

**Trading Board report – Colchester Commercial Holdings Ltd
Colchester Amphora Trading – Period 9 (P9)
Author – Graham Lewis, Senior Commercial Manager**

The report below refers to activity within each trading service to the Period 9 2017/18 including financial performance, operations and business development.

Sport and Leisure

The service has continued to focus on closing the forecast gap shown in the last Trading Board report in November 2017. At this point in the year Income is below budget but an increase in Lifestyles membership sales and over budget performances in other areas including Leisure Pool, catering, car parking and Highwoods has supported the overall performance.

Costs in the service are continually monitored and there has been additional pressure from increased costs relating to energy, pensions and staffing.

Despite this the service is forecast to turn in only a slightly below net income figure at year end, which may improve as we enter a traditionally busy period of membership sales.

A number of activities have been instigated across the business:

- A membership promotion throughout December for 'No Joining Fee' resulted in membership sales of 89 above target. This has been continued in January resulting in 120 memberships above profiled target (@12/01/18).
- A New Year #MyGoal campaign is being promoted on billboards, bus stops and pushed via our website and social media
- A promotional offer on Aqua Springs Vouchers throughout November and December has resulted in higher voucher sales compared to the same period last year.
- A large new wall covering within Leisure World's main building is now in place with high visual impact promoting Aqua Springs through pictures to existing customers of Leisure World.
- Vouchers have been sold via a Groupon offer for entry into the Leisure Pool during off-peak times.
- A review of group fitness classes has resulted in a number of changes to the programme including the introduction of new Spinning for beginners classes.
- A new member of the health and fitness team has been employed to work with partners to promote rehabilitation sessions through outreach work.
- New online system for customers to book spaces on kids camp being launched in February



- Leisure World is sponsoring the Colchester Half Marathon, which starts and finishes at the Stadium in March with up to 4,000 runners and many more spectators attending.
- Packages and Offers for Hen Parties linked with Weddings at The Town Hall and Castle have been created and due to be promoted at upcoming Wedding Fairs.
- The Zoggs shop has been fully refurbished with new layouts and visuals to increase retail sales.
- Afternoon Teas have been introduced in Aqua Springs which have proved popular and are selling well.
- A new company has signed up to our Corporate membership scheme with 16 new members added from 1 January.
- The fitness pool changing room and pool surrounds were refurbished in December, without the need to close the pool. This work featured new lockers, a deep clean of the floor tiles and new signage based on feedback from consulting with a local Dementia group.

Events

Colchester Events Company have experienced additional costs relating to the successful operational delivery of the Colchester Ice Slide throughout December. Although the business will over achieve on budgeted income we are now forecasting a net under performance against budget.

- Managers have been actioned with containing costs, maximising income and bringing in any short term, profit making events between now and the end of the year in order to try and improve on current position
- All events planned for next year are being reviewed for quality, income and cost implications.
- Improvements to the audience and performer areas at Charter Hall are in hand and will be delivered by the end of April.
- Two new events have been scheduled for Castle Park in 2018. Working with an internationally renowned promoter both Steps and Simple Minds will be performing on different dates.
- Charter Hall will accommodate 3 additional high profile comedians starting with Katherine Ryan in January and Milton Jones, Danny Baker and Jason Manford following later in the year.
- The Town Hall delivered a number of Christmas Parties throughout December, the success of which has resulted in advance bookings for Christmas 2108.
- A review of the business plan for next year is under way with a clear focus on cost management and profitability.

Helpline

The gap in net surplus position against budget has been stabilised, with measures relating to cost management. Staff and management consultations have taken place



and the outcomes will be implemented over the next 4 weeks. As discussed in the last report income opportunities will take some time to deliver and it is unlikely any improvements in net income will be seen by year end.

- New rotas have been developed and will be presented to employees. The new rota will look to reduce costs by maximising the effective use of core staff, relying less on casual workers.
- A management review has also taken place and new job roles created in relation to operational and business development functions. Interviews for these positions will take place from w/c 15th January.
- Essex County Council are reviewing how they will deliver Telecare services across the county and have contracted a consultancy to review delivery in the south of the county. A group of North Essex providers are meeting with Essex this month to discuss delivery options and the effect on existing operations.

Monitoring/CCTV

- Costs within The Monitoring centre have been stabilised and are subject to the same management and rota changes as Helpline.

Town Centre Digital

- A meeting with the contractor appointed to deliver the project took place in December setting out some clear sales and marketing priorities in order to realise income expectations. Meetings will continue and target dates and agreed activities monitored. Future income and alternative delivery options are being considered in light of some government initiatives that could make the installation and the cost of connection more affordable for interested businesses.