

**Trading Board report – Colchester Commercial Holdings Ltd  
Colchester Amphora Trading – Period 6 (P6)  
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The report below refers to activity within each trading service for the half year 2017/18. Colchester Commercial Holdings Ltd have been managing these services since June 2017 and this the first report to update Trading Board regarding financial performance, operations and business development. Supporting financial information, provided to Colchester Commercial Holdings Board, is provided in Part B papers, as this information is commercially sensitive.

**Sport and Leisure**

Activity has focussed on closing the forecast gap in net surplus, the development of existing provision to attract more customers together with Business Development and marketing activity.

- Since P2 the management team have improved the forecast year end net surplus position and are forecasting an on budget performance
  - Income is down on budget with Lifestyle memberships having been affected by the late opening of Activa Gym. However, over performance in the Leisure Pool, catering, car parking and Highwood has helped the position
  - Overall the service has contained its costs with and has a net underspend
- The launch of Activa Gym took place on 16<sup>th</sup> and 17<sup>th</sup> September, promoted by some innovative marketing materials and associated engagement events
- The weekend and following week saw new Lifestyle memberships exceed target by 60
- Since the Launch Lifestyle memberships have hit their highest ever with over 3,500 live members
- Marketing effort is now concentrated on Aqua Springs Christmas offers and planning for the January Lifestyles and Activa Gym promotions
- A thorough review of the scheduling for the fitness pool has taken place and there will be a proposal for new timetabling to maximise usage in January
- A review of marketing, delivery and joint use contractual arrangements is underway, with an aim to improve net surplus position at Highwoods and Tiptree
- A Leisure World dry side review has also been instigated

**Events**

- Colchester Events Company are expected to finish with an on target net surplus with an improved income, matched with an increase cost base.



- Colchester Events Company have secured New Homes Bonus funds to improve the audience and performer areas at Charter Hall. Improvements include entrance, reception and toilets to deliver a better audience experience including the creation of a new kiosk for additional income opportunities. The green rooms, backstage toilets and kitchen will also be improved.
- We have accommodated two new events in Castle Park, Doomsday/Gloomsday and Octoberfest and the necessary contracts and planning arrangements have been put in place for a Christmas Event in Castle Park. This will be the first event in a three year plan and the expectation is that it will achieve a break even position in year one.
- Charter Hall have worked with a major national agency and The Comedy Store to bring some new acts to the facility. The national agency are looking to bring a major act to Castle Park next year to gauge reception – if successful we will see them bringing more established acts to the Park and Charter Hall.
- The sale of Wedding packages at the Town Hall and Colchester Castle is increasing with a rise in enquiries, income and events.

## Helpline

- There is a significant gap in net surplus position against budget. Measures are in place to contain costs and income opportunities are being targeted. However, new measures and business development opportunities will take some time to deliver and therefore it is unlikely any improvements in net income will be seen by year end. Some key initiatives did not deliver as expected;
  - 'Operation Pendant' delivered in partnership with the North Essex Clinical Commissioning Group (CCG) and the East of England Ambulance Service Trust (EEAST) have not referred the number of new customers anticipated
  - The service ensured it was sufficiently resourced to deal with extra demand from this project and additional calls from the Tendring area which included the use of 'casuals'.
- The management of staff rotas has been an area of focus and work is underway to implement a clear, planned, efficient rota from January 2018
- A review of the management of the service is also taking place with operational control and business development being priorities
- A pilot with the hospital discharge team is working well and Helpline units are now available for discharged patients across the area.
- Other new business development opportunities are being explored
- A thorough review of marketing material has established that it was not fit for purpose, therefore new promotional packs are being developed which specifically offer services to target customers.



### **Monitoring/CCTV**

- The Monitoring centre has been affected by the issues above, they are also part of the rota and management review

### **Town Centre Digital**

- The contractor appointed to deliver the project has been unable to realise the income expectations. Whilst there have been some mitigating issues such as the need for S50 notices from ECC to dig the road which has taken some time and the cost of connections, we are now at the 6 month break point within the contract and are therefore reviewing options in respect of future income and project delivery.