardiac rehabilitation and for the health and safety issues which have arisen and were not resolved in a timely fashion at Wantage.

Cardiac Rehab – Improvement notice was served at WLC due to NO supervision during Cardiac-rehab Phase IV session. Following action plan implemented was- two new members of staff to be trained Jan 09. No new clients to be taken onto programme. Level 3 instructor to cover gym in these sessions. Programme updates available through appointment with phase IV instructor.

Proposed Prices to Users and Concessionary Policy – Section 5

5.1 Notes to Fees and Charges 2008/09.

An increase in fees and charges for 2008/2009 was presented to the Client. This was agreed and implemented on the 1st April 2008.

- **Change to sales of new SOLLutions Memberships from 1 April 2008 (this will not effect current members).**

Changes to the SOLLutions membership agreement in which new members commit to providing 3 month's notice of cancellation was agreed by the Client and implemented on 1st April 2008 after giving 3 months notice to customers. This is common practice with other Trusts and Gym operators and is designed to improve the Clubs' retention and benefit the customer by ensuring that they commit to 3 month's of active membership in order to achieve their goals. Additionally SOLL removed the free racquets benefit as this provided value over and above that of the wider market and complicates the administration of the product.

The benefit to SOLL is greater income through new members paying for racquet sports, more loyal Club members who are achieving their personal goals and a targeted 1% improvement in attrition this financial year. The combined effect of this is a stronger SOLLutions product and from this a more sustainable Company.

- **SOLLutions price freeze.**

Membership prices have remained the same during 2008-09, providing excellent value to customers. Members are given a 20% reduction when booking racquet sports and in line with the above proposal, Membership will be subject to a 3 month rolling monthly agreement. The costs of membership are set to increase from the 1st April 2009 and these changes are set out in the fees and charges document.

- **Change to Family Membership.**

The two free crèche places for Family Members was removed from new memberships. SOLL are currently reviewing the provision of junior activities and investigating the introduction of a Junior Membership. This will not be implemented for 2008/2009 but is part of a longer term plan.

- **Parties.**

New healthy Party Food Boxes at a cost of £2.99 were implemented at the relevant sites. After implementation and feedback we have maintain the healthy options but is offered as a buffet style.

- **Vale Staff discounted Membership.**

SOLL continue to offer a 23% discount to all VWHDC employees. This equates to a fee of £28.50 per month.

- **Sunbed block purchase discount.**

Block purchase discount was introduced where two free sessions were added to purchases of 8 sessions. Unfortunately due to poor take up on the offer this was reduced to three free sessions if the customer buys 7 to encourage usage and increase income.

5.2 Direct Payments

SOLL have been working on a project with Oxford County Council to offer all Mental Health Service users a discounted annual membership with SOLLutions Health and Fitness via Direct Payments.

The project has managed to secure £10k funding which will pay for the discounted memberships through the Social and Community Services (OCC) and the PCT.

What are Direct Payments?

Direct Payments are local council payments for people who have been assessed as needing help from social services and who would like to arrange and pay for their own care and support services.

Membership offered to Eligible People through Direct Payments Annual Membership – £220

This membership can be used during any time of the day and there is no differentiation between band A and B sites. It is expected that usage by this target group will only be during the day, but we felt it was important to give the target users as much flexibility as possible.

Outcomes

- Increase in uptake of Direct Payments provided to people with a Mental Health conditions.
- The evidence gained and outcomes achieved as a result of this project will be very valuable in providing statistics that could demonstrate the effectiveness of regular exercise on mental Health conditions. All findings will be published and will be looking to demonstrate that projects such as this can A) be very effective uses of Direct Payments and B) be very effective at combating Social Exclusion for people in this vulnerable group and be a good example of best practice services in mental Health.

Current Performance

There has been great interest in the project and Direct Payment's to date has authorised 20

SOLLutions memberships for mental health users across Oxfordshire. 3 of which have been specific to the Vale. This is an ongoing project and both parties look forward to providing memberships for more people in this target group.

5.3 Children's Free Swimming Proposal

SOLL Leisure has successfully piloted a free children's swimming initiative with Daventry District Council and are now in a position to offer this opportunity to the Vale of White Horse District Council's pool.

The results at Daventry Leisure Centre

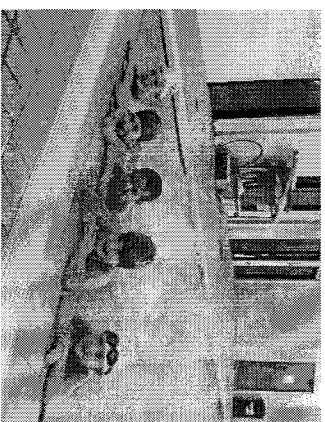
Launched during Easter 2007 Daventry Leisure Centre saw a **93% increase in swimmers** (Juniors and adults) during each week compared to the previous Easter holidays. The facility and Council received positive PR during 3 consecutive weeks in the local media, including front page coverage.

Additionally there is supporting evidence in the report (Appendix 13) from Northants Police, showing that although there was an overall increase in crime figures there was a reduction in juvenile crime

throughout the free children's swim initiative. DDC have agreed to extend the initiative by further 12 months as a result.

The benefits to the community and the Council

1. Providing children with quality free swimming.
2. Support reduction in childhood obesity.
3. Contribute to the sustainability of the facilities.
4. Generate positive PR for the Council.
5. Support reducing adolescent crime and the fear of crime.
6. Support improving health and well-being.



Childhood obesity – the facts:

- The prevalence of obesity in children aged under 11 increased from 9.9 percent in 1995 to 13.7 percent in 2003.
- Overall, over one in five boys and one in four girls are either overweight or obese.
- In the past 10 years, the number of obese six year olds has doubled while the number of obese 15 year olds has tripled.
- If no action is taken, it is estimated one in five English children will be obese by 2010 and 50% of children will be obese by 2020 (that's one fifth of boys, and one third of girls).

Kids and exercise – the facts:

- Figures published by the British Heart Foundation in 2000 show that one in three children between the ages of two and seven do not achieve even the minimum recommended levels of exercise.
- By the time they are 15, almost two thirds of girls do so little exercise that they are classified as inactive.
- Experts believe that just an hour of exercise a day can help to fight obesity in children.
- Two in 10 children do less than 30 minutes' activity per day.

5.4 Sports development partnership

Through the Oxfordshire Sports Partnership and the Community Sports Networks meetings SOLL has formed links with Carolyn Murphy the Partnership Development Officer in the Vale. From this partnership SOLL hope to work with Carolyn to develop sports with in the Leisure Centres and form strong links with the schools. SOLL will also work with Carolyn with regards to gaining funding from relevant bodies to develop sporting activities.

Currently funding has been agreed by the OSP for a Cheerleading project which was presented by both SOLL and Carolyn. Both partners will be working together to ensure this project is successful at attracting semi-sporting girls within the schools and to ensure exit routes at the centres.

In 2008-09 the Council Sports Development team (CSD) will be provided with both ATP during an agreed weekday, to organise the Vale Primary Hockey tournament.

SOLL will ensure that the Thames Valley Youth Games will be given priority use of the facilities to facilitate team selection and training. It is anticipated that should the games take place, the teams will have free use of the track, ATP and one RC for up to 10 weeks leading up to the competition (March to July).

SOLL will provide priority booking to the CDS team as per requirement referred in 2.4.2 of the agreement.

CDS and SOLL will work in partnership to:

Faringdon working closer with School and Vale Sports Development Officer (more school holiday activities in partnership with Vale).

- Introduce a Junior Hockey course as par of the Academy programme at Tilsley Park.
- Run the Star track programme for one week.
- Introduce after school Academy courses at 3:30 at Faringdon focussing on Badminton.
- Introduction of after-school club at all 3 Vale sites during 2008/09.
- Identify unutilised lunch time space (currently not released by schools) to programme Fit at Work activities.
- Programme some coaching during school holiday period to compliment CampSOLL activities.

It is anticipated that the introduction of a Community Activity Co-ordinator (8hrs) will enhance the liaison between the Centres and the work undertaken by the CDS team. The role will focus on the delivery of activities aimed at non active participants and more specifically 40+ and 16+ females in conjunction with the GO Active initiative from OCC.

A full time post funded by the PCT and Sports England will focus on the GP referral scheme and more specifically obesity. This work will be in line with the SOLLutions objectives.

Proposal for development work – Section 6

6.1 Partnership Development Report 2007/2008

The following section provides a summary of the facility development projects which the partners have explored since September 2004, an overview of customers' needs and an update on ongoing projects.

SOLL remains committed to working in partnership to reduce the subsidy required for the management of the facilities while maintaining a quality assured approach to service provision. SOLL currently pay SODC and will pay Daventry District Council for operating their services.

6.2 National Benchmarking Service (NBS), Customer Feedback Informing Investment

The NBS report is produced by Sports England's National Benchmarking Service for Sports and Leisure Centres. This presents customer satisfaction and importance in a ranking order. For example when asked, customers ranked staff friendliness as No 1 (most important) and when asked how satisfied they were customers allocated No 1, therefore the difference between the two is 0. See separate report.

6.3 Tisley Park

Shortly after the award of the Leisure Management Contract to SOLL (Vale) in 2004, the Company undertook improvement works to the existing facility by covering the Tennis area (£1,115 income generated in 2004/05) with a state of the art ATP at a cost of £130,000. The facility has been well received and in the first year recorded over 14,000 visits, increased to over 20,000 in 07/08.

6.3.1 Improvements include a new ATPS or 3rd generation pitch to allow more clubs to use us a base increasing income with bar & catering as well.

6.4 Wantage

SOLL (Vale) has undertaken the following improvement works since the commencement of the agreement.

- Refurbishment of the Health and Fitness facility.
- Installation of a Dance Studio in the Multi Purpose Room.
- Redecoration to the Reception area and First Floor.
- Refurbishment of the Kitchen.
- Redecoration of the Main Hall

SOLLutions
Health and Fitness

Although some refurbishment work has already been undertaken, work is required in order to bring the facility up to modern standards and to meet the high standards expected by customers which are available elsewhere within the Vale of White Horse.

The following is a list of possible facility enhancements which would improve the customer's perception and experience at Wantage Leisure Centre and go a long way towards modernising the front of house. SOLL has provided plans for the refurbishment of the 1st floor of Wantage Leisure Centre for ongoing discussion, including:

- Conversion of the current Sauna and Steam room into SOLLutions Changing Rooms or a refurbishment of the Suite to modern standards.
- Refurbishment of the Reception area, installation of laminate flooring and provision of a SOLL Café.
- Bar area redecoration as required.
- New flooring on upper level.

6.4.1 Conversion of the existing Tennis Courts into an ATP.

A proposal to resurface the existing Tennis Courts with a MULTITOP Sports Surface for one side and MONOTURF 250 on the other has been already been submitted for further discussion. The proposition includes one area remaining dedicated to Football, whilst the second area would be dedicated to Tennis/Basketball/Netball. The cost of the project was estimated as £103,231.00 +Vat. The installation would generate additional income. Based on the success of the rubber crumb pitches at Tilsley Park it is anticipated that in the first year of operation the facility could turn over between £40,000 to £60,000 and in the 2nd year between £60,000 to £70,000. Informal discussions with King Alfred's College received positive feedback; the College would welcome such a project.

6.4.2 Development of the Upper Floors.

Under separate cover SOLL has provided the Council with plans for consideration: to increase the Fitness Suite and create a Male and Female changing area. The estimated cost of this project is:

Phase 1	Fitness Suite	£720,000.00
Phase 2	Changing area	£240,000.00

6.5 Faringdon Leisure Centre

Faringdon Leisure Centre has benefited from a refurbishment and modernisation of the fitness facility, which was funded by SOLL as part of the initial tendering process.

There is an opportunity to replace the CV equipment at Faringdon, which will underpin the retention and assist in the growth anticipated. It is a priority for SOLL to replace the equipment when budgets will allow.

6.5.1 Faringdon ATP

SOLL provided design and costs for the proposed ATP at Faringdon (under separate cover) as part of the Charity's commitment to multi-partnership working.