



Gloucester City Council

Overview and Scrutiny Committee

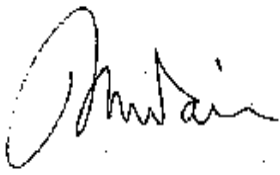
**Meeting: Monday, 14th October 2013 at 6.00 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

Membership:	Cllrs. Lugg (Chair), Beeley (Vice-Chair), Llewellyn (Spokesperson), Haigh, Gravells, Wilson, S. Witts, Field, Williams, Dee, Taylor, Hansdot, Randle, Toleman and Chatterton
Contact:	Sonia Tucker Democratic Services Officer (Scrutiny Support) 01452 396126 sonia.tucker@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	MINUTES (Pages 1 - 8) To approve as a correct record the minutes of the meeting held on 9 September 2013.
4.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none">• Matters which are the subject of current or pending legal proceedings, or• Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
5.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition is in relation to: <ul style="list-style-type: none">• Matters relating to individual Council Officers, or• Matters relating to current or pending legal proceedings

<p>6.</p>	<p>CALL-IN OF THE CABINET DECISION RELATING TO LLANTHONY SECUNDA PRIORY (Pages 9 - 22)</p> <p>To consider a Call-In of the Cabinet decision of 11 September 2013 relating to Llanthony Secunda Priory.</p> <p>Members' attention is drawn to the Procedure Note for this item.</p> <p>Details of the Call-In are attached, along with the original report which went to Cabinet on 11 September 2013.</p>
<p>7.</p>	<p>ASPIRE PERFORMANCE AGAINST BUSINESS PLAN FOR YEAR 2012/13 (Pages 23 - 94)</p> <p>To receive the report of the Chief Executive and Business Development Director of Aspire.</p>
<p>8.</p>	<p>DATE OF NEXT MEETING</p> <p>Monday 11 November 2013 at 18.30 hours</p>



.....
Julian Wain
Chief Executive

Date of Publication: Friday, 4 October 2013

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either –

- i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
- ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, "securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

For further details and enquiries about this meeting please contact Penny Williams, 01452 396125, penny.williams@gloucester.gov.uk.

For general enquiries about Gloucester City Council's meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

FIRE / EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions:

- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 9th September 2013

PRESENT : Cllrs. Lugg (Chair), Llewellyn (Spokesperson), Haigh, Hilton, S. Witts, Williams, Dee, Taylor, Hansdot, Toleman, Chatterton

Others in Attendance

Councillor James, Cabinet Member for Regeneration and Culture
 Councillor Wood, Cabinet Member for Performance and Resources
 Mr Peter Gillett, Director of Resources
 Mr Marcus Grodentz, Communications and Marketing Manager
 Ms Gill Ragon, Public Protection Manager
 Ms Sadie Neal, Business Improvement Manager
 Ms Ruth Silk, Business Improvement Officer

Mr Ashley Green, Chief Executive of Gloucester City Homes

APOLOGIES : Cllrs. Beeley, Gravells, Wilson, Field and Randle

24. DECLARATIONS OF INTEREST

Councillors Toleman, Hansdot and Lugg declared a personal interest in agenda item 6, Gloucester City Homes, by virtue of their roles as Board Members for Gloucester City Homes.

25. MINUTES

The minutes of the meeting held on 8 July 2013 were confirmed as a correct record and signed by the Chair, subject to a point of clarification by Councillor Haigh on the penultimate paragraph of page 5 (Guildhall 12 Month Strategy and Action Plan). Councillor Haigh pointed out that she had not been questioning the viability of the Underground Festival but the viability of the **charging structure** for the event.

26. PUBLIC QUESTION TIME (15 MINUTES)

The Chair reported that a public question had been received from resident, Ms Kay Powell, relating to a planning application reference 13/00719/FUL. The Chair requested the Democratic Services Officer to thank Ms Powell for submitting the

Page 2
OVERVIEW AND SCRUTINY COMMITTEE
09.09.13

question and to advise her that the Cabinet Member of Regeneration and Culture would be providing a response.

27. PETITIONS AND DEPUTATIONS (10 MINUTES)

There were no petitions or deputations.

28. CHANGE TO ORDER OF AGENDA

The Chair agreed to vary the order of the agenda by considering item 9, 'Rugby World Cup' as the first substantive item on the agenda.

29. RUGBY WORLD CUP 2015

The Chair welcomed Councillor James, Cabinet Member for Regeneration and Culture to the meeting.

Mr Marcus Grodentz, Communications Manager, introduced Mr Adam Balding who had recently been appointed by the City Council as a Rugby World Cup Events Co-ordinator. Members were briefed on progress made since the report was presented to Council in July 2013. The Committee was asked to note the report and make any recommendations to the Cabinet and its officers that it deemed appropriate.

The Chair pointed out that not all fans would be 'locals' and that it was likely that many thousands of fans would converge on the City to enjoy the experience in pubs. Mr Grodentz responded that there would be a main 'Fanzone' set up in the Docks with mini zones elsewhere in the City. It was anticipated that volunteers would be engaged to assist throughout the tournament.

Councillor Hilton welcomed the event and stressed the importance of preparation in order to mitigate risks. He queried how progress and spending would be monitored. Mr Grodentz replied that the project team would oversee a number of subsidiary groups with different responsibilities. Contingency planning would be a key aspect of the preparations.

Councillor Llewellyn asked how the organisers would engage with the residents in the Docks who would be most affected by the 'Fanzone'. Mr Grodentz said that a Communications and Marketing Sub-Group would be set up. Councillor James referred to a recent Gloucester Docks Stakeholder Group which had been attended by residents where he had been pleased by the reaction of residents to the proposed 'Fanzone'.

Councillor Haigh believed that parking was a key factor and reminded Councillor James not to forget the needs of Kingsholm residents. Mr Grodentz replied that there would be a Transport sub-group led by the County Council which would be looking at parking issues and referred Members to the success of the arrangements for the Olympic Torch Relay. Councillor James added that all transport issues

Page 3
OVERVIEW AND SCRUTINY COMMITTEE
09.09.13

would be examined including parking. Councillor Haigh highlighted the value of involving Members in the preparations and requested regular progress reports. Turning to Mr Balding, Councillor Haigh queried his background in events management. Mr Balding referred Members to his experience of arranging testimonial matches, corporate dinners and fund-raising events.

Councillor Toleman speculated on the number of fans who were likely to come to Gloucester and the contingency plan for dealing with any unsold tickets. Mr Grodentz responded that there would be regular communication with Members to apprise them of the numbers of expected visitors. Mr Grodentz added that it was intended to have all stadiums full.

Councillor Witts asked whether 'kick-off' times were known and how the City would meet the demand for hotel accommodation during the tournament. Mr Grodentz stated that 'kick-off' times were not available yet. Turning to hotel accommodation, Mr Grodentz reported that there would be close liaison with 'Visit England', Marketing Gloucester and the City Council to collate information on hotel accommodation.

Councillor Hilton sought reassurance that any marketing of the City would promote the whole of the City and not just the rugby aspects. Mr Grodentz confirmed that this would be the case. Councillor James pointed out that the central location of the City was an advantage as visitors attending all the matches could use it as a base.

The Chair suggested that local students who were studying for a leisure qualification might be approached as potential volunteers.

RESOLVED:

1. **That the report be noted.**
2. **That an update be presented to the Overview and Scrutiny Meeting scheduled for 3 February 2014.**

30. GLOUCESTER CITY HOMES ANNUAL UPDATE

Councillor Haigh took the Chair for this item.

The Chair welcomed Mr Ashley Green, Chief Executive of Gloucester City Homes to the meeting who presented an update on Gloucester City Homes' Performance and Delivery Outcomes for 2013-2013. Members were pleased to note the excellent progress made and congratulated Mr Green on the high standards achieved. The following matters were discussed under this heading:-

- Gloucester City Homes had successfully employed persons with learning disabilities.
- Supporting People contract and surrounding issues.
- Work carried out by Gloucester Homes regarding welfare reform.
- Fuel/food poverty matters and payday lenders.

RESOLVED: That the update be noted.

31. BUSINESS TRANSFORMATION AND TECHNOLOGY (BT&T) SERVICE PROVISION REVIEW

Councillor Lugg resumed her role as Chair.

The Chair welcomed Councillor Wood, Cabinet Member for Performance and Resources, to the meeting.

Members considered a report which outlined the findings of the Business Transformation and Technology (BT&T) Service Provision review. The findings had resulted in changes to service delivery being recommended, and subsequently approved, by Cabinet on 12 June 2013. Members' attention was drawn to the minutes of Cabinet on 12 June 2013:-

'Cabinet considered a Report by the Corporate Director of Resources outlining the findings of the Business Transformation and Technology (BT&T) Service Provision review and seeking approval for changes to service delivery following the findings of the review.

The Cabinet Member for Performance and Resources commented that changes to service delivery was partially driven by Council budget savings and the continuing need to drive down costs against a background of the Council's ageing computer equipment and the need to seek specialism that was not always available 'in house'. Other Members of Cabinet supported the proposals set out in the report and the outsourcing of the service to seek cost efficiency and savings.

RESOLVED

- (1) *That the findings of the BT&T Service Review be noted;*
- (2) *That the tendering process be carried out for the outsourcing of the BT&T service, in accordance with the Government Procurement Service (GPS) Framework number RM717, as outlined in option 4 of the report for a period of 5 years with an option to extend for a further 2 years.*
- (3) *That the tender document should include a requirement for the IT Managed Service and the Data Centre to be quoted on separately. Failure to bid for one part of the contract will not rule a contractor out.*
- (4) *That an external specialist contractor be employed to assist with drawing up the tender and contract documents.'*

The Committee was asked to examine the report and submit any comments to the Cabinet Member for Performance and Resources.

Ms Gill Ragon (Public Protection Manager) updated the Committee on progress made since the report had been presented to Cabinet in June 2013 and confirmed that officers were now evaluating the tender documents received following the close of the process on 3 September 2013. Members were advised that it was anticipated that a preferred supplier would be named by 16 September 2013. Job

Page 5
OVERVIEW AND SCRUTINY COMMITTEE
09.09.13

descriptions would shortly be prepared for the two posts of Contract Manager and Business Analyst.

Councillor Haigh was concerned that Members had not been involved when the views of users had been canvassed. Ms Ragon responded that Member feedback would be sought so that Members' needs could be included at the contract discussion stage. Councillor Haigh stressed the importance of having a modern, fit for purpose system to enable Councillors to fulfil their roles. The Chair concurred with this view and described difficulties in using her existing equipment to manage her emails. Councillor Wood acknowledged these points and emphasised that the introduction of I pads would assist Members to function more effectively in the future. Councillor Llewellyn suggested that Members should use the ICT Working Group as a vehicle for liaison and consultation on their IT needs.

Councillor Hilton and Councillor Taylor queried how the Data Centre would be managed in the future and what contingency plans would be in place for disaster recovery. Mr Peter Gillett, the Director of Resources, responded to these points. Councillor Wood reminded Members that compliance with the Government Procurement System (GPS) Framework number RM717 provided safeguards for the Council and mitigated risks.

Councillor Witts referred to potential issues for service users arising from the move to an external contractor and asked how problems would be resolved. The Director of Resources said that the new helpdesk would be more resilient and would be open for longer hours.

Councillor Toleman questioned whether the domain provider would be a successful company in its own right or whether this would be sub-contracted. The Director of Resources responded that this matter would need to be examined in depth.

Councillor Haigh asked if the five year contract would be flexible enough to allow for changes and for any increase in joint working. Ms Ragon replied that this had been reflected in the tender document.

The Committee noted that a report on the preferred bidder for the service would be presented to Council.

RESOLVED: That the report be noted.

32. BUILDING CONTROL SERVICE - OPTIONS REVIEW

Members were presented with a report which set out the various potential options available to deliver a Building Control service and the issues involved. The report asked Cabinet to recommend that Gloucester City Council entered into negotiations with Cheltenham and Tewkesbury Councils with a view to joining their shared Business Control service.

The Committee was asked to consider the report and make any recommendations it considered appropriate to the Cabinet.

Page 6
OVERVIEW AND SCRUTINY COMMITTEE
09.09.13

Ms Ruth Silk, Business Improvement Officer, explained the background to the report and the reasons which had led to the proposal for pursuing a shared service.

Councillor Llewellyn sought clarification on the current staffing of the service and the number of vacant posts. Ms Silk confirmed the current structure.

Councillor Williams asked whether Gloucester residents would continue to get a local service. Ms Silk said that there had been no issues when Cheltenham and Tewkesbury had joined together and that it was possible that all officers would be located together in a satellite office.

Councillor Hilton referred to the potential savings of £88,000 quoted in the report and asked what the contingency plan might be if negotiations broke down with Cheltenham and Tewkesbury. The Director of Resources confirmed that both authorities were keen to enter into a joint working arrangement with the City and in the unlikely event that an agreement could not be reached, officers would look at shared opportunities with other district councils.

Councillor Haigh requested that any future reports to Overview and Scrutiny Committee which mentioned savings should contain a table clearly setting out a breakdown of how the figure had been arrived at in order to give Members a better understanding of how the savings might accrue.

RESOLVED TO RECOMMEND TO CABINET: That the report be noted.

33. CABINET FORWARD WORK PROGRAMME

The Committee considered the Cabinet's Forward Work Programme to the end of August 2014.

RESOLVED: That the Cabinet's Forward Work Programme be noted.

34. SCRUTINY WORK PROGRAMME

Members reviewed the Committee's work programme and added items identified during the business of the meeting plus other items from the Cabinet's Forward Work Programme.

RESOLVED: That the Committee's work programme be noted.

35. DATE OF NEXT MEETING

Monday 14 October 2013 at 18.30 hours.

Time of commencement: 18:30 hours
Time of conclusion: 20:36 hours

Chair

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OVERVIEW AND SCRUTINY COMMITTEE

Procedure to be followed at a meeting when considering a Call-in

The Chair will open the meeting.

1. Reasons for the Call-in

The Members who “Called-in” the decision will be asked to explain why they have done so and what they feel should be reviewed. **They shall be allowed up to 15 minutes in total to present their case.** It shall be up to them to determine how they wish to use their time, they may ask one speaker to speak or share the time among several speakers as they see fit.

Members of the Committee may ask questions of clarification at this point. However there is no opportunity for cross-examination

2. Decision-maker’s response

The Leader of the Council / Cabinet Member will respond to the reasons given for the Call-in. **15 minutes shall be allowed to respond on behalf of the decision-maker(s).** It shall be up to them to decide how to use this allocation. The relevant Cabinet Member may make the presentation or they may divide the time between several speakers as they see fit.

Members of the Committee may ask questions of clarification at this point. However there is no opportunity for cross-examination

3. Consideration by the Committee

The Overview and Scrutiny Committee will then discuss the matter. Members may ask further questions of the Members who submitted the Call-in or the decision-makers during the debate. The Members making the call in and the decision-maker will not normally speak during the debate, except to answer questions.

4. Summing-Up

When the Chair considers that the matter has been debated for a reasonable length of time, both the decision-maker and one of the Members making the Call-in will be offered the opportunity to make any final comments on the matter and to sum up.

Each side will be allowed five minutes for this purpose.

5. The Vote

The matter will then move to the vote. The first issue for consideration is whether, in light of the case presented by the Members making the Call-in and any other points made during the debate, Members wish to refer the decision for further consideration.

6. If the Vote to support the Call-in is lost

If Members vote **NO** at this stage, the call-in is ended. The matter will not be referred back and the original decision may be implemented.

7. If the Vote to support the Call-in is carried

If Members vote **IN FAVOUR** of referring the matter for reconsideration, they must vote on the following matters in turn:

Where to refer the matter –

Members must decide whether the decision should be referred back for reconsideration directly to the original decision-maker (i.e. to the Cabinet) **OR** to refer the matter to City Council with a request that they decide whether to refer the matter back to the original decision-maker for reconsideration.

The Chair will ask members to vote in favour of either:

- (i) Reference directly back to the original decision-maker
OR
- (ii) Reference back via the City Council

Reasons for referring the matter back –

The Chair will then put to the meeting that the matter be referred back to the original decision-maker (or to the City Council, as the case may be) for the reasons set out in the call-in request.

Members will then be invited to move any amendments or additions to those reasons. Members may also move any specific recommendations or issues they would like the original decision-maker or Council to consider.

Members must agree on the factors the decision-maker (or Council) are to be asked to consider. The matter may not be referred for reconsideration without reasons being given.

8. Advising the Committee of Action taken

Where a decision has been referred back to the decision-maker (or Council), a report of actions taken will be presented to a future meeting of the Committee.

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OVERVIEW AND SCRUTINY COMMITTEE – MONDAY 14 OCTOBER 2013

CALL IN OF THE CABINET DECISION OF 11 SEPTEMBER 2013 RELATING TO LLANTHONY SECUNDA PRIORY

1. BACKGROUND TO CALL-IN

Title of Decision – Llanthony Secunda Priory Trust.

(a copy of the report submitted to Cabinet on 11 September 2013 follows the details of call-in.)

Decision Taker and Date of Decision – Cabinet on 11 September 2013.

Minute of Decision:-

Cabinet considered a Report by the Cabinet Member for Regeneration and Culture (Councillor Paul James) providing a brief overview of the current situation and implications of agreeing to Llanthony Secunda Priory Trust's (LSPT) requests, as set out in their letter dated 22 April 2013 and outlined in the report.

The Cabinet Member informed Members that he had received a request from Councillor Hilton that Cabinet should defer taking a decision on this matter because of a number of concerns. Councillor Hilton's concerns related (a) to the need to be satisfied that the Trust would retain public access to the building and (b) the future of the building in the event of the Trust 'failing' and that, in this event, he had suggested that the property revert back to the ownership of the City Council.

In response, the Cabinet Member for Regeneration and Culture commented that the City had faith that the Trust would succeed and that the City's interest in the Priory's future, including issues of public access, would be secured through the opportunity for the City Council to nominate a Trustee. Reasonable public access would continue to be one of the aims of the new Trust and this was a proviso in agreeing to remove the restrictive covenant.

In respect of Councillor Hilton's second concern, the Cabinet Member advised that he was not willing to recommend that the Council be placed in a position whereby ownership of the property would revert to City Council in the event of the Trust becoming insolvent. He commented that the City Council did not have the resources to take on ownership of every historic building in the City.

The Cabinet Member considered it unnecessary to defer the decision as the recommended provisos would seek continued public access to the property and that the interests of the Council in the future of the building would be retained through the opportunity to nominate a Trustee.

Councillor Wood, Cabinet Member for Performance and Resources, commented that the Trust was maturing and that he was confident it would be able to deliver the desired outcomes and Councillor Patel, Cabinet Member for Environment, commented on the ambitions of the Trust which he felt were in the best interests of the Priory.

RESOLVED:

- (1) That the restrictive covenants be removed in accordance with the request from the Llanthony Secunda Priory Trust.**
- (2) That Planning Committee be requested to vary the S106 agreement relating to the property.**
- (3) That the resolutions in (1) and (2) above be subject to agreeing a provision for continuing public access to the property and that the City Council shall have the continued right to nominate a Trustee.**

2. DETAILS OF THE CALL-IN

Date Call-In was received – 20 September 2013

Call-In received from – Councillor Hilton

Names of Councillors supporting the Call-In – McLellan, Brown, Wilson, Field, and C. Witts

Reasons submitted in support of Call-In:-

“This is a request to call-in the Cabinet decision made on the 11th of September, in relation to agenda item 12 – Llanthony Secunda Priory. The call-in is supported by members of the Council who have acknowledged their support for this particular call-in via email.

The decision of Cabinet was as follows:

That the restrictive covenants be removed in accordance with the request from LSPT.

That Planning Committee be requested to vary the S106 agreement relating to the property.

That the above are subject to agreeing a provision for continuing public access to the property and that the City Council shall have the continued right to nominate a Trustee.

Ahead of the Cabinet decision Cllr. Jeremy Hilton did raise his concerns, at Group Leaders' meeting (2nd September) about the proposal to remove covenants the Council holds on Llanthony Secunda Priory and also to waive the original Section 106 Agreement.

On the 9th of September Cllr. Hilton wrote to the Leader of the Council asking him to withdraw the Cabinet paper so that further discussion could take place. The Leader responded negatively to Cllr. Hilton's request and did not withdraw the Cabinet paper. He suggested that if Cllr Hilton was not happy with his decision then Cllr Hilton should call-in the decision.

The original decision to sell Llanthony Secunda Priory to a management trust was made at full Council on the 15th of February 2007.

In making the decision council agreed to the following clause:-
'To covenant the site so that should the Management Trust fail, ownership of the monument and its grounds would revert to the Council.'

The matter of whether council should remove the covenants it holds on Llanthony Secunda Priory is therefore a matter for full Council and not Cabinet.

- The covenants were put there for the benefit of the City
- The possibility of the trust failing was in the original risk assessment. This was mitigated by the covenant relating to the transfer of the land back to the Council should the management trust fail.
- The decision to go ahead with the trust was done on the understanding that this safeguard would remain.
- A successful trust today is not necessarily a successful trust tomorrow.
- To remove the covenant now would not therefore be in the best interests of the city as it could potentially put the future of one of Gloucester's most important historical assets at risk.

The signatories to the call-in request that the decision of Cabinet is reviewed in particular the resolution to remove the covenants that this council holds on Llanthony Secunda Priory."

Councillor Jeremy Hilton

Supported by Councillors McLellan, Brown, Wilson, Field, and C. Witts.

Friday 20 September 2013

3. Validity of Call-In

For a Call-In to be considered, the Head of Paid Service, in consultation with the Monitoring Officer, must agree that the Call-In complies with the criteria set out in the Constitution.

The Head of Paid Service and the Monitoring Officer are satisfied that the Call-In complies with the Constitution.



Meeting:	Cabinet	Date:	11th September 2013
Subject:	Llanthony Secunda Priory Trust		
Report Of:	Cabinet Member for Regeneration & Culture		
Wards Affected:	Westgate		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Richard Webb, Asset Manager	Tel: 396183	
	Email: richard.webb@gloucester.gov.uk		
Appendices:	Extract from LSPT correspondence		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 A brief overview of current situation and implications of agreeing to Llanthony Secunda Priory Trust's (LSPT) requests, as set out in their letter dated 22.04.2013.

2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that the restrictive covenants be removed in accordance with the request from LSPT.
- 2.2 Cabinet is asked to request Planning Committee to vary the S106 agreement relating to the property.

Both the above are subject to agreeing a provision for continuing public access to the property.

3.0 Background and Key Issues

- 3.1 The subject property is owned by Llanthony Secunda Priory Trust. The trust took a transfer of the property from Gloucester City Council in 2007. The transfer included a number of covenants for the benefit of the City.
- 3.2 Covenants included the right for the City Council to use the property for events (as defined within the agreement between British Waterways, the College and the City Council dated 13th Oct 2004) for a minimum of 12 days and a maximum of 20 days per annum.

- 3.3 The tripartite agreement, dated 13th October 2004, sets out the Section 106 Agreement as agreed and documented.
- 3.4 For 21 years, from date of the transfer, the Council retain a right to buy back the property for £1 if the Trust or successors in title fail to meet certain obligations; if the Trust become insolvent, do not upkeep the property to an agreed standard, or if the Trust dismiss and do not replace Council representatives from the board.
- 3.5 The Trust has a desire to develop and restore the medieval range in order to let this part of the property and generate income. We are informed that the revenue will cross fund the continued maintenance of the site. Gloscol have been identified as the potential tenant. The Trust also has plans to develop the stable block. We are informed that the project is supported by English Heritage.
- 3.6 In order to develop the property the Trust would require significant funding. They have identified Heritage Lottery Fund as the only real source capable of delivering the scale of funding required. A grant application has been submitted to HLF in April 2013.
- 3.7 LPST has requested that the Council discharge the obligations as set out in the original Section 106 Agreement. LPST have also requested that the restrictions on title contained in the transfer document are deleted. The Trust have set out the reasons for these requests in a letter dated 22.04.2013. An extract from this correspondence is attached as Appendix 1.
- 3.8 The aims of the Trust, as stated in their Articles of Association are as follows:
1. To preserve for the benefit of the people of Gloucestershire and of the nation the historical, architectural and constructional heritage that may exist in and around Gloucestershire in buildings (including any structure or erection and any part of a building) of particular beauty or historical architectural or constructional interest.
 2. In particular to manage, restore and preserve for the benefit of the public Llanthony Secunda Priory in the City of Gloucester.
 3. To promote the use of Llanthony Secunda Priory for educational, cultural and recreational purposes including skills training.
- 3.9 The Trust have held a number of events at the property that have been open to the public, these include: Stone Festival, Base for historic re-enactors, Giffords Circus, Public cinema screenings, outdoor theatre and various uses by neighbouring occupier Gloscol which will be further developed going forward.

4.0 Implications of agreeing to request

4.1 Removing restrictive covenants

- 4.1.1 The use is currently restricted to; “preservation of a historical building and site including cultural education and recreational access for the public”. By lifting this restriction we would allow LPST to use the property for any purpose (subject to gaining necessary planning consents).

- 4.1.2 The current arrangement places repairing obligations on LPST. In the event that these are not met GCC have the ability to take back the property.
- 4.1.3 By removing restrictive covenants LPST will be able to let the property in order to generate income. We are informed this will be used to cross fund the repairs.
- 4.1.4 GCC would no longer have the right to take back the property (as per circumstances mentioned in clause 3.4).
- 4.1.5 There would no longer be the right of allowing public access.
- 4.2 Discharge parts 1, 2 & 3 of Schedule 1 of Sec 106
 - 4.2.1 Alteration of the Agreement would be by way of deed of variation. We believe that this would require consent from Planning Committee.
 - 4.2.2 GCC would waive the right to hold events at the property, either directly or via an approved 3rd party. This right has not been well used but does offer potential for generating revenue.
 - 4.2.3 GCC would forego their right to “introduce rules relating to the use of the Priory grounds by the Owner (LSPT)”
 - 4.2.4 Part 3 relates to the Management Agreement and would result in the deletion of the following LSPT obligations:
 - a) *the beneficial use of the Priory for the benefit of the citizens of Gloucester.*
 - b) *the future use and preservation of the Priory provided that the Council will not require that the Owner be responsible for the upkeep and maintenance of any buildings and structures within the Priory*
 - 4.2.5 Relinquish formal right to fill 2 director positions on the board of LSPT. This would result in a more autonomous structure for the Trust and less influence for the City Council.
- 4.3 The purpose of the report is to outline the potential implications of the requests made by LSPT. Once a decision has been made as to whether all, some or none of the requests are agreed to Officers will be able to advise on how any changes can be implemented.
- 4.4 By way of conclusion, if Members agree to the recommendations contained herein the Trust will be granted a greater amount of autonomy. They will be able to continue to develop the property which, in turn, will generate income to help cross fund the repairs and maintenance of this important heritage asset. The City Council will forego their rights to hold events at the property but will seek to formally agree a continuation of right of access for the public.

5.0 Financial Implications

5.1 Minimal.

(Financial Services have been consulted in the preparation this report.)

6.0 Legal Implications

6.1 All relevant legal implications have been considered.

(Legal Services have been consulted in the preparation this report.)

7.0 People Impact Assessment (PIA):

7.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact; there a full PIA was not required.

8.0 Other Corporate Implications

Community Safety

8.1 None.

Sustainability

8.2 None.

Staffing & Trade Union

8.3 None.

Background Documents: Extract from LSPT correspondence

The Legal Issues

There are two sets of legal legacies that need to be dealt with to enable the project to proceed. The first relates to a S. 106 Agreement under the Town and Country Planning Act 1990, entered in respect of the Gloscol development. The second relates to restrictions and obligations arising from the 2007 transfer of the site.

(i) The Gloscol S.106

Planning permission for the new Gloscol was granted in 2004 (several years before the establishment of LSPT). There was an associated S.106 Agreement. With regard to Llanthony, the Agreement principally obligated the college to make facilities (toilets, catering etc) available to the Council for up to 12 events per annum within the priory grounds. In return for this provision, the college was granted the rights to use the grounds for amenity purposes, subject to some low level maintenance such as litter picking. This made sense at the time. However, there are now good reasons to remove these obligations. The reasons include:

- The events obligation has been little used over the years – it is not thought that the council has ever called on the use of the Gloscol facilities for events.
- The obligation predates LSPT which wishes to have exclusive use of the grounds for events (to generate funds for its activities).
- The proposal to grant Gloscol a lease of the restored medieval range complex signals a new chapter and it is proposed to grant a new deed of easement (making the S106 access rights redundant)

LSPT formally requests that the Council agrees to formally discharge the S106 in its entirety.

(ii) Transfer Obligations and Restrictions

There are a number of obligations that need to be removed to enable the project to proceed.

First, there are restrictive covenants that would prevent the LSPT entering a lease with a tenant which will effectively provide the lifeblood of the site and sustain its running costs into the future.

Second, there is the "option agreement" which allows the Council to buy the site back should LSPT fail – this provision would be unacceptable to the prospective tenant and it, in any event, now feels unnecessary given the maturity and success of LSPT.

Third, there is the board representation from the city council – whilst it is highly likely that LSPT will continue to seek Council representation on its board it does not

feel that this should now be an on-going obligation. The board has a very strong skillset and low director turnover. It is now a mature, stable and competent Trust.

LSPT formally requests that the Council agrees to formally waive / delete the relevant terms identified in the Transfer dated 08 November 2007.

Aspire Sports and Cultural Trust

COMMITTEE	: OVERVIEW AND SCRUTINY COMMITTEE
DATE	: 14th October 2013
SUBJECT	: Aspire Performance against Business Plan for year 2012/13
REPORT BY	: S Elway – Chief Executive and J Douglas – Business Development Director
NO. OF APPENDICES	: 1 - Trust Action Plan 2011 to 2014 (Updated) [Aspire Business Plan Appendix G] 2 – Annual Report and Financial Statements to 31st March 2013 3 – Community Engagement Summary 2012/13

1.0 PURPOSE OF REPORT

- 1.1 To report audited performance of Aspire Sports and Cultural Trust (Aspire) to it's Business Plan for the year ending 2012/13.
- 1.2 To provide an overview of Aspires key objectives for the year 2013/14.

2.0 RECOMMENDATIONS

- 2.1 That Members accept this report as an update of performance against the agreed Business Plan for year ending 2012/13.**
- 2.2 That Members acknowledge the performance, investment and successes achieved as outlined in this report, with particular reference to the breadth of community engagement and product development.**

3.0 BACKGROUND

- 3.1 Aspires Business Plan for period 2011 to 2014 was presented at the City Councils Overview and Scrutiny Committee on 17th October 2011 and approved at Full Council on 24th November 2011.
- 3.2 Progress and amendments to the 2011 to 2014 Business Plan were presented to the City Councils Overview and Scrutiny Committee on 11th June 2012.
- 3.3 Aspires Trust Action Plan (Appendix G of the original Business Plan) is included at Appendix 1 of this report, detailing progress to the existing plan and updated to the period ending March 2014.

4.0 PROGRESS – FINANCIAL AND CHARITABLE/SOCIAL OBJECTIVES

- 4.1 The performance for the period 2012/13 is contained within the Annual Report and Financial Statements for the year ended 31st March 2013 attached at Appendix 2. This performance is summarised below:

4.1.2 The operating expenditure and income is detailed within Appendix 2 (page 17 and notes 1 to 20) We can report that the Trust has achieved it's core targets to the Business Plan and associated savings with only a £40,000 investment possible against a £100,000 investment target for the year.

4.1.3 The achievement of planned income targets has been adversely affected by:

- Reduction in casual swimming income – mirroring the trend Nationally.
- Delayed starts in the synthetic pitch and outdoor court resurfacing schemes at Oxstalls and a 3 month closure of the synthetic pitch – impacting on earned income potential and secondary spend
- A shortfall in membership take up of Toning and the dryside childrens activity programme – both of which are being remodelled

4.1.4 Our expenditure for the year has increased beyond forecast, primarily in areas of:

- Staff costs – through changes to the sales team and introduction of an additional 'Xpress Gym' at GL1
- Supply costs – through publicity and advertising; photocopying and communications; rates increases

4.1.5 The savings to the Management Fee, totalling £575,000 for the year (an increase of £240,000 from the previous year), have been achieved as forecast in the financial projections. As agreed in the business planning processes, this has been achieved through a combination of:

- product development;
- investment in facilities and equipment;
- operational efficiencies;
- changes in working practices
- energy consumption reduction.

4.1.5 An example of Investments made by Aspire, for product developments that contributed to the overall additional saving of £240,00 for year is included at Table 1, below:

Table 1 – Project Performance to 2013/14 savings

	Soft Play (Oxstalls)	Toning (GL1)
Target Income	£34,080	£106,516
Total Actual Income	£31,157	£78,401
Income before Project	£ 3,000	£ 6,000
Income Improvement for year	£28,157	£72,401

4.1.6 It has been a challenging year with the continued economic downturn, increased competition and increasing supply costs which have impacted on costs and income generation for 2012/3. These impacts

have meant that in addition to our inability to achieve the full extent of our investment target, the targeted additional reimbursement to our own Reserve Fund through Capital Payback and creation of a Contingency allowance for the year have not been achieved. The intention of the targeted Contingency was to be able to offer further savings to the City Council Management Agreement on an annual basis.

4.2 Financial (Capital) Project Performance for the period 2012/13 is summarised below:

4.2.1 Table 2 (below) details capital investment to the original plan for the period 2012/13.

Table 2 – Progress to Capital Investment Programme for period 2012/13

Scheme	Rationale	Capital Cost £	Financing Source	Contribution to Savings & Investment 2012/13	Open to public
Oxstalls: Resurfacing of synthetic pitch	Current surface reached its life expectancy /threat of income loss	£335,000	<i>GCC Capital Funding</i>	Maintain income of £61,039 for year	Completed Sept 2012
Oxstalls: Outdoor Tennis Courts • Resurface • Floodlights	Current surface reached its life expectancy / income generation / meet demand	£171,072	£128,304 (75% LTA Capital £21,384* (12.5%) GCC Capital Funding £21,384* (12.5%) Aspire Capital Funding	£8,021 additional income for year	Completed May 2012
Scheme	Rationale	Capital Cost £	Financing Source	Contribution to Savings & Investment 2012/13	Open to Public
Tennis Centre: Soft Play Installation	Invest to save / income generation / meet demand	£167,620	Aspire Capital Funding	£31,157 additional income	Completed July 2012

GL1: Spa Pool	Health and Safety risk / threat of income loss	£35,000* approx	<i>GCC Capital Funding</i>	Maintain health and fitness income of £867,107 for the year	Completed May 12
GL1: Health Spa / Wellbeing	Income generation / meet demand	£96,746	Aspire Capital Funding	Maintain health and fitness income of £867,107 for the year	
GL1: Catering Contract/café refurbishment	Invest to save / income generation / meet demand	£14,412	Aspire Capital Funding	Improve service provision	New contractor Sept 12
Aspire Contrib Original Plan Sub total (2012/13)		£278,788			

*Contribution to overall health spa repairs and improvements

4.2.2 The capital investment contribution made by Gloucester City Council for maintenance and improvements for the year total £391,384. This contribution is in an addition to the investments made by the City Council in relation to energy management measures.

4.3 In addition to the original projected capital investment programme, (detailed in Table 2, above), extensive further capital investment by Aspire has taken place to meet customer demand, retain customers and meet the agreed savings to the Management Fee. These investments are summarised in Table 3, below:

Table 3 – Summary of further capital investment by category (2012/13)

Category	Amount £	Rationale
Building Improvements	207,947	Maintenance/improvements
Product Development	260,867	Product/service improvements with £ pay back models
Additional Community Engagement	21,795	Local and wider community
Equipment	32,252	Service improvements
Organisational Development	8,405	Organisational health/service improvements
Efficiency Savings	44,126	Service improvements

Staff Related	64,172	Organisational development
TOTAL ADDITIONAL INVESTMENT ACHIEVED	639,564	

4.4 In total, Aspire has invested £918,342 during 2012/13 (detailed in Tables 2 and 3 above) from it's Charitable reserves for the purposes of:

- Maintaining and improving Gloucester City Council's leisure assets
- developing and improving product lines
- enhancing the customer experience
- competing in the local market place
- achieving it's Business Plan objectives
- achieving the targetted savings to the Management Fee

4.5 Appendix 2, pages 9 and 10, summarises the new offerings and improvements that have been made by Aspire during 2012/13.

4.6 An example of product development, attracting new customers and combating declining areas of activity (such as casual swimming), is the continued development and growth of our educational swim courses. The increase in members of the educational swim programme and income generation are summarised in Table 4, below:

Table 4 – Educational Course/Activity Programme overview

	Year 2010/11	Year 2011/12	Year 2012/13
Swim Members	801	1000	1335
Income	£146,507	£204,126	£263,343

4.7 Charitable/Social Objectives - as a registered Charity and Social Enterprise, Aspire is fully-committed to ensuring that it's social objectives are met and that it has a positive impact in the communities in which it operates. Appendix 3 provides an outline of the outcomes that have been achieved with regard Community Engagement for the period 2012/13.

4.8 Appendix 2, page 8, summarises the wide range of community, sporting and non-sporting events that have been hosted by Aspire for the period 2012/13.

5.0 PERFORMANCE MEASURES

5.1 A number of quantitative and qualitative performance measures have been trialled both through the Leisure Industry as a whole and since the inception of Aspire. Per the information contained within Section 4 (above) a combination of both budgetary and outcome and impact orientated information is required to demonstrate the breadth of Aspires business activity. This information is often supplemented by Case Study analysis which we have been working towards with the Community Health Trainers.

5.2 Please find below (Table 5) further numeric information depicting the overall performance of Aspire.

Table 5 – Summary numeric indicators 2012/13

Item	Actual year 2009/10	Actual year 2010/11	Actual year 2011/12	Actual year 2012/13	Variances to previous year performance
Staff costs as a percentage of earned income	91.7%	85%	91%	82.8%	8.2% improvement
Staff turnover (full & part-time)	5.1%	14.1%	3.5%	2%	1.5% improvement
Staff costs as a percentage total of expenditure	57.4%	55.9%	60.8%	58.6%	2.2% improvement
Percentage marketing budget against earned income (revenue)	8.36%	6.3%	6.6%	7.6%	1% increase in costs
GL1 total users	663,332	637,123	668,668	703,427	34,759 improvement
GL1 Total Swims	175,392	154,491	137,881	148,247	10,366 improvement
GL1 Swim School Students	602	798	1,011	1,142	131 improvement
No of Aspire H&F memberships	1,635	2,003	2,269	2,233	36 decline (overall improvement increase in yield)
ITC total no of users	155,968*	117,872	130,265	120,243	10,022 decline 3 mth resurfacing of synthetic pitch & outdoor courts

*Formula error in year 11/12 and retrospectively corrected to 2010/11

- 5.3 One of our key objectives is to maintain and improve upon our high standards of service delivery, safety, staff training and organisational capability. Our quality Accreditation successes for 2012/13 are included in pages 9 and 10 of Appendix 2, for your reference.

5.0 FUTURE WORK

- 5.1 As set out in Appendix 1 (Trust Action Plan – 2011 to 2014), we are continuing with the initiatives and targets set out in the plan.
- 5.2 A brief summary of initiatives currently underway for 2013/14 with regards programmes and activities are included at Appendix 2, page 10.
- 5.3 We are already seeing successes with the launch of our new unique Junior (0 – 17 age range) 'Active Life' membership – as at September 2013, we have created a product which has attracted 133 new members, against an annual target for 2013/14 of 276.
- 5.4 We are particularly pleased to be working with Gloucester City Council and Gloucester City Homes during 2013/14 to financially support a funding bid by the Barnwood Trust to the Community Builder fund to support engagement in Matson. If successful, we will work with the community in Matson on an Asset-Based community development approach to appoint a 'Community Builder' to support the residents of Matson to create a vibrant community through a community based approach.
- 5.5 Negotiations have commenced between officers of Aspire and Gloucester City Council, with regard expectations of the forthcoming 3 year Funding and Management Agreement. These negotiations will continue over the coming months.
- 5.6 Based on the matters contained within section 5.5 (above) Aspire will present it's 3 year Business Plan, incorporating the Funding and Management Agreement (for the period 2014/15 to 2016/17) to the February/March Overview and Scrutiny cycle.

6.0 CONCLUSIONS

- 6.1 Aspires performance for the year 2012/13 is set out within this report and against the strategy detailed in the agreed Business Plan for 2011 to 2014.
- 6.2 Aspire is currently on target to achieve the Business Plan for 2013/14 and deliver the agreed £240,000 saving to the management fee for the year. We remain challenged for the current year and as we move towards 2013/14, in the procurement of the utility reduction schemes to which the City Council has agreed capital investment to assist us. The implementation of these schemes are targeted to deliver a utility saving in excess of £85,000 per year.
- 6.3 As contained within Section 4.2 (Table 2) of the report, Gloucester City Councils contribution to the maintenance of it's two key physical activity, health delivery and sporting assets (GL1 and Oxstalls Tennis Centre), has been invaluable in ensuring that Aspire is able to continue to provide value for money services in these facilities and provide 'fit for purpose' provision to it's communities.
- 6.4 Other measures to ensure the savings for 2013/14 are achieved will be the fruition of product, service and facility investments that were financed during 2012/13, such as the launch of the Junior Active Life Membership.

6.5 Improvements to our course and party programme and targeting of the tots market through activities such as Toddler World and Soft Play are a particular area of focus for the current and forthcoming year. Our ongoing planned events, new offerings and improvements are summarised in Appendix 2 (pages 12 to 14).

6.6 We continue to review all categories of expenditure and identify operational savings.

7.0 FINANCIAL IMPLICATIONS

7.1 As contained within the report.

8.0 HUMAN RESOURCE IMPLICATIONS

8.1 As contained within the report.

9.0 LEGAL IMPLICATIONS

9.1 None – per the Management and Funding Agreement

10.0 RISK MANAGEMENT

9.1 As contained within the overall Aspire Risk Strategy (held at Aspire)

11.0 PREDICTIVE IMPACT ASSESSMENTS (EQUALITIES)

10.1 N/A (undertaken per relevant respective project/initiative)

12.0 OTHER CORPORATE IMPLICATIONS

12.1 Next reporting cycle with Aspire/Gloucester City Council is February/March 2014.

Background Papers :
Person to Contact : **J Douglas**

Trust 3 Year Action Plan

2011  2014





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Greater Manchester's leading social enterprise





(Updated May 2013)




TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
1: 2011/ 2016	New Business Venture	Introduction of Xpress Fitness facility management in partnership with Gloucestershire College at their Cheltenham campus from August 2011, for an initial 5yr contract term	Effective management and programme development of gym, studio and outdoor MUGA to engage with student and local community through a quality service provision. Develop outcome orientated partnership with Glos College aligning organisational objectives and adding value for both parties	<ul style="list-style-type: none"> • No of volunteering placement taken up per period • No of sports dev, health and outreach projects undertaken per period • Facility throughput per period • Customer satisfaction • No. of unique web hits per period 	Completed
2: 2011/ 2013	New Business Venture 	Management of Estcourt Close Sports facility in partnership with Gloucestershire County Council from Sept 2011	Effective management and programme development of the previous school facility to retain and develop usage Agreed extension of contract to March 2014 possible further year to 2015.	<ul style="list-style-type: none"> • Facility throughput per period • No of clubs hosted per period, per facility • Customer Satisfaction 	Completed
3: 2012	New Business Venture 	Be an active partner in submitting an application to Sport England to create a Regional Centre for the development of water sports in Gloucester by Autumn 2012	Develop a successful application to Sport England's Iconic Facilities Fund, in partnership with: <ul style="list-style-type: none"> • Gloucester Rowing Club • Canoe England • National Amateur Rowing Association • British Fishing • Gloucester Heritage Urban Regeneration Company <p style="color: blue; margin-top: 10px;">Bid submitted Dec 2012 Funding decision date: May 2013</p>	<ul style="list-style-type: none"> • Creation of a sustainable Business Plan for resulting facilities • 1st Bid successful 	On Target

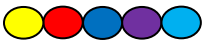
TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
4: 2012	New Business Venture 	Implementation of soft play provision at Oxstalls by October 2012	Product development to attract the under 8s market and utilise as an opportunity to develop further physical activity and sport development take up through our facilities	<ul style="list-style-type: none"> • Facility throughput per period • Customer satisfaction 	Completed above target. Opened Aug 2012
5: 2012	Facility Development 	Re-surface and floodlight Oxstalls outdoor tennis courts by April 2012	Double tournament, sports development and academy capacity as well as pay and play demand for an all year round tennis programme	<ul style="list-style-type: none"> • Facility throughput per period • No of coached sessions held per period as a % capacity • No of events per period • LTA Tennis Payback figures attached to funding • Achieved targets set in following areas: <ul style="list-style-type: none"> ▶ British Tennis Members (834) ▶ Regularly Competing Juniors (147) ▶ Number of teams entered (29) 	Completed Opened May 2012 (delay due to adverse weather conditions)
6: 2012	Facility Development 	Undertake a full refurbishment of the Health Spa at GL1 to enhance our health and well-being offer by April 2012	Facility investment to retain existing clients and attract new users through improvement of the services available and development of the product to other markets, particular focus of well being	<ul style="list-style-type: none"> • Facility throughput per period • Customer satisfaction 	Completed opened to public 14 th May 2012
6a: 2012	Facility Development Income Generation 	Expand the current Health and Fitness Gym provision at GL1 to target groups by Dec 2012	Facility and product investment to cater for increasing demand and attract key target groups, ie: those with obesity and health related issues; minority groups and the teenage markets	<ul style="list-style-type: none"> • Facility throughput per period • Customer satisfaction • Numbers of memberships sold 	Completed opened to public December 2012



TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
7: 2012	Facility Development 	<p>Increase participation of the under 18 age group at GL1 commencing April 2012, in particular to extend the child's active life looking to extent to five years by introducing more activities and more choice in line with Olympic Legacy to get people active.</p> <p>Develop a new Junior DD membership (0-15) at both GL1 and Oxstalls Sports Park combining all activities as part of Aspires Olympic Legacy</p>	<p>Identify new product(s) that attract the under 18s market and utilise as an opportunity to develop further physical activity, health initiatives and sport development take up through our facilities By April 2013:</p> <ul style="list-style-type: none"> • Re-launch combined parties • Introduce new Junior Membership • Extend Dry-side activities to coincide with Junior Membership along with Oxstalls Sports Park • Oxstalls Sports Park to move to Direct Debits for memberships • Set Financial and usage targets with Business Consultant for 2012-2018 • Audit of current facilities usage and potential new activity to be undertaken • Set up DD for both tennis and GL1 Dry-side activities • Market new membership and start active • Monitor, review and develop activities 	<ul style="list-style-type: none"> • No of sports development, health and outreach projects undertaken per period • No of coached sessions held per period as % of capacity • Facility throughput per period • Number of memberships sold • Customer Satisfaction • Income aligned with target income/years • No of coaches engaged in programme • No of volunteers engaged in programme • Income and usage aligned with target income and usage over 5 years • Regular Audit of facility usage 	In progress
8: 2012	Facility Development	<p>Improve the customer experience at our facilities to attract new users and retain existing ones</p>	<p>Embed the 'Systems Thinking' business practice to ensure 'right first time service' to meet the needs of customers. Ongoing – beginning March 2012 Revised start date due to consultancy illness:</p> <ul style="list-style-type: none"> • Start January 2013 • Trial – May 2013 	<ul style="list-style-type: none"> • Customer satisfaction • Facility throughput per period • No of unique web hits per period <p>Organisational efficiency and effectiveness</p>	Work Commenced




TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
9: 2012	Facility Development	Review the catering provision across our sites, primarily at GL1 and Oxstalls and implement changes by May 2012	Procure reconfigured catering provision for GL1 and Oxstalls, to include an in-house proposal. Timetable: <ul style="list-style-type: none"> • Advertisement by Jan 2012 • Selection by March 2012 • Implementation by Sept 2012 	<ul style="list-style-type: none"> • Facility throughput per period • Customer satisfaction • Facility mgt quality accreditations 	<ul style="list-style-type: none"> • Completed – new arrangements commenced Sept 2012 • New Contractor at GL1 • In House at Oxstalls
10: 2011	Build on existing Partnerships 	Agree and develop a long-term partnership 'compact' with the University of Gloucestershire to add value for both organisations, commencing Sept 2011	Work in partnership with the University of Gos to develop opportunities to enhance the experience of stakeholders of both organisations through: <ul style="list-style-type: none"> • Learning and educational opportunities • Facility development utilisation • Contracting opportunities • Sports and physical activity development • Placement opportunities • Expertise sharing • Provision of nutritional, psychological, fitness testing and strength and conditioning support by university research students • University Tennis Co-ordinator position Sept 2011 - 2013 	<ul style="list-style-type: none"> • No of work experience placements hosted per period • No of uni and college placements hosted per period • No of coaches engaged with, trained and participating in leadership programmes per period • No of sports development, health and outreach projects undertaken per period • Increase in University Students participating in tennis 	In progress


TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
11: 2012	Create healthy lifestyle opportunities 	Agree and develop a long-term partnership framework with the Glos Health Trainers to add value for both organisations, commencing Jan 2012	Work in partnership with the Glos Health Trainers to create healthy lifestyle and physical activity opportunities for 'at risk' groups through: <ul style="list-style-type: none"> • Outreach programmes • Registered use of our facilities • Staff training and awareness sessions • Case studies • Defined outcome analysis • Dedicated Health Trainer consultation room established at GL1 	<ul style="list-style-type: none"> • No of skills courses, per category hosted per period • No of sports development, health and outreach projects undertaken per period 	Completed – incorporated into daily work streams/ partnership
12: 2012	Improving Service Delivery and providing educational opportunities	Improving access to services and information to increase knowledge of our services and participation through technology	Re-launch the Aspire website – by July 2012 Expand 'mobile communications' options for our customers particularly focussed on iphones and smart phones for retention purposes – from July 2012 Social Media Training – target date 20/7/12 Establish Aspire 'App' by Dec 2012	<ul style="list-style-type: none"> • Customer satisfaction • No of unique web hits per period • Facility throughput per period • Organisational efficiency and effectiveness 	Completed
13: 2013	Create healthy lifestyle opportunities 	Slimming world Franchise Programme to be incorporated in our facilities by April 2013	Promote and programme a variety of activities for the slimming groups to attend in conjunction with the franchise concept, promoting wellbeing and healthy lifestyle opportunities, particularly connected to Toning clients	<ul style="list-style-type: none"> • No of sports development, health and outreach projects undertaken per period • No of coached sessions held per period as and facility capacity • Facility throughput per period Customer satisfaction 	Audit undertaken Slimming World not agreeable to franchise


TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
14: 2012	Create healthy lifestyle opportunities 	Revamp and promote Fun and Fitness programme across our facilities by Sept 2012 and further develop in 2013	Collate information to adopt the most popular lifestyle opportunities to launch new programme linking to Age UK's 'Fit as a Fiddle' initiative and the Governments 'Lets Get moving' campaign Run a Vintage Games for the over 50's to celebrate Olympic year in July 2012 Run further tasters in 2012/2013 on the back of consultation from the Vintage Games Develop sustainable sessions if there is a demand, from July 2013 Run a second Vintage Games by October 2013	<ul style="list-style-type: none"> No of sports development, health and outreach projects undertaken per period No of coached sessions held per period as and facility capacity Facility throughput per period Ran Vintage Games July 2012 (150 people attending) Ran archery and walking football /basketball tasters in Nov/Dec (30 people attending) 	In progress
15: 2012	Create healthy lifestyle opportunities 	Develop the pre-school market and programmes at GL1 and Oxstalls Implement new programme from April 2012 and further develop in 2013	Offer a variety of activities utilising both facilities Link to Governments 'Lets Get moving' initiative Development of soft play at Oxstalls Develop Toddler World as part new and Junior Active Life Membership from April 2013.	<ul style="list-style-type: none"> No of sports development, health and outreach projects undertaken per period No of coached sessions held per period as and facility capacity Facility throughput per period Customer satisfaction Jolly Hockey Tots launched with a sustainable program in place Income and usage aligned with target income and usage over 5 years 	In progress / On target
16: 2012	Community Development 	Investigate franchise opportunities, initially at Gloucester Academy and to build the portfolio of Aspire by Sept 2013	Set up a franchise agreements with establishments to expand our business and increase participation in tennis and other physical activities we are able to offer Gloucester Academy Sports Facilities are planned to be available for community use Sept/Oct 2013	<ul style="list-style-type: none"> No of sports development, health and outreach projects undertaken per period No of clubs hosted per period, per facility Facility throughput per period 	In progress



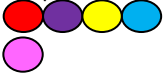
TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
17: 2012	Increase usage and income 	Audit of the Aspire Kidz Party product across our venues by May 2012 Review and redesign the product for implementation from April 2013 to include adult party provision	Conduct a review of all parties run in GL1 and Oxstalls. <ul style="list-style-type: none"> • Conduct market analysis of future product development • Establish income potential from Nov 2012 • Audit of existing parties and establish new programme from April 2013 • Establish income potential • Self-financing Party Co-ordinator position approved • Establish branding and marketing to launch new product • Align staff resources • Establish Adult spa parties from April 2013 	<ul style="list-style-type: none"> • No of parties • Income and usage aligned with target • No of unique web hits per period • No of coached sessions held per period as a % of facility capacity • Facility throughput per period • Customer satisfaction • Facility Management Quality Accreditations 	Launched April 2013
18: 2011	Increase income	Review and redesign of the Zoggs merchandise and it's presence within the GL1 facility from Dec 2011 by July 2012	Relocation of current merchandising offer and realignment of offer to improve income streams and meet customer demand	<ul style="list-style-type: none"> • Customer satisfaction 	New Wet-side merchandising (Speedo) completed and in place Sept 2012
19: 2012	Increase income	Introduction of HEXX merchandising at the GL1 facility for a 6 month trial period to March 2012	Introduction of alternative merchandising offer targeted to health and fitness members to improve income streams and meet customer demand	<ul style="list-style-type: none"> • Customer satisfaction 	Complete in place Sept 2012



TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
20: 2011	Organisational resilience	Implementation and review of Aspires dedicated Human Resource function from August 2011	Transfer from existing SLA arrangement to in-house provision of Human Resource function to include: <ul style="list-style-type: none"> • Review of Human Resource strategy, policies and practices • Transfer of the current Payroll SLA from Glos City Council to Glos County Council by May 2012 • Review effectiveness and market test longterm provision of Payroll services from April 2013 • Procure alternative service provision 	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness 	HR Function transferred and completed. Payroll transfer to County completed. Payroll service/HR Portal to tender – Go Live 1/7/2013
NEW 20a 2013	Organisational resilience	Implement new Payroll Service and HR Portal from August 2013	Conclude existing SLA arrangement for Payroll Service Provision from Glos County Council to new provider Implementation 'go live' 1st August 2013	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness 	
21: 2011	Organisational resilience	Implementation and review of Aspires dedicated Financial Management function from September 2011	Transfer from existing SLA arrangement to in-house provision of Financial Management function to include: <ul style="list-style-type: none"> • Introduction of a Funding and Investment Strategy, policies and practices • Realignment of staffing resources to include business performance monitoring 	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness 	Completed
22: 2012	Organisational resilience 	Realignment of organisational priorities and resources to meet the changing demands of the Governments 'Health' agenda	Lead, in partnership with Gloucester City Council, the implementation of a new Physical Activity, Health and Sport Action Plan by March 2012.	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness • Customer Satisfaction • Facility throughput per period 	Arrangement revised. Community engagement proposals in place as an alternative.


TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
23: 2012	Community Development Build on existing partnerships 	Improve community use by engaging clubs at our facilities to promote all activities offered to our community as part of the Olympic count down and 2012 celebrations	<ul style="list-style-type: none"> Invite all Aspire clubs to take part in celebration days by promoting their clubs to others from March 12 Invite local community groups/school to the celebrations Welcome Malawi Team to Gloucester from May to June 2012 Joint Aspire/club carnival entry July 2012 	<ul style="list-style-type: none"> No of university and college placements hosted per period No of sports development, health and outreach projects undertaken per period No of clubs hosted per period, per facility Facility throughput per period Customer satisfaction No of events per category per period Attendances per event per period 	Completed
24: 2012	Lifelong participation Build on existing partnerships Increase usage & income 	Further development of the GL1 Swim programme by April 2012, focusing on wellbeing and target communities	Highlight and implement new sessions for target groups through: <ul style="list-style-type: none"> Utilization of ASA Resources "Big Splash" initiative Promoting family time Introducing the Fit as a Fish programme (Age UK) Further development of Aqua Zumba 	<ul style="list-style-type: none"> No of unique web hits per period No of coached sessions held per period as a % of facility capacity Facility throughput per period Customer satisfaction 	Completed
25: 2012	Improving Service delivery and providing educational opportunities 	Develop Aspire Sport and Physical Activity Volunteer Scheme to be piloted during 2012	Developing the workforce, engaging the community and increasing quality of service by introducing a Volunteer Scheme which will: <ul style="list-style-type: none"> Provide work experience and employment opportunities Enhance the workforce Develop skills and aspirations of volunteers 	<ul style="list-style-type: none"> No of skills courses, per category hosted per period No of volunteering placements taken up per period No of coaches engaged with, trained and participating in leadership programmes per period 	HR undertaking Audit to finalise the Volunteer and Apprentiship Schemes. In place by December 2013

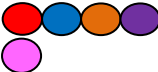
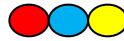
TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
27: 2012	Increase in participation 	Tennis Improve and increase coaching and competitive programme within the centre by maximising the use of resurfaced outdoor courts at Oxstalls in 2012	<ul style="list-style-type: none"> Utilization of LTA resource "Tennis Express" Increased participation and competition for all levels of players New competitions for adults and wheelchair tennis players Increase British Tennis Membership members 	<ul style="list-style-type: none"> No of coached sessions held per period as a % of facility capacity Facility throughput per period No of events per category per period Attendances per event per period 	Completed / ongoing Opened May 2012 (delay due to adverse weather conditions)
28: 2011/ 2013	Increase in participation 	<p>Badminton</p> <p>Sign up "No strings Franchise" in July 2011</p> <p>Work with Gloucester Star Badminton Club to develop a community club from Sept 2013</p> <p>GL1 to be a hub facility for the Community Badminton Network (CBN) in Gloucester from April 2013</p>	<p>'No Strings Franchise' at GL1 to facilitate participants (16+) to play within an informal/semi structured environment:</p> <p>1 x session from Nov 2011</p> <p>2 x sessions from Sept 2012</p> <p>Franchise re-established with Badminton England from February 2013</p> <ul style="list-style-type: none"> Badminton to be included in new Aspire Active Life membership from April 2013 Junior County Training and Club night established at GL1 from September 2013 	<ul style="list-style-type: none"> Over 600 participants from November 2011 –January 3 coaches actively involved in programme with 3 volunteers Income and usage aligned with target income and usage over 5 years No of coached sessions held per period as a % of facility capacity Facility throughput per period Junior County Training and Club night established at GL1 from September 2013 	Completed / On target




TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
29: 2012/ 2013	Increase in participation 	Basketball Offer mini basketball in primary schools and convert to GL1 from March 2012 Working in partnership with Gloucester Blazers, Gloucester School Sports Network, the Basketball Academy at Glos College and England basketball 'Take 6' project Develop capacity to host local/county /regional national basketball at GL1	<ul style="list-style-type: none"> • Develop curriculum/after school provision at school/GL1 May 2012 with a school club link to Gloucester Blazers Basketball Club (& Glos. College link) • Develop basketball sessions as part of a Saturday afternoon multi sport slot from August 2012. • Outdoor Olympic taster programme in July/Aug 2012 • Run Basketball Coach Education courses from GL1 from October 2012 • Mini Basketball part of Active Life Membership April 2013 • Continue to develop basketball in curriculum/after school sessions in 2013. • Develop 'Take 6' Gloucester school central basketball league/festivals with primary schools from 2014 • 'Take 6' county league from 2014 	<ul style="list-style-type: none"> • 3 schools undertake curriculum basketball taster (250 pupils in attendance) • Basketball sessions run at GL1 30 people in attendance • Outdoor basketball event at the Oval in August 2012 (100 people attending) • 2 courses run in 2012/2013 with Sports Structures. 20 people qualified to level 1 • Income and usage aligned with target income and usage over 5 years • No of coaches/volunteers involved • No of clubs • No of participants • No of table officials and officials involved 	In progress




TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
30: 2012/ 14	Increase in participation 	From summer 2012 to 2014 to develop the following sports: Netball – link with “Back to netball” initiative Handball – develop opportunities to play	Establishing links with local/regional development officers and existing clubs to utilise Aspires' facilities and develop an interest in the sport from the local community, through: <ul style="list-style-type: none"> • 50yr old+ programme • After school programme at GL1 • Run coach education level 1 courses Nov 2011/Feb 2012 • Develop links to School Sports Network in 2012 • Aspire team to take part in volleyball festival from 2013 • Deliver back to netball courses for adults leading to establish a back to netball league • Develop a senior Volleyball club to run from GL1 by 2014 • Work with staff to establish a netball team from April 2013 • Develop an adult handball team from Feb 2014 	<ul style="list-style-type: none"> • 1x Back to Netball Course ran in summer 2012 with 20 women attending. • No of participants/sessions run. • No of participants continuing in activity by April 2014 • No of coaches/volunteers involved in programme. • No of coached sessions held per period as a % of facility capacity • Facility throughput per period 	In progress Decisions taken to reprioritise resources and decrease the range of development sports and increase quality and sustainability
31: 2012	Increase usage and income Improving Service delivery 	Procure hand held Swim Course student assessment and progression ICT system (CoursePro) by May 2012 Develop bespoke provision Establish implementation programme for early 2013	Add value for the customers through effective use of new technology providing: <ul style="list-style-type: none"> • Improved speed and effectiveness of front of house service • Added value to the product offering • Eliminating paper assessment by providing web accessible student progress data to parents 	<ul style="list-style-type: none"> • No of unique web hits per period • Facility throughput per period • Customer satisfaction • Organisational efficiency and effectiveness 	Completed and 'live' Feb 2013. Home portal to be introduced May 2013


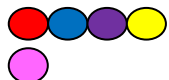
TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
32: 2012	Improving Service delivery 	Tennis - To become a High Performance Centre (HPC) working in partnership with East Glos Tennis Club	Improve the performance/access programme Attract coaches to improving standards of play Decision from the LTA expected 2012	<ul style="list-style-type: none"> • Quality accreditations for development and programming • Performance Club League Tables South West: <ul style="list-style-type: none"> ▶ Regularly Competing Juniors (RCJ's) playing 40 + matches – 2nd out of 14 clubs in the region ▶ RCJ's 20+ matches – 2nd out of 14 clubs in the region ▶ RCJ's 6+ matches – 7th out of 14 clubs in the region 	Complete – now an LTA Performance Centre with 5 year contract in place
33: 2011/ 14	Improving Service delivery and providing educational opportunities 	Coaches and officials development CPD plan in place (including CRB and disability)	Our Centre's use fully licensed coaches to deliver programmes. To enhance current practices we will: <ul style="list-style-type: none"> • Work with GLTA and LTA to organise at least 1 referee course per annum GL1 dry-side to have a balanced compliment of coaches across holiday camps/parties/target sports by 2014 by: <ul style="list-style-type: none"> • Co-ordinating coach education programme in conjunction with sports development team and other local partners 	<ul style="list-style-type: none"> • No of skills courses, per category hosted per period • No of coaches engaged with, training and participating in leadership programmes per period • Quality accreditations for development and programming • No of coached sessions held per period as a % facility capacity • Customer satisfaction 	In progress
34: 2012	Improving Service delivery and providing educational opportunities 	Register the LTA Apprenticeship Scheme for coaches by end of 2013	Provide new coaches the opportunity to gain experience from current coaches by: <ul style="list-style-type: none"> • Coaching pathway for experienced players to provide a career • Providing stepping stone from the volunteer scheme to paid employment 	<ul style="list-style-type: none"> • No of volunteering placements taken up per period • No of coaches engaged with, trained and participating in leadership programmes per period • Customer satisfaction 	In Progress



TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
35: 2012	Improving Service delivery and providing educational opportunities 	Organise two Tennis Leadership courses for 14–16 yr olds in Dec 2011 and April 2012	Tennis leaders to assist coaches in delivering sessions and festivals as part of school programme, centre and community programmes (linked to Volunteer scheme)	<ul style="list-style-type: none"> No of skills courses, per category hosted per period No of volunteering placements taken up per period No of coaches engaged with, trained and participating in leadership programmes per period Customer satisfaction Quality accreditations for development and programming 	Tennis Leaders – complete – 3 organised for 2013 – 32 leaders attended
36: 2011/ 12	Improving Service delivery and providing educational opportunities 	Coaching / Teaching and front of house staff development	Working in partnership with the ASA to provide training: <ul style="list-style-type: none"> Evaluation of all staff July/Aug 2011 Presentation to Aspire by ASA workforce development officer November 2011 outlining findings of evaluation Action plan implementation to start February 2012, linked to CPD 	<ul style="list-style-type: none"> No of skills courses, per category hosted per period No of coaches engaged with, trained and participating in leadership programmes per period Quality accreditations for development and programming Customer satisfaction 	Completed
37: 2011	Improving Service delivery and providing educational opportunities 	Provide vocational opportunities for students on foundation, undergraduate and post graduate levels in sports coaching, disability and sports development. September 2011	Utilise personnel on volunteer basis to develop tennis activities throughout Gloucestershire, in particular monitoring activities to improve our tennis development programme and to support funding projects linked to Volunteer Scheme	<ul style="list-style-type: none"> No of uni and college placements hosted per facility No of volunteering placements taken up per period No of sports development, health and outreach projects undertaken per period 	Completed




TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
38: 2011/ 14	Build on existing partnerships 	Maintain our national, regional and local events at our venues, promoting and showcasing physical activity, sport and health lifestyle opportunities	Attract additional major events to Gloucester City and to our Aspire business for future kudos. Targetted local events are: <ul style="list-style-type: none"> • Archery • Volleyball at GL1 • Badminton • School Games venue for 2012 – 2014 for Gloucestershire School Games • Tennis to be included in the Schools games Oxstalls as a venue to tennis Develop an events webpage targeted at NGBs, and health orientated organisations by July 2013	<ul style="list-style-type: none"> • No of unique web hits per period • No of events per category per period • Attendances per event per period • Facility throughput per period 	In progress
39: 2011/ 14	Building on existing partnerships 	Working with primary and secondary schools throughout the county Working with the new School Games Manager & Local organising committee for the Governments School Games initiative linking to the Olympic Games legacy until August 2014	Offering a partnership programme of activity through many pathways: Curriculum, after school, Teacher training, disability and competition levels 1 - 3 Increase participation and health and fitness levels in young children and convert them back into our facilities	<ul style="list-style-type: none"> • No of sports development, health and outreach projects undertaken per period • No of coached sessions held per period as % of facility capacity • Facility throughput per period • No of events per category per period • Attendances per event per period 	Tennis involved in the school games countywide for 2013.

TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
40: 2011/ 14	Athlete development providing clear pathways for swimmers from cradle to grave 	Working in partnership with local schools by providing a well structured programme which has pathways for further development into the learn to swim scheme/after school clubs, started May 2011	Assist schools to continue their school programme and reduce their transport costs by: <ul style="list-style-type: none"> Increasing the length of time in pool, per session and reducing number of sessions they attend Host annual Galas for primary, secondary and SEN children from Sept 2011 to 2014	<ul style="list-style-type: none"> No of coaches engaged with, trained and participating in leadership programmes per period No of sports development, health and outreach projects undertaken per period No of coached sessions held per period as % of facility capacity Facility throughput per period No of clubs hosted per period per facility 	Completed
41: 2011	Provide after school sporting activities 	Work with Gloucester Schools Sports Network to provide After Schools Clubs from Sept 2011	Increasing participation in our key target sports by working in partnership to enhance the after school programme offer	<ul style="list-style-type: none"> No of sports development, health and outreach projects undertaken per period No of coached sessions held per period as a % facility capacity Facility throughput per period Customer satisfaction 	Completed
42: 2012/ 2014	Environmental sustainability	Reduce carbon footprint to achieve environmental sustainability	<ul style="list-style-type: none"> Work with Lean Energy to improve ventilation systems in the pools area (report with costings by April 2013) Replace existing taps in GL1 and Oxstalls with automatic “no touch” sensor operated taps commencing August 2012 Install sensor based low energy lighting at Oxstalls by Sept 2013 (funding by GCC) Reduce paper consumption <ul style="list-style-type: none"> Social media advertising Timetable programmes available on apps Explore Installation of woodchip boiler at Oxstalls by 2014 (funded by GCC) 	<ul style="list-style-type: none"> Reduction of gas and electricity consumption Reduction in water consumption Reduction in electricity consumption Reduction in paper consumption and costs Reduction in gas consumption by using renewable energy (city council project) 	<ul style="list-style-type: none"> Phase 1 report completed. To be discussed with GCC Costings have been sought GCC measuring return after 6 mths on GL1 installation before approval Progressing slowly

TRUST 3 YEAR ACTION PLAN: 2011 – 2014











Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
NEW 43: 2013/ 2014	Organisational resilience	Second stage review of Aspires' SLA arrangements with Gloucester City Council to ensure 'Fit for Purpose' provision to meet requirements of Aspires' Business Plan – to commence Sept 2013	Review of existing SLA arrangements from a 'make or buy' perspective to include the following support areas: <ul style="list-style-type: none"> • ICT Infrastructure • Telephony • Photocopying provision • Creditor provision • Financial Management System • Debtor Services • Internal Audit Services 	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness 	From Sept 2013 to March 2014
NEW 44: 2013/ 2014	Increase Participation Build on existing partnerships 	Tennis – to become a Tennis Foundation Disability Hub Site by March 2014	Provide a comprehensive disability programme and extend the current programme, launching deaf and visually impaired/blind session	<ul style="list-style-type: none"> • Increase participation numbers using Tennis Foundation monitoring sheets 	New Target
NEW: 45: 2013/ 2014	Community Development 	Glevum Tennis Club Investigate lease transfer of 6 outdoor courts to Aspire by March 2014.	<ul style="list-style-type: none"> • Build relationship with High School for Girls • Work with new Tennis Manager for Glos, Wilts, Avon • Continued work with Community Indoor tennis Centre Project 	<ul style="list-style-type: none"> • BTM increase • Facility throughput • No of sports development outreach projects undertaken 	New Target
NEW: 46: 2013/ 2014	Improve Service Delivery	Implement Leisure Shield across all sites by June 2013	Digitise all inspections, checks, health and safety audits and introduce a member journey service audit	<ul style="list-style-type: none"> • Improved customer service 	
NEW: 47: 2013/ 2014	Create Healthy Lifestyle Opportunities 	Develop the 'Aspire for Life' Exercise Referral Programme to be administered by Aspire by April 2013	Work in partnership with doctors surgeries and Health Trainers to afford opportunities to identified sectors of the community, where participation in physical activity will benefit their health and wellbeing	<ul style="list-style-type: none"> • Number of completed referrals • Health Improvement Survey Results • Number that maintain regular exercise 6 months after completed referral programme 	Completed

TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Ref No	Key Policy Initiatives	Strategic Outcomes	Service Actions and Outcomes	Measures to Quantify Outcomes	Progress to Target Red- off target Amber – on target Green – above target
NEW: 48: 2013/ 2014	Increase in Income	Develop a sustainable Personal Training Programme product/service	<ul style="list-style-type: none"> • Appoint a personal training co-ordinator • To attract clients from both current users and non users • Provide a service to challenge the local competitors in an aggressive market 	<ul style="list-style-type: none"> • Number of Personal Trainer clients • Conversions † full membership 	New target
NEW: 49: 2013/ 2014	Lifelong participation and Community Development	Develop a Family Fundamental Club from Feb 2014	<p>Work in partnership with Create Development/Family Centres/Schools/Glos NHS/Olympic Legacy Group to create a number of Fundamentals Clubs for targeted Families from Feb 2014 running over 18 weeks</p> <ul style="list-style-type: none"> • Increase the level of fundamental movement skills of children • Developing children's personal and social skills • Developing adults confidence and activity level 	<ul style="list-style-type: none"> • No of Families attending and completing the programme • Using the Create Development wheel (on-line tool) measure the increase levels of fundamental skills of children/improvement of child's personal and social skills/adults confidence and activity levels 	New Target
NEW 50: 2013/ 204	Organisational Resilience Improve Service Delivery	Review the current Big Wave contract to ensure 'Fit for Purpose' provision to meet requirements of Aspires' Business Plan by Dec 2013	Review of existing contract in relation to PR/graphic design/print material/web hosting. Market test each component against cost/quality provision	<ul style="list-style-type: none"> • Organisational efficiency and effectiveness 	New Target

TRUST 3 YEAR ACTION PLAN: 2011 – 2014

Key – linked to EXTERNAL GOVERNING BODY/ ORGANISATION STRATEGY OBJECTIVES

Sport England		Olympics & Paralympics		Gloucester Partnership – City Vision	
Department of Health		Fields in Trust (Playing Fields Association)		AGE UK	
NHS Gloucestershire		Amateur Swimming Association (ASA)		Lawn tennis Association (LTA) and Tennis Foundation	
Independence Trust (Comm Health Trainers)					

Gloucestershire's leading social enterprise



www.aspiretrust.org.uk

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Bruton Way
Gloucester
GL1 1DT

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www.aspiretrust.org.uk

Company No. 6644292

Charity No. 1125995

VAT Number. 937 6724 84



Aspire Sports and Cultural Trust
(Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

for the year ended

31 March 2013

Aspire Sports and Cultural Trust**CONTENTS**

Contents	Page
Officers and Advisers	1
Trustees Annual Report	2 - 15
Independent Auditor's Report	16
Statement of Financial Activities	17
Balance Sheet	18
Notes to the Financial Statements	19 - 31

Aspire Sports and Cultural Trust

OFFICERS AND ADVISERS

for the year ended 31 March 2013

TRUSTEES (DIRECTORS FOR THE PURPOSES OF THE COMPANIES ACT)

Mr U Bhaimia
 Mr M Burgess*
 Mrs E Clegg#
 Mr J Deane (Vice Chairman)*
 Mr S Elway
 Miss S Goldsmith#
 Ms K Haigh
 Mr R Harrison (Chairman)#
 Mr A G Pain*
 Mr J Porter*
 Ms B Rosser#
 Mr M White

* - Member of the Audit and Finance Scrutiny Sub-Committee (Working Party) for which Mr J Deane is the Chairperson.

- Member of the Human Resource and Health and Safety Sub-Committee (Working Party) for which Mrs E Clegg is the Chairperson.

PRINCIPAL EMPLOYEES

Chief Executive	Mr S Elway
Business Development Director	Mrs J Douglas
Operations Director	Mrs C Daley

COMPANY SECRETARY

Mrs J Douglas

COMPANY NUMBER

06644292

REGISTERED CHARITY NUMBER

1125995

REGISTERED OFFICE

GL1 Leisure Centre
 Bruton Way
 Gloucester
 GL1 1DT

PRINCIPAL BANKERS

Co-Operative Bank
 23 St Aldate Street
 Gloucester
 GL1 1RU

AUDITOR

Baker Tilly UK Audit LLP
 Hartwell House
 55-61 Victoria Street
 Bristol
 BS1 6AD

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT
for the year ended 31 March 2013



The Trustees present their report along with the financial statements of the charity for the period ended 31 March 2013. The Statement of Recommended Practice, Accounting by Charities (SORP 2005) issued in March 2005, has been fully adopted in these financial statements which have been prepared in accordance with the accounting policies in note 1 of the accounts.

Reference and Administrative Details

Registered charity name	Aspire Sports and Cultural Trust
Charity registration number	1125995
Company registration number	06644292
Registered office	GL1 Leisure Centre Bruton Way Gloucester GL1 1DT

The Trustees

The Trustees who served the charity during the period were as follows:

	Appointed	Resigned
Mr U Bhaimia	21 May 2012	-
Mr M Burgess	-	-
Ms E Clegg	-	-
Mr J Deane	-	-
Mr S Elway	-	-
Ms K Haigh	-	21 May 2012
Mr R Harrison	-	-
Mr A Pain	-	-
Mr J Porter	-	-
Ms B Rosser	-	-
Mr M White	-	-

Secretary Mrs J Douglas

Auditor Baker Tilly UK Audit LLP
Hartwell House
55-61 Victoria Street
Bristol
BS1 6AD

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*
for the year ended 31 March 2013



Introduction

Aspire Sports and Cultural Trust became operational on 1 October 2008 and currently operates GL1 Leisure Centre and Oxstalls Tennis Centre on behalf of Gloucester City Council; Xpress Fitness on behalf of Gloucestershire College; Estcourt Close Sports Hall on behalf of Gloucestershire County Council. The charity plans to operate other leisure, cultural and educational services for other local authorities and organisations in the future.

Aspire Sports and Cultural Trust is a company limited by guarantee (No. 06644292) and was incorporated on 11 July 2008. It obtained Charity status on 22 September 2008. It is governed by its Memorandum and Articles of Association. The charitable company commenced operations on 1 October 2008.

Objectives and Vision

The objectives of Aspire

The company has been established for the following charitable purposes:

- To provide or assist in the provision of facilities and services for recreational, sporting or other leisure time occupation in the interests of social welfare, such facilities being provided to the public at large, save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty, social or economic circumstances may have need of special facilities and services;
- The advancement and support of education, culture, arts, heritage and history including the provision of libraries, museums, galleries, learning and information centres, archives and other related services;
- To promote community participation in healthy recreation;
- To advance the education of the public on the benefits of an active lifestyle and in particular the value of physical activity for young people; and
- Any such other charitable purposes beneficial to the community consistent with the objects above as the Trustees in their absolute discretion determine.

As Trustees we strive to be transparent in our workings and accessible to all, and our mission is to grow organically so that we are sustainable into the future.

The vision of Aspire

The vision of Aspire Sports and Cultural Trust is to enrich the lives of our Community:

- Making our communities places in which people of all ages and abilities have access to high quality, enjoyable sporting opportunities;
- Ensuring that there will be assistance for people to achieve a good introduction to sport and physical activity, to participate and stay involved in sport throughout their lives;
- Maximising community involvement in developing the business and the facilities;
- Ensuring the low and unwaged are encouraged to use the facilities through relative pricing structures;
- Provide high quality services in a safe environment through a varied and dynamic programme of activities and pursuits that appeal to the local community and visitors to the City and to gain quality accreditation in all areas possible focusing on customers and potential customers;
- Building on our established partnerships and create new partnerships to maximise the use of our resources; and
- Expanding into other areas of culture and leisure, to include managing facilities and services and providing consultancy for other organisations to create a successful and sustainable organisation

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*
for the year ended 31 March 2013



Services offered

The charity operates from four main sites with details of the services provided given below:

GL1 Leisure Centre

GL1 has a magnificent complex of 4 pools with a variety of sessions from beginners and splashers to serious swimmers. Users have fun with the slides, jets, geysers and bubble beads in the Tad Pool and can learn to improve their swimming in the Elver Pool. There is also a vari-depth pool (Barton Pool) and specialist sessions are held in the Twyver Pool.

Apart from swimming, GL1 has a number of sporting facilities, from the main Glevum Sports Hall for 5-a-side football and badminton, to a purpose built gymnastics hall (selected as a training venue for the London 2012 Olympics), to squash courts, bowls, dedicated Toning Suite, table tennis and conference rooms.

Aspire at GL1 Health and Fitness

Aspire Health and Fitness and Xpress Fitness at GL1 are air conditioned, fully equipped gyms with Horizons having personal viewing screens providing users with their favourite TV shows or music while they work out.

Group exercise classes from beginner to advanced take place in the light, airy Horizons Exercise and Spin Studios, while the Horizons Health Spa is the perfect place to relax and unwind after a hard day or tough workout. Horizons all-inclusive membership includes access to GL1's pools, squash and badminton courts as well as tennis at Oxstalls Tennis Centre.

Oxstalls Sports Park

Oxstalls Sports Park has 6 indoor and 4 outdoor floodlit courts available and also includes a floodlit synthetic pitch, natural grass pitches, meeting/conference rooms, a softplay centre, an exercise studio and a café/bar. The centre is an LTA Mini-Tennis, RAW Tennis and County Performance Accredited Centre, and runs on both a 'pay and play' and membership basis.

The centre is also the County head quarters for the Gloucestershire LTA.

Xpress Fitness at Cheltenham

Xpress Fitness forms part of the Gloucestershire College Campus in Cheltenham, and comprises an air conditioned, fully equipped gym.

Group exercise classes from beginner to advanced take place in the light, airy Xpress Exercise Studio, adjacent to an outdoor multi-purpose games area which is suitable for tennis,

Estcourt Close Sports Hall

The Estcourt Close facility forms part of the Gloucestershire County Council sports and leisure estate, and is a large sports hall with ancillary changing and external grassed area sports provision.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Partner organisations we work with

The charity partners with a number of organisations as follows:

The Charity operates independently, but occupies buildings owned by Gloucester City Council (from which it also receives some funding under a 15 year management agreement) and in consequence it works with and supports the City Council in its endeavours where they coincide with the objects of the charity. The Charity also occupies buildings owned by Gloucestershire College, where the Charity pays a small rental in exchange for delivering its services. Whilst in respect of the services the Charity delivers at Estcourt Close Sports Hall, the buildings are owned by the County Council and a management fee is paid to the Charity, currently on an annually renewable contract.

The charity also has current partnerships with a number of organisations, including Gloucester Schools Partnership, Gloucestershire Primary Care Trust and Health Trainers, the Lawn Tennis Association, the University of Gloucestershire, Age Concern and Gloucestershire Young Carers.

Annually the Trust actively supports one National and one Local Charitable organisation. For the period, we supported the British Heart Foundation and Gloucestershire Young Carers.

Specifically in the year, we hosted and supported the Malawian Olympic Competitive Team, in partnership with the University of Gloucestershire and other key stakeholders, to support 'third world' engagement in their quest for Olympic success;

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*
for the year ended 31 March 2013



Structure, Governance and Risk Management

Our structure is governed by our Articles of Association formed when the charitable company was set up in July 2008.

Structure and governance:

The business of the charitable company is delegated to and managed on a day to day basis by the Chief Executive (Steve Elway), who is also a Trustee, and the Directors, supported by the senior managers in the charity.

The Board of Trustees meets on four occasions during the year.

A Finance and Audit Scrutiny Committee has been formed so that specific issues delegated to it by the Board can be studied in detail and recommendations made back to the Board. In addition a Human Resource and Health and Safety Sub-Committee has been created so that specific strategies can be developed in detail and related matters can be discussed and recommendations made to the full Board. On an ad-hoc basis a Transactions Sub-Committee is held for the purpose of supporting and monitoring bids made in open tender to which the Trust has expressed an interest in contracting to.

The executive (the Chief Executive and the Directors) advises the Board on strategy and support for the Board's governance activities and has responsibility for operating the services of the charity on a day to day basis. The Board undertakes its role using the Code of Conduct for Good Governance. On joining the organisation, Trustees are given a thorough induction and introduced to the organisation's culture.

Trustees have experience of many walks of life and use their skills to inform their responsibilities to ensure good governance of the charity. The Board membership includes a balance of backgrounds and there is recognised commitment by the board to maintain this.

The Board has reviewed its governance responsibilities and has structured its committees to reflect best practice in governance. The Finance and Audit Scrutiny Committee and the Human resources and Health and Safety Sub-Committee are chaired by a Trustee and includes other Trustees and co-opted individuals who have a specific skill or experience the charity can benefit from.

Risk Management:

The Trustees have adopted a risk management policy from which they have identified potential risks, the likelihood of their occurrence and the potential costs involved. In addition they have identified current practices in place to mitigate the risks and further action that might be necessary to limit that risk. The Board receives quarterly financial information and sufficient commitments are made to cover known liabilities.

The Trustees have identified the reliance on Gloucester City Council and new entrants to the market as the risks requiring significant focus and attention.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Our staff:

Aspire employs 168 staff undertaking 65 full time equivalent roles across its four sites.

The Trustees and Senior Management Team support the involvement and engagement of staff in the day to day running, policy making and general management of the charity. Members of staff are kept informed on matters affecting them as employees and on various factors affecting the performance of the charity. This is achieved largely through formal and informal meetings and also, where practicable, by circulating notices. During the period we have continued to focus on our Organisational Development Strategy, as well as achieving Investors in People gold status, a true reflection of our commitment to the ongoing development and management of our employees.

The policy of the charity is to offer the same opportunities to disabled people as all others in respect of recruitment and career progression provided their disability does not prevent them from carrying out their duties.

Where employees of the charitable company become disabled, the employee will wherever possible, be retained, rehabilitated and retrained.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*
for the year ended 31 March 2013



Activity during the Period

During 2012/13 our activity in the period was in excess of expectations with Aspire involved in national, regional and local events.

User Statistics/Performance:

- 857,249 (2012: 822,970) registered usages across our centres, representing 3% users above our target for the period
- 60% (2012: 76%) usage of our sports hall at peak time - 2% below target for the period
- 67% (2012: 76%) usage of indoor tennis courts - on target for the period
- An average of 2,233 (2012: 2,269) gym members per month- 5% below target for the period
- 29% (2012: 75%) usage of our synthetic pitch - 3% below target for the period

Events during 2012/13 included:

National events:

- British Swimming National Synchronised Swimming Age Group Championships
- ASA Water Polo National Age Group Championships
- National Futsal League Tournaments
- National Disability Tennis Championships
- England Badminton Tournaments
- Oxtalls Junior Open Tennis Tournament
- National Veteran's Fencing Championships
- Professional Championship Boxing Title Fights
- UK Wrestling Rampage

Regional events:

- PGL League Swimming Championships
- South West ASA Inter-County Water Polo Championships
- Gloucester City Swimming Club 4-Counties Championships
- Severn Roller Torrent Derby

County Events:

- Gloucester Masters Swimming Club Gala
- Gloucester County ASA Swimming Club Championships
- Gloucester City Swimming Club Championships
- Royal British Legion Remembrance Service
- Gloucestershire Bride & Groom Show
- 45 Club Veteran's Burns Night Tennis Tournament
- Gloucestershire FA County Futsal Festival
- Gloucestershire Senior Archery Championships
- Step n Style Dance Competition
- Vintage Games
- Olympic Sports Events
- One Church Christmas Concert
- Robot Wars
- County School Games
- Karate Championships
- SEN School Galas

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Activity during the Period (continued)

New offerings in the period 2012-2013 have included:

- Creation and opening of the 'Fun Factory' Soft Play suite at Oxstalls Sports Park;
- Complete refurbishment of our health and fitness suite at GL1 to include the latest 'state of the art' gym equipment;
- Further expanded our Swim School offer at GL1 by extending the range of courses available and maximised pool capacity and introducing additional Amateur Swimming Association (ASA) resources such as 'fit as a Fish' and 'Big Splash';
- Introduced an Olympic Junior and Adult 'Passport' to sport, activity and wellbeing to engage with the local community and support the Olympic movement;
- Expanded our gym provision at our GL1 facility by creating an additional 'Xpress Gym' and enhanced our spinning studio provision by adding 'virtual' spin classes;
- Engaged with 'Host/OJs' catering company to provide catering services to our customers at our GL1 site;
- Introduction of a new 'clarity Live Swim' booking and online portal service for our educational swim course participants and their parents;
- Working with the partners of the Gloucester Partnership we successfully managed and developed an Olympic Legacy Programme, with a range of community events;
- Introduced the Lawn Tennis Association (LTA) tennis resource 'Tennis Express' to increase tennis participation at our Oxstalls Sports Park facility, and
- The introduction of personnel training and weight loss programmes at our GL1 facility.

Improvements to our provision, facilities and service have included:

- Rebranded Oxstalls Indoor Tennis Centre to 'Oxstalls Sports Park' to reflect the changes in service and product provision and to contribute to the UK Olympic Legacy;
- Recognised by the LTA as a 'High Performance Tennis Centre' to attract performance players and improve our reputation regionally and nationally;
- Resurfaced and upgraded the outdoor tennis courts at Oxstalls Sports Park with the support of the Lawn Tennis Association (LTA) and Gloucester City Council;
- Refurbished and upgraded our Health Spa provision at our GL1 facility;
- Carried out a feasibility study to explore and identify additional product and facility development opportunities in addition to our existing facility portfolio;
- Created a partnership with the Gloucestershire Health Trainers to create healthy lifestyle and physical activity opportunities for the 'at risk' groups in the County';
- Re-launched our Aspire website and introduced an iphone/smart phone Application to engage with our customers;
- Further expanded the take up of Direct Debit payments by transforming the way we engage with our customers and to enhance organisational efficiencies;
- Worked in partnership with energy specialists and Gloucester City Council to further reduce our energy consumption and carbon emissions;
- Procured a new Payroll Service and Human Resource Management portal provision to streamline internal processes and optimise our use of new technology;
- Introduced the 'My Zone' retention tool to retain and attract new customers and enhance our data capture and marketing tools;
- Awarded the 'Gold' Investors in people award in recognition of our excellent people management strategies, policies and people orientated culture;
- Re-accredited at our GL1 and Oxstalls Sports Park facilities as 'Good' through the National Quest Assessment for the leisure sector;
- Awarded the 'Gloucestershire Junior Club of the Year' at the County Sports Awards;
- Selected as one of the LTA's Disability Hub Clubs for Tennis by the Tennis Association;

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



- Recognised by the Institute of Qualified Lifeguards as an overall 'Excellent' centre at our GL1 facility, and
- In partnership with the University of Gloucestershire, utilised the skills of a graduate student at Oxstalls Sports Park in a shared role of Tennis Co-ordinator.

Service developments:

A range of activities/programmes are planned for 2013/14, to include:

- The introduction of an 'Active Life' Membership to cover the 0 – 17 age range;
- Changing the full range of our educational courses to run continually over a 48 – 50 week period during the year;
- Introduction of a 'Toddler World' experience, targeted at the under 8 age range at our GL1 facility;
- The introduction of adult spa parties, to complement the childrens' party programme already in place, and
- The implementation of a 'No Strings' Badminton Franchise to promote and develop the sport in partnership with Badminton England.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Financial Report Summary

Overall the Charity had total incoming resources of £3,916,466 (2012: £4,089,567). During the year we had planned to fund service developments and deliver savings to the management agreement.

Financial performance:

During the period, the charitable company significantly increased its focus on business development opportunities in order to improve our facilities and products and services on offer for users, which led to significant exceptional spend.

Increased resources and the utilisation of previously accumulated reserves were necessary to fund such activities and this has led to a net deficit for the period of £519,176.

A reduced fee of £1,062,636 (2012: £1,285,858) was received from the City Council for management of the centres; £12,000 (2012: £7,000) from the County Council for the management of Estcourt Close Sports Hall; and £2,805,837 (2012: £2,716,981) received at the centres for activities, gym membership, events and from the bar, shop and cafe. Grants received totalled £14,057 (2012: £25,430).

Net current assets at the year end are £539,638 (2012: £1,446,430) including cash at bank and in hand of £1,130,031 (2012: £1,617,731).

Reserves:

Total reserves are £1,036,081 (2012: £1,555,257). This is represented by £9,267 (2012: £9,385) in restricted funds and £1,026,814 (2012: £1,545,872) in the general fund. The Trustees have a Reserves Policy which aims to keep three months operational expenditure in reserves, in order to utilise funding to improve facilities for users whilst holding sufficient accessible funds to enable Aspire to continue to provide services should funding streams reduce.

Investment policy:

The Trustees have the power to invest the monies of the organisation in such investments, securities or property as they think fit. In view of the length of time the charitable company has been in existence and the need to ensure a positive cash flow at all times, surpluses so far generated have been invested in interest bearing deposit accounts and allocated to business development opportunities to generate further surpluses and enhance the products and services on offer.

Throughout the period, funds have been invested in interest bearing deposit accounts and allocated to business development opportunities, which has been overseen by Finance and Audit Scrutiny Sub-Committee, through Aspires Funding and Investment Strategy. The Finance and Audit Scrutiny Sub-Committee have delegated the day to day management of the interest bearing deposit accounts to the Business Development Director, in liaison with the Chief Executive, and in consultation with appropriately qualified financial services organisations.

In liaison with the Chief Executive and Business Development Director, the Trustees have developed a draft Funding and Investment Strategy and associated Treasury Management Policy, which is reported on through monthly meetings with the Business Development Director and Chief Executive, and quarterly with the Audit and Finance Scrutiny Sub-Committee. The overall aim is to ensure that any longer term investments achieve a return, with a moderate risk factor, higher than could be realised through cash deposits in the banking sector. Longer term investments during the period have taken the form of product development, projected to provide satisfactory returns on investment.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Future Plans

The Trustees are planning carefully for the future to ensure a consistently high service delivery and broadening the activities provided at its leisure facilities

Our vision:

Our major objectives for 2013/14 are to:

- Continue to develop our capital investment programme to maximize capacity, increase usage and increase our financial surplus.
- Further develop our programmes of activity to increase usage, particularly by the under 8 year old market.
- To work with the public and private sector to expand our facility management portfolio and broaden the availability of our charitable services.

This will provide the basis for the charitable company to continue delivering our services linked to value for users and to grow organically to be sustainable into the future.

Our plans are aimed at retaining existing customers and capitalising on new business opportunities through programmes that are adaptable, relevant and meet the needs of our community.

We will be undertaking the following in 2013/14:

Planned events:

- One Church Easter Sunday and Christmas Concerts
- Swimathon and Sport Relief Mile Swim
- Team Gym Gymnastics British Championships
- National Wheelchair Tennis Championships
- Professional 'Title Fight' Championship Boxing
- County School Games
- Gloucestershire Schools Partnership Pupil Conference
- Gloucestershire Bride and Groom Show
- National Futsal League Competitions
- UK Wrestling Rampage
- Royal British Legion Remembrance Service
- British Water Polo League
- Badminton England Tournaments
- National Synchro Age Group Championships
- Step 'n' Style Dance Competition
- Severn Roller Torrent Derby
- Gloucestershire Senior Archery Championships
- ASA Sprints Gala
- Gloucester Masters Swim Club Open Meet

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Future Plans (continued)

New offerings and activities:

- Implementing new programmes of activity across our facilities to include redesign of our party packages, development of our tennis coaching programme and development of our children activity programme;
- Implementing an Aspire Volunteering Scheme and programme of experiences to engage our local communities;
- In partnership with others develop a programme of services through our Health, Sport and Physical Activity Plan; and
- A programme of work to further reduce our electricity and gas consumption across our facility portfolio.

Improvements planned:

- Capital Investment programme in order to expand, enhance and develop our existing and new facilities;
- Development of our partnership arrangements to include the education, health and cultural sector to develop our service offer and positively impact upon on our community;
- Develop our communications with our customers and stakeholders to promote our service offer and develop a robust ongoing relationship with them;
- Streamline and enhance areas of the organization, through the development of a 'systems thinking' culture that ensures the needs of our customers are met effectively and efficiently;
- In partnership with others, to continue to invest in Energy Conservation and Environmental management initiatives to reduce our carbon footprint and be energy efficient, in line with our Social Enterprise objectives;
- To support the 'Community Builder' programme in designated deprived housing Wards to support the development of local communities;
- To develop our status as Gloucestershire's largest Social Enterprise; and
- To work closely with health practitioners to engage with those individuals and groups in a way that brings about changes in their wellbeing, lifestyle and approach to their physical and mental health.

New contracts:

- To work with the public and private sector organizations in the area to expand our business; and
- To review contract opportunities that are forecast to be advertised for tender during 2013/2014 in Gloucestershire.

Access to our services:

We remain committed to creating equal access to our services for anyone who needs them.

We also strive to be an open employer welcoming staff and volunteers from any and all backgrounds. We aim to reflect the diversity of the population we serve in both our user group and our staffing mix.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Future Plans (continued)

Our strategy will include the review of all opportunities we have to ensure that our governance, services and our employment are genuinely accessible for people of whatever background, race, ability or sexual orientation.

We aspire to ensure that the quality of facilities and services we offer is responsive, respectful and the best it can be.

We will respond to individual needs and the differences our users might have even if these challenge the fabric of our culture and existing practice. We will listen to all voices and take special note of where we have not succeeded in meeting individual expectations.

Being a sustainable third sector charitable business:

As Aspire develops and matures we will be thinking about the thousands of people who have benefitted from the services that Aspire has provided facilities to in the community. In the current economic climate we will have to make our money go further, find new ways of delivering our services while ensuring that we remain fit for purpose.

In the period under review we have developed many new ideas for raising additional income in 2013/14 which include:

- The restructuring of a dedicated sales and promotions team to increase membership take-up and retain existing customers;
- The introduction of a range of new technologies to engage with customers across the age ranges to keep them updated with new offers, activities and programme updates to retain their custom;
- Enhancing our 'refer a friend' campaigns through promotional offers and product development;
- Undertaking extensive work with our local communities to ensure accessibility and availability of activities and services in relation to sporting and cultural activities as well as those of the health and wellbeing agenda (e.g. Cardiac Rehab; Smoking Cessation, Race for Life) to attract non-users to our facilities; and
- Developed our marketing plan to ensure target marketing is undertaken effectively and research is undertaken to fully understand our markets, customer profile and needs of our users and potential users.

While the tasks ahead will be challenging, the Trustees and the executive are fully committed to achieving the charitable aims and maintaining the high standard of facilities and services for which Aspire is becoming known.

Aspire Sports and Cultural Trust

TRUSTEES ANNUAL REPORT *(continued)*

for the year ended 31 March 2013



Statement of Trustees Responsibilities

The Trustees (who are Directors of Aspire Sports and Cultural Trust for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- a. select suitable accounting policies and then apply them consistently;
- b. observe the methods and principles in the Charities SORP;
- c. make judgements and estimates that are reasonable and prudent;
- d. state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees confirm they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit. When reviewing the aims and objectives of the charitable company and in planning its future activities the trustees refer to the guidance and consider, in particular, how planned activities will contribute to the aims and objectives they have set.

Statement of disclosure to the auditor

So far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditor is not aware, and that they have taken all the steps they ought to have taken as Trustees in order to make themselves aware of any audit information and to establish that the charitable company's auditor is aware of that information.

Auditor

A resolution proposing that Baker Tilly UK Audit LLP be re-appointed will be put to the Annual General Meeting on XX XXX 2013. Baker Tilly UK Audit LLP has indicated its willingness to continue in office.

Approved by the Trustees and signed on their behalf by:

.....
Mr R Harrison
Trustee (Chairperson)

.....
Date

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASPIRE SPORTS AND CULTURAL TRUST

We have audited the financial statements of Aspire Sports and Cultural Trust for the year ended 31 March 2013 on pages 17 to 31. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

HEATHER WHEELHOUSE (Senior Statutory Auditor)
 For and on behalf of BAKER TILLY UK AUDIT LLP, Statutory Auditor
 Chartered Accountants
 Hartwell House
 55-61 Victoria Street
 Bristol, BS1 6AD
 Date:

Aspire Sports and Cultural Trust



STATEMENT OF FINANCIAL ACTIVITIES
(including an income and expenditure account)
for the year ended 31 March 2013

	Note	Unrestricted Funds £	Restricted Funds £	FRS 17 Unrestricted Fund £	2013 Total Funds £	2012 Total Funds £
Incoming Resources						
Incoming resources from generating funds:						
<i>Activities for generating funds</i>	2	168,440	-	-	168,440	161,039
Investment Income		21,936	-	-	21,936	61,298
Incoming resources from charitable activities	3	3,712,033	14,057	-	3,726,090	3,867,230
Total Incoming Resources		<u>3,902,409</u>	<u>14,057</u>	<u>-</u>	<u>3,916,466</u>	<u>4,089,567</u>
Resources Expended						
Costs of generating funds:						
<i>Cost of goods sold and other costs</i>	4	113,738	-	-	113,738	122,850
Charitable activities	5	4,283,236	14,175	-	4,297,411	3,438,058
Governance costs	6	24,493	-	-	24,493	17,381
Total Resources Expended		<u>4,421,467</u>	<u>14,175</u>	<u>-</u>	<u>4,435,642</u>	<u>3,578,289</u>
Net Incoming Resources Before Other Recognised Gains and Losses		(519,058)	(118)		(519,176)	511,278
Other Recognised Gains and Losses						
Actuarial gain/(loss) arising on defined benefit pension scheme	14	-	-	-	-	-
Net Movement in Funds		(519,058)	(118)	-	(519,176)	511,278
Reconciliation of Funds:						
Total Funds brought forward		<u>1,545,872</u>	<u>9,385</u>	<u>-</u>	<u>1,555,257</u>	<u>1,043,979</u>
Total Funds carried forward	18	<u>1,026,814</u>	<u>9,267</u>	<u>-</u>	<u>1,036,081</u>	<u>1,555,257</u>

All of the above amounts relate to the continuing activities of the charity.

The notes on pages 19 to 31 form an integral part of these financial statements.

No separate Statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above.

Aspire Sports and Cultural TrustBALANCE SHEET
as at 31 March 2013

	Note	2013 £	2012 £
Fixed Assets			
Tangibles assets	10	496,443	108,827
		<u>496,443</u>	<u>108,827</u>
Current Assets			
Stocks	11	39,955	17,337
Debtors	12	121,158	201,789
Cash at bank and in hand		1,130,031	1,617,731
		<u>1,291,144</u>	<u>1,836,857</u>
Creditors: Amounts falling due within one year	13	<u>(751,506)</u>	<u>(390,427)</u>
Net Current Assets		<u>539,638</u>	<u>1,446,430</u>
Total Assets less Current Liabilities		<u>1,036,081</u>	<u>1,555,257</u>
Funds			
Restricted funds	16	9,267	9,385
Unrestricted funds			
General fund	17	1,026,814	1,545,872
Pension fund	17	-	-
Total Funds	18	<u>1,036,081</u>	<u>1,555,257</u>

The notes on pages 19 to 31 form an integral part of these financial statements.

These financial statements were approved and authorised for issue by the members of the committee on and are signed on their behalf by:

.....
Mr R Harrison
Trustee(Chairperson)

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



1. Accounting Policies

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006.

The charitable company has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement on the basis that it is a small company.

(b) Going Concern

During the period significant exceptional expenditure was undertaken, through the utilisation of previously accumulated reserves, to develop additional products, maintain and enhance our centres and to renew equipment.

The Trustees and the directors have prepared an operating budget that shows that the company will make sufficient surpluses to enable it to continue to operate within its existing bank facilities and to meet its operating liabilities as they fall due.

The directors have taken into consideration the level of employer contributions required to fund the defined benefit obligation for the foreseeable future and the directors consider that contributions do not compromise the charitable company's ability to continue to operate.

Accordingly, the Trustees and directors have concluded that it remains appropriate to prepare the accounts on the basis that the charity is a going concern.

(b) Incoming resources

Incoming resources are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from any trading activities is recognised as earned (as the related goods and services are provided).

Investment income is recognised on a receivable basis.

Grant income is only recognised when the charity has unconditional entitlement to the resources.

(c) Resources expended

Expenditure is recognised when a liability is incurred and includes any irrecoverable VAT. Contractual arrangements are recognised as goods or services are supplied.

Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities include expenditure associated with the operation of the facilities and the achievement of its objects and include both the direct costs and support costs relating to these activities.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Aspire Sports and Cultural Trust**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 31 March 2013

**Accounting Policies (continued)****(c) Resources expended (continued)**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Any irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(d) Taxation

Aspire Sports and Cultural Trust is a registered charity and as such it is entitled to relevant tax exemptions on its charitable income.

(e) Fixed assets and depreciation

Fixed assets are initially recorded at cost and depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:-

Plant and machinery	-	5 years
Fixtures and fittings	-	5 years

(f) Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(g) Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

(h) Liabilities

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

(i) Retirement benefits

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at each balance sheet date. Actuarial gains and losses arising are recognised immediately in the "gains and losses" section of the Statement of Financial Activities under the heading "Actuarial gain/(loss) arising on defined benefit pension scheme".

Past service costs are recognised as an expense on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits have already vested, the cost is recognised immediately in the Statement of Financial Activities.

The amount recognised in the balance sheet represents the present value of the defined benefit obligation, adjusted for unrecognised past service costs, and reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the lower of the asset, and any unrecognised past service cost plus the present value of available refunds or reductions in future contributions to the plan.

As the pension scheme is part of a larger multi employer scheme, the likelihood of the charity benefitting from refunds or reductions in future contributions to the plan are considered to be remote and on this basis the pension asset has not been recognised.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



1. Accounting Policies (continued)

i) Retirement benefits (continued)

The rate used to discount the benefit obligations is based on market yields for high quality corporate bonds with terms and currencies consistent with those of the benefit obligations.

Gains and losses on curtailments/settlements are recognised when the curtailment/settlement occurs.

(j) Fund accounting

Funds held by the charity are either:

Unrestricted funds which comprise those funds which the Trustees are free to use in accordance with the charitable objects and are divided into:

- General fund - Those unrestricted funds which have not been designated for a specific purpose by the Trustees.
- Designated funds - Those unrestricted funds which have been designated for a specific purpose by the Trustees.

Restricted funds are those which are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

2. Incoming resources from activities for generating funds

	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
Income from bars, cafes and shop	168,440	-	168,440	161,039
	<u>168,440</u>	<u>-</u>	<u>168,440</u>	<u>161,039</u>

3. Incoming resources from charitable activities

	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
GLI and Oxstalls Centre income received	2,637,397		2,637,397	2,555,942
Management fees received	1,074,636	-	1,074,636	1,285,858
Grants received	-	14,057	14,057	25,430
	<u>3,712,033</u>	<u>14,057</u>	<u>3,726,090</u>	<u>3,867,230</u>

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013

**4. Cost of generating funds: Cost of goods sold and other costs**

	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
Costs of operating bars, cafes and shop	113,738	-	113,738	122,850
	<u>113,738</u>	<u>-</u>	<u>113,738</u>	<u>122,850</u>

The amounts above include £32,877 (2012: £43,389) in respect of staff costs for the period.

5. Costs of charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
Direct costs				
Staff costs	2,434,300	-	2,434,300	2,127,129
Maintenance	242,164	-	242,164	136,076
Utilities	464,638	-	464,638	459,452
Other direct costs	717,868	14,175	732,043	441,616
Indirect costs				
Other indirect costs	424,266	-	424,266	273,785
	<u>4,283,236</u>	<u>14,175</u>	<u>4,297,411</u>	<u>3,438,058</u>

All costs relate to the sole activity of the charity, being the provision of management of leisure facilities.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



6. Governance costs

	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
Audit fees	13,320	-	13,320	11,500
Other governance expenses	11,173	-	11,173	5,881
	<u>24,493</u>	<u>-</u>	<u>24,493</u>	<u>17,381</u>

7. Net incoming resources

	2013 £	2012 £
Net incoming resource is stated after charging:		
Depreciation – owned assets	135,604	30,960
Operating lease rentals – equipment	77,519	70,979
Services provided by the Auditor and its associates:		
- audit of the financial statements	13,320	11,500
- other services	7,511	1,000
	<u>233,964</u>	<u>114,449</u>

8. Staff costs and emoluments

	2013 £	as restated 2012 £
Wages and salaries	1,786,480	1,705,772
Social security costs	97,708	94,315
Pension costs	170,444	157,951
Other staff costs	379,668	169,090
	<u>2,434,300</u>	<u>2,127,128</u>

Staff costs and emoluments include payments relevant to income generating and charitable activities.

The 2012 figures have been reanalysed to better reflect the appropriate classifications of the costs incurred. The classifications are consistent with those used in 2013. There is no adjustment to the total costs included within staff costs.

During the period one Trustee received remuneration, subsistence and is accruing retirement benefits in respect of employment by the charitable company. The charitable company's governing document provides for such payments to be made.

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2013 No.	2012 No.
Management and administration staff	19	21
Service delivery staff	46	54
	<u>65</u>	<u>75</u>

The above numbers include our flexible working teams (such as zero hours, coaches, teachers and instructors).

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



8. Staff costs and emoluments (continued)

The number of employees whose emoluments for the year fell within the following bands, were:

	2013 No	2012 No
£50,001 to £60,000	1	1
£60,001 to £90,000	1	1
	<u> </u>	<u> </u>

During the period pension contributions of £19,610 (2012: £19,610) were made on behalf of the 2 staff earning in excess of £50,000.

9. Taxation

The charity is exempt from taxation on income and gains falling within sections 524-537 of the Income Taxes Act 2007 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

10. Tangible Fixed Assets

	Plant & Machinery £	Fixtures & Fittings £	Total £
Cost			
At 1 April 2012	-	154,801	154,801
Additions	95,971	427,248	523,219
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2013	95,971	582,049	678,020
	<u> </u>	<u> </u>	<u> </u>
Depreciation			
At 1 April 2012	-	45,974	45,974
Charge for the year	19,194	116,410	135,604
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2013	19,194	162,384	181,578
	<u> </u>	<u> </u>	<u> </u>
Net Book Value			
At 31 March 2012	-	108,827	108,827
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2013	76,777	419,665	496,442
	<u> </u>	<u> </u>	<u> </u>

Aspire Sports and Cultural Trust**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 31 March 2013

**11. Stocks**

	2013 £	2012 £
Stock on hand	39,955	17,337

12. Debtors

	2013 £	2012 £
Trade debtors	116,161	201,789
Payments in Advance	4,997	-
	<u>121,158</u>	<u>201,789</u>

13. Creditors: Amounts falling due within one year

	2013 £	2012 £
Trade creditors	72,072	258,189
Other taxes and social security	98,273	65,478
Deferred income	49,667	34,857
Accruals	531,494	31,903
	<u>751,506</u>	<u>390,427</u>

Deferred income comprises mainly advance receipts for sports and leisure activities and gym membership.

14. Pension scheme

On 1 October 2008 the charitable company became a scheduled member into the Local Government Superannuation Scheme. At that date the surplus relating to employees transferred from Gloucester City Council under TUPE became the surplus of the charitable company.

This is a funded defined benefit scheme. Employees are eligible to join the Local Government Superannuation Scheme subject to certain qualifying criteria. The contributions rates are those recommended by the fund's actuary Hymans Robertson and were set on the basis of:

- a) The relationship between the assessed value of assets and the accrued value of liabilities of pensionable service to 31 March 2013.
- b) The level of contribution needed to meet the cost of the year by year accrued benefits in the future.
- c) The change in terms of contracting out of SERPS.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



14. Pension scheme (continued)

The actuarial valuation was based on economic and statistical assumptions, the main ones being:

- The rate of accumulation of income and capital on new investments over the long term and the increase from time to time of income from existing investments
- Future rises in pensionable pay due to inflation etc, and pension increases
- Withdrawals from membership due to mortality, ill health and ordinary retirement
- Progression of pensionable pay due to promotion.

The latest formal valuation of the fund for the purpose of setting employers' actual contributions was as at 31 March 2010 with the next formal valuation due as at 31 March 2013. In 2012-13 the employer contribution rate was 14.9%. Employee contribution rates varied between 5.5% and 7.5%.

The market value figures below are based on assumptions required by FRS17 standards. The assumptions that have the most significant effect on the results of the FRS17 valuation are detailed below. Mortality follows the standard tables known as PFA92 and PMA92 with improvements in line with the Medium Cohort. The life expectancy used is based upon mortality assumptions. Assuming retirement at age 65, the life expectancies in years used in the valuation are as follows:

	31 Mar 2013	31 Mar 2012
For a male aged 65 now	21.7	21.7
At 65 for a male member aged 45 now	23.5	23.5
For a female aged 65 now	23.6	23.6
At 65 for a female member aged 45 now	25.8	25.8

The financial assumptions used for the purposes of the actuarial valuation are as follows:

	31 Mar 2013	31 Mar 2012
Rate of increase in salaries	4.6%	4.3%
Rate of increase in pensions in payment	2.8%	2.5%
Discount rate	4.5%	4.8%
Inflation assumption	3.2%	3.3%
Expected return on assets	5.2%	5.5%

The major categories of plan assets as a percentage of total plan assets are as follows:

	31 Mar 2013	31 Mar 2012
Equities	75%	71%
Bonds	17%	21%
Property	6%	6%
Cash	2%	2%

There were no unfunded benefits as at 31 March 2013.

The total bid value of the entire Funds assets as at 31 March 2013 was £1,379,000,000 as provided by the Administering Authority. The charitable company's share of these assets at their bid value amounted to £5,475,000 as at 31 March 2013. The split of these assets by category and their expected return is given below.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



14. Pension scheme (continued)

The assets in the scheme and the expected rate of return at 31 March 2013 and 31 March 2012 were as follows:

	Rate of Return 31 Mar 2013 %	Market Value 31 Mar 2013 £'000	Rate of Return 31 Mar 2012 %	Market Value 31 Mar 2012 £'000
Equities	5.7	4,105	6.2	3,261
Bonds	3.4	931	3.9	965
Property	3.9	329	4.4	276
Cash	3.0	110	3.5	92
Total market value of assets		5,475		4,594
Actuarial valuation of liabilities		(5,136)		(3,970)
		339		624

Reconciliation in movement in defined benefit obligation:

	2013 £'000	2012 £'000
Surplus/(loss) at the beginning of the period	624	767
Movement in the period		
Current service cost (see (c) below)	(199)	(182)
Contributions	168	160
Settlements/curtailments	(2)	-
Past service costs	(2)	-
Net return from other finance income (see (a) below)	62	94
Actuarial loss (see (b) below)	(312)	(215)
Surplus at the end of the period	339	624
Effect of irrecoverable pension asset	(339)	(624)
Pension asset / (liability) recognised in the balance sheet at 31 March	-	-

Under FRS17 any asset resulting from the actuarial calculation is limited to the lower of the asset, and any unrecognised past service cost plus the present value of available refunds or reductions in future contributions to the plan. As the pension scheme is part of a larger multi employer scheme, the likelihood of the charity benefiting from refunds or reductions in future contributions to the plan are considered to be remote and on this basis the pension asset has not been recognised.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



14. Pension scheme (continued)

(a) Analysis of the amount credited to Other Finance Income

	2013 £'000	2012 £'000
Expected return on assets	258	291
Interest cost	(196)	(198)
Net return on scheme assets	62	93
Effect of irrecoverable pension asset	(62)	(93)
Net return on scheme asset recognised in the statement of financial activities	-	-

(b) Analysis of the amount recognised as actuarial loss in Statement of Financial Activities

	2013 £'000	2012 £'000
Actual return less expected return on assets	-	-
Actuarial loss on liabilities	(312)	(215)
Change in assumptions	-	-
Actuarial loss	(312)	(215)
Effect of irrecoverable pension asset	312	215
Actuarial loss recognised in statement of financial activities	-	-

(c) Net current service costs – defined benefit pension scheme

	2013 £'000	2012 £'000
Current service costs	(199)	(182)
Past Service Gains	-	-
Net service costs	(199)	(182)
Effect of irrecoverable pension asset	199	182
Current service costs recognised in statement of financial activities	-	-

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2013



14. Pension scheme (continued)

History of experience gains and losses

The amount for this period is as follows:

	2013 £'000	2012 £'000	2011 £'000	2010 £'000	2009 £'000
Difference between the actual and expected return on assets	-	-	-	-	-
- as a % of scheme assets	nil%	nil%	nil%	nil%	nil%
Experience gains/(losses) on assets and liabilities	417	(158)	259	823	(453)
- as a % of liabilities	8.1%	3.4%	7.5%	19.5%	22.2%
Total amounts recognised in the SOFA	nil	nil	767	(755)	nil
- as a % of liabilities	nil%	nil%	22.1%	17.9%	nil%

The best estimate of contributions to be paid by the charitable company to the scheme for the year ending 31 March 2014 is £162,000.

15. Commitments under operating leases

At 31 March 2013 the charity had annual commitments under non-cancellable operating leases for items of equipment as set out below.

	2013 £	2012 £
Operating leases which expire:		
Within 1 year	9,432	-
Within 2 to 5 years	68,087	70,883
After more than 5 years	-	-
	<u>77,519</u>	<u>70,883</u>

16. Restricted funds

	Balance at 1 Apr 2012 £	Incoming resources £	Outgoing resources and losses £	Transfers £	Balance at 31 Mar 2013 £
Children into sport grant	1,985	-	(1,985)	-	-
LTA	-	9,184	(6,616)	-	2,568
Sport England	7,400	1,350	(4,801)	-	3,949
Tennis Foundation	-	2,950	(200)	-	2,750
Other Outreach Programmes	-	572	(572)	-	-
Total restricted funds	<u>9,385</u>	<u>14,056</u>	<u>(14,174)</u>	<u>-</u>	<u>9,267</u>

The Children into sport grant was received specifically for the purpose of promoting child participation in sports. LTA funding relates to performance programmes. Sport England funded the Oxstalls Tennis Aces programme in delivering tennis to schools outside of the curriculum. Tennis Foundation funding relates to Oxstalls being a disability tennis hub providing a focus on raising participation for children and adults with disabilities. Other Outreach Programmes represent a series of grants received to deliver tennis taster sessions at Bentham Country Club and Rendcomb College.

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2013



17. Unrestricted funds

	Balance at 1 Apr 2012 £	Incoming resources £	Outgoing resources and losses £	Other gains/ (losses) transfers £	Balance at 31 Mar 2013 £
Designated funds					
Combined Heat and Power Fund	21,533	-	-	-	21,533
Staffing funds	53,000	-	(35,563)	-	17,437
Maintenance fund	14,378	-	-	-	14,378
GL1 sinking fund	26,231	-	(12,938)	-	13,293
Tennis centre sinking fund	19,000	-	-	-	19,000
Total designated funds	134,142	-	(48,501)	-	85,641
General fund	1,411,730	3,902,409	(4,372,966)	-	941,173
FRS17 Pension fund	-	-	-	-	-
Total unrestricted funds	1,545,872	3,902,409	(4,421,467)	-	1,026,814

18. Analysis of net assets between Funds

	Tangible fixed assets £	Net current assets £	Pension asset/ (liability) £	Net assets 2013 £	Net assets 2012 £
Restricted funds					
Children into sport grant	-	-	-	-	1,985
Sport England	-	3,949	-	3,949	-
LTA	-	2,568	-	2,568	7,400
Tennis Foundation	-	2,750	-	2,750	-
Total restricted funds	-	9,267	-	9,267	9,385
Designated funds (part of the unrestricted funds)					
Combined Heat and Power fund	-	21,533	-	21,533	21,533
Staffing funds	-	17,437	-	17,437	53,000
Maintenance fund	-	14,378	-	14,378	14,378
GL1 sinking fund	-	13,293	-	13,293	26,232
Tennis centre sinking fund	-	19,000	-	19,000	19,000
Total designated funds	-	85,641	-	85,641	134,142
General fund	496,443	444,730	-	941,173	1,411,730
Pension fund	-	-	-	-	-
Total funds at 31 March 2013	496,443	539,638	-	1,036,081	1,555,257

Aspire Sports and Cultural Trust

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2013

**19. Related party transactions**

Aspire Sports and Cultural Trust was set up to operate the leisure facilities of Gloucester City Council ('GCC'). During the period the charitable company received amounts totalling £1,062,636 (2012: £1,285,858) from GCC under an arm's length management agreement. At the period end there was £nil (2012: £nil) outstanding.

GCC provided various administrative, ICT and debtor/creditor support during the period totalling £133,009 (2012: £138,031). During the period GCC paid utilities costs of £464,638 (2012: £459,452) on behalf of the charitable company.

At the period end, a debtor balance of £2,912 (2012: £2,912) remains on the intercompany account.

S Elway, a trustee, received remuneration for services as Chief Executive of the charity of £80,298 in the year (2012: £80,298).

GCC has also guaranteed the company's pension scheme liabilities in the event of a failure of the company.

20. Company limited by guarantee

The company is limited by guarantee, having no share capital. In the event of the company being wound up the liability of each member is limited to £1.

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Aspire Sports and Cultural Trust

Community Engagement

Summary for

2012/13

Gloucestershire's leading social enterprise

aspire.org.uk

Aspire undertook a number of community initiatives linked to the Olympics, healthy activity/lifestyles, schools and general community development during the period 2011/12, with key highlights included in this summary.

Olympics

- Olympic Junior/Adult Passport launched summer 2012 where children and adults collected stamps throughout the summer and were rewarded with discounts against activity sessions at all Aspire facilities. Top primary school was given a free Christmas party.
- Working with the partners of the Gloucester Partnership, Aspire and others successfully managed an Olympic Legacy Programme including community awareness events in GL1 and Oxstalls and the 'It's a Knockout' programme in the community with events being held at Matson, Podsmead and Robinswood ending with a Final in Gloucester Park as part of the Festivals Family Day.
- Vintage Games – As part of the celebration of the Olympics, Aspire, Age UK and G-Fitness worked together to run a Festival of Activity for organisations with over 50's or individuals who wanted to take part. Over 100 people participated in the event and the Champions were St Oswalds Retirement Village who are looking to defend their crown in 2013 at the second Vintage Games. Looking to gain further funding to deliver training leading up to a second Games in 2013.
- Gloucester welcomed the Malawian Olympic Team to its City. Through a partnership led by the University of Gloucestershire, Aspire helped the attendance of the team to the Olympics and their pre-olympic training at GL1 and Oxstalls. The team of 4, plus officials were provided with accommodation by the University and during their stay not only trained with local clubs, they visited local schools and community groups. An official 'welcome to Gloucester' event was hosted by Aspire at GL1, with the support of its partners and the Mayor of Gloucester
- Oxstalls Centre was the host site for the first "Gloucestershire School Games" involving primary school Quad Athletics and Tennis competitions alongside Wheelchair tennis as a demonstration sport for 2012. There were winners and runner ups from each of the 6 districts of Gloucestershire Level 2 competitions. 64 children competed in the Level 3 county school games. This not only raised the profile of tennis in the county but also the opportunities available for children to take part in tennis in the community.
- A Basketball Festival was hosted and delivered by Aspire, Gloucester Blazers and other community groups with a celebration of basketball for the Olympic year held at the Oval for both juniors and adults with over 200 people attending.
- As part of the 'Summer in Gloucester 2012' Aspire took an active part in a free family event in Kings Square, the Carnival (with a float) and provided activities as part of the Free Family Sports Day.
- Two Aspire employees were nominated to be Olympic Torch Bearers, namely Terry Parker a Disability Tennis Coach at Oxstalls and Dan Woodward a Swim Teacher at GL1. In addition, Aspire had three members of staff volunteering in different roles and all were totally inspired and thankful for the support Aspire had given them to enable them to take part.

- Since September 2013, GL1 now has a designated Boccia court (Olympic Para-Olympic Sport). This is used every Monday by a group of wheelchair users who are keen to grow the sport in the Gloucester area.

Healthy Activity/Lifestyles

- Aspire has agreed a formal partnership with the Community Health Trainers to help reduce the barriers for those in need to make healthy lifestyle changes, to eat more healthily, manage their weight, be more physically active, stop smoking, drink sensibly and reduce stress and anxiety. To date over 50 people have taken the opportunity to use facilities offered by Aspire Trust through our 'H' card scheme. The desired outcome is to make physical activity a habitual part of their lives.
- Aspire in partnership with the Gloucester Health Trainers, provided assistance with the Community Fun Day at Podsmead (9th February) and were very pleased with the attendance and interest shown by the community. Aspire is now looking to formalise our involvement to drive healthy activity and lifestyles within Podsmead.
- As a result of the introduction of Aspires' ladies only Toning Suite, to date our customers have lost an incredible 3,376 inches (half a mile!) of body size.
- The Sports Development Team at Aspire officially launches it's sporting legacy to the children and young people of Gloucestershire, with an 'Active Life' Membership. The membership is for all 4 month to 17 year olds, providing a range of activity and education experiences across Aspires' product range. Our aim is to inspire a new generation to be fit, healthy and physically active, providing the best start in life both mentally and physically to create lifelong habits of physical activity.
- Sport England Activity figures for 2012 – Active People Survey Results. This is a really good news story for Gloucester City. This year we have seen a 7.8% increase in people being active in the City. Our % has gone from 32.4% last year to 40.4% this year. Interestingly with the Olympics we are the only District in Gloucestershire to have shown a significant increase and this increase even shows an average in the County which is 2.3%. We also now rank as 2nd place in the County for % of people who are active.

Schools

- **Oxstalls Sports Park**

Oxstalls Sports Park coaches have delivered coaching in 32 primary schools throughout Gloucester City over the past 6 months. The free coaching to the schools from funding secured allowed the schools to have 5 hours curriculum coaching at the school followed by 2 hours coaching at Oxstalls Sports Park.

The schools will now be invited to enter teams into the numerous schools festivals that will be taking place around the city culminating in District and County finals being held at Oxstalls Sports Park on 19th June.

Over 150 children were selected as 'talented' from the schools and were invited back to the centre for a fun day session. Over 90 children attended across year groups 2, 3 and 4. 7 of

those selected were currently at the centre. All attended were assessed and offered a place on an appropriate course.

Gloucester Schools Tennis Aces programme put a tennis racket into the hands of nearly 1500 children by offering tennis sessions at school and Oxstalls Sports Park.

Aspire is working in partnership with the Tennis Foundation and Gloucestershire Down Syndrome Association organized an initial 6 week coaching programme in June 2012. There were 10 initially took part and the success of the programme continued throughout the summer holidays. As from September 2012 an additional disability session is offered at Oxstalls.

- **GL1**

Aspire worked with 6 primary schools and 2 secondary schools and now have between 25-30 young people from 7-15 attending GL1 every Tuesday to receive 'Smash Badminton' training in a fun, non threatening atmosphere. 5 of the players have also taken part in a competition at the University held by the County Badminton Association. The club which runs in partnership with Glos Stars is now also part of the newly re-established County Badminton Network which links Badminton in Cheltenham and Gloucester together and will bring some interesting developments from summer 2013. The No Strings franchise for adults continues to grow with the session regularly getting 12-15 customers a week to receive fun, informal coaching. GL1 has now devoted a Tuesday night (from April 2013) to Badminton, allowing more sustained development for both casual and more serious badminton.

Aspire is now in it's 11th year of our School Swim Teaching Programme and have 32 schools who bring their children to GL1. This equates to approximately 800 children a week coming in to be taught by GL1 Swim teachers. We use the National teaching programme for the schools, along with 'Get Safe For Summer' programme, 'Challenge', 'Rookie' and 'Personal Survival' awards which helps to provide up to date information to the schools and of every child's progress in their swimming lessons.

Community Development

- Staff have worked hard outside of our facilities with community partners to help all those in the community to become more healthy and active with outdoor events being held jointly with the City Council in Podsmead, Matson, White City and Kings Square, despite the weather. These events give us opportunity to reach people who are unaware of our facilities, the activities we have on offer or just need that push to help them to become more active.
- At Robinswood Hill Funfest, Aspire along with the City Council, The One Church, Gloucester City Homes and Marketing Gloucester worked together to organise a Funfest on Robinswood Hill to celebrate the fact that Gloucester is one of the only city's to have a green hill within its boundaries. A number of sporting and cultural events took place at both the main hill site and the One Church site, with over 2000 people attending.
- In support of International Athletes of any age, Aspire support their training by offering free use of our facilities. One such Athlete, Amy Wright-Hamilton has just returned from the 18-20 yr old World Karate Championships in Serbia achieving:
 - Team Sanbon Kumile – Bronze

- Individual Kata – Silver
 - Individual Kumite – Silver
 - Team Ippon Rotation - Gold
-
- GL1 has hosted coach education courses for the Community Sports Leaders award in handball, basketball and Fundamental Key Skills for under 7's in our bid to get more coaches leading sporting activity and in turn getting more people participating in sport. 25 of Aspire's coaches have benefited from this training and are now actively using this training in their work.
 - 5 players from our Community Futsal Programme (young people from the inner city area of Gloucester) have gone on to represent the 'Gloucester Futsal Revolution' Futsal club in the National League Division One. The team play their 7 home games out of GL1 and are linked to and receive support from Gloucester City Football Club.
 - GL1 ran and hosted a cricket tournament and Futsal tournament for over 100 Muslim teenagers from the MYUK Community Group during February half term. It was well received and the Futsal tournament has led to a permanent Saturday lunch time booking, where coaches from Gloucester Futsal Revolution hone the ball skills of the youngsters involved.

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