Northampton Leisure Trust

Annual Report

2013 - 14
Northampton Leisure Trust

“Inspiring Active Lifestyles”

- Danes Camp Leisure Centre
- Duston Sports Centre
- Forum Cinema
- Lings Forum Leisure Centre
- The Mounts Baths
- Sport & Play Development

Working in Partnership
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Chairman & Managing Directors Report

We are pleased to announce another year of progress, delivering great results in challenging times. 2013/14 is the third year of trading for Unity Leisure (Northampton Leisure Trust – NLT) and during our period of trading we have posted positive figures year on year. We have established a solid platform in order that we can take on new challenges with confidence.

Our results underline the effectiveness of our Mission, Vision and Strategy and the need to be innovative, whilst delivering services to a high standard.

We have maintained a sharp focus on the environment within which we operate, especially the high level of competition. It is essential that we deliver great value for money and service to aid the retention of our valued customers.

The most recent addition to the centres we operate was Duston Sports Centre. 2013/14 was the first full year of operation, attracting over 120,000 visitors and playing a critical role in the success and growth of Northampton Leisure Trust.

Once again our staff have worked with a great deal of passion and have undertaken both team and individual responsibilities in delivering services and being responsive to customer needs.

In 2013/14 Danes Camp Leisure Centre and the Sport & Play Development team were assessed by QUEST (an accredited body within the industry assessing the quality of services delivered). We are extremely proud to announce that both were successfully assessed. Sport & Play Development were awarded a score of ‘Excellent’ and at that time, received the second highest score in the Country. Danes Camp was awarded a score of ‘Good’.

With support from the Sport & Play Development team we have been successful in assisting Northampton Express Bowls Club being awarded £26k from Sport England’s ‘Inspired Facilities’ fund. This funding will be used to install floodlighting over the bowls green at Duston Sports Centre and will be in operation at the start of the 2015 season.

One of our most recent mainstream initiatives, the Junior Active Membership, has shown extremely positive growth and is moving from strength to strength, becoming a major income stream. The Junior Membership has the potential to mirror the Adult membership numbers. NLT is leading the way nationally with this initiative.

We are pleased to announce the launch of our new website that profiles NLT and our Trilogy brand very well and gives our customers, and indeed potential new customers, a very comprehensive range of information. In addition, the
introduction of the new Leisure Management Software (LMS) system will allow customers to book and pay online through the new website.

Once again our success in 2013/14 has been positively influenced by our workforce. The highlight of the year was to be awarded the most “Enterprising Organisation of the Year” by Northamptonshire Business Excellence Awards body. The competition was extremely strong with many national and international organisations involved in the award category.

The Trust has been awarded the status of being a National Pool Lifeguard Qualification (NPLQ) Approved Training Centre. Site visits and inspections have been undertaken by the Institute of Qualified Lifeguards (IQL) and for the second year running we have been awarded a 100% score. This result demonstrates that we have a passion to ensure that we adopt the highest standard possible to embrace public safety in our swimming pools. This status is testimony to our staff involved in this area.

The Trust is privileged to have a Board of Trustees who are wholly focused on the vision and performance of the Trust, whilst recognising the needs of our customers and the quality of services that are provided. They bring with them an abundance of professional knowledge and specific business related skills, adding value to both the progress and growth of the Trust.

We would like to acknowledge our Company Members and the specific support given to us by Northampton Borough Council and Duston Parish Council. Their ongoing support is very much appreciated.

In conclusion, 2013/14 has been another very successful year for Northampton Leisure Trust and once has again strengthened its position for future sustainability and growth. We look forward to the challenges ahead.

Professor William Pope
Chairman

Ian R Redfern
Managing Director
Who We Are

Unity Leisure (trading as Northampton Leisure Trust - NLT), was launched on 1st April 2011 to provide sport (and development), leisure, play and cultural cinema opportunities for the communities of Northampton and its surrounding areas.

Unity Leisure is a ‘company limited by guarantee’, not having share capital. We have achieved ‘charitable status’ and are a ‘not for profit’ organisation.

Seven Company Members and thirteen Trustees influence the strategic direction of the company and give professional advice voluntarily to the Trust’s Management Team, which is led by the Managing Director, Ian Redfern.

The Company Members are high profile organisations and the Trustees are well respected representatives of our communities who bring a wealth of professional knowledge and experience to the vision of the Trust.
Our Company Members, Trustees & Management Team

Company Members

- Northampton Borough Council
- Duston Parish Council
- Northamptonshire Chamber of Commerce
- Northamptonshire County Cricket Club
- Northamptonshire Sport
- Voluntary Impact Northamptonshire (formerly Northampton Volunteering Centre)
- University of Northampton
- Chris Holmes
- Vicky Robertson
- Martin Sawyer

Trustees

- Professor William Pope – Chairman
- Douglas Iles – Vice Chair
- Andrew Ellis
- Margaret Docker
- Richard Aveling
- Councillor Brandon Eldred
- Chris Holmes
- David Pope – MBE
- Martin Sawyer
- Vicky Robertson
- Councillor Matthew Golby (May 2013)

Trustees (Retired)

- Richard Powell (Nov 2013)
- Councillor Danielle Stone (May 2013)
- John Delahunty (Jan 2014)

Management Team

- Ian R Redfern
  Managing Director
- Robert Austin
  Finance Director/Company Secretary
- John Fletcher
  Business Development Manager
- Claire McNab
  Operations Manager
- Lawrence Kay
  Sport & Play Development Manager
- James Seymour
  Marketing Manager
Registered Office
Unity Leisure (trading as Northampton Leisure Trust)
Unity House
78 Robert Street
Upper Mounts
Northampton
NN1 3BJ

The Facilities and Services We Manage

• Danes Camp Leisure Centre
• Duston Sports Centre
• Forum Cinema
• Lings Forum Leisure Centre
• Sport & Play Development
• The Mounts Baths

Contact Details
Website: www.trilogyleisure.co.uk
Telephone: 01604 837500

Charities Registration Number
1145613
Our Mission

“Inspiring Active Lifestyles”

Our Vision

“To be a highly regarded and innovative Trust, that provides high quality facilities and activities that assist in increasing participation and are accessible for all”
Our Values

The Trust has a moral and ethical commitment to ensure that it demonstrates and applies its Values on a consistent basis.

These are:

• It provides expertise
• It is innovative
• It promotes equality
• It takes positive action to protect the environment
• It is inclusive
• It is aspirational
• It is passionate about service delivery and its customers
• It assists in promoting participation in physical activities to the communities of Northampton & wider communities
• It consistently promotes positive relationships with its strategic partners and commissioning agents

As a ‘not for profit’ organisation, all its surpluses are re-invested into the organisation to enhance the facilities and activities for our local communities.
NLT Head Office
Unity House,
78 Robert Street,
Upper Mounts,
Northampton NN1 3BJ
T: 01604 837500

Danes Camp Leisure Centre
Clannell Road, East Hunsbury
Northampton NN4 0RX
T: 01604 837200  Creche: 01604 837272
E: danes@northamptonleisuretrust.org.uk

Lings Forum Leisure Centre & Forum Cinema
Billing Brook Road, Weston Favell
Northampton NN3 8JR
T: 01604 837300
E: lingsforum@northamptonleisuretrust.org.uk

Duston Sports Centre
Cotswold Avenue, Duston
Northampton NN5 6EX
T: 01604 837600
E: duston@northamptonleisuretrust.org.uk

Mounts Baths
Upper Mounts
Northampton NN1 3DN
T: 01604 837400
E: mountsbaths@northamptonleisuretrust.org.uk
Focus on Performance

Northampton Leisure Trust takes its performance outputs seriously to be able to demonstrate proactive marketing, creative initiative development, delivery of high quality services and ultimately, value for money.

The Trust monitors its performance comprehensively on a monthly basis (the ones listed below are the main high level drivers). Performance figures should not be viewed in isolation to our customer feedback, as these form an essential part of the Trust's performance.

<table>
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<tr>
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<th>2012/13</th>
<th>2013/14</th>
<th>Change</th>
<th>Commentary</th>
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<tbody>
<tr>
<td>Total Visits to Centres</td>
<td>936,789</td>
<td>1,009,349</td>
<td>+8%</td>
<td>For the first time ever, we hit one million visits in the 12 month period. Visits to all main areas and all centres were up against the year before.</td>
</tr>
<tr>
<td>Attendances at External Sport &amp; Play Activities</td>
<td>30,250</td>
<td>32,000</td>
<td>+6.5%</td>
<td>On the whole participation remains consistent. We have introduced new and varied activities such as Northampton Ping (free access to public table tennis) and retained our most popular activities; Play Rangers, Play Days, Health Walks, Inspired Coaching, Bikeability, Sportivate, Sport Relief Mile and many others.</td>
</tr>
<tr>
<td>Adult Gym Memberships</td>
<td>8,063</td>
<td>8,790</td>
<td>+9%</td>
<td>Numbers continue to rise. We have continued our focus on keen pricing against budget gym competition, and have the added value of Free Cinema and racket sports.</td>
</tr>
<tr>
<td>Junior Active Direct Debit Membership</td>
<td>2,663</td>
<td>3,273</td>
<td>+23%</td>
<td>The membership is an all inclusive package including a course of tuition (swim lessons, badminton, gymnastics, trampolining), general swimming, holiday activities, after school clubs, dance and rollerstaking. Numbers continue to rise.</td>
</tr>
<tr>
<td>Cinema Visits</td>
<td>33,291</td>
<td>38,113</td>
<td>+14%</td>
<td>Visits were up due to a good balance between cultural and main stream films shown, and our marketing. Particular increase in the number of attendances to Kids Screen films. Also free cinema is included in both Adult and Junior membership packages.</td>
</tr>
<tr>
<td>Swimming Lesson Students</td>
<td>2,479</td>
<td>2,846</td>
<td>+15%</td>
<td>Increased marketing and the Junior Active membership package helped to increase the numbers of those learning to swim</td>
</tr>
<tr>
<td>Leisure Card Holders</td>
<td>15,603</td>
<td>6,698</td>
<td>N/A</td>
<td>New reporting methods using a new information system means we are now able to exclude DD members, leaving purely Leisure Cards purchased for booking priviledges and discounts.</td>
</tr>
<tr>
<td>Attendances at Street Sport Weekly Sessions</td>
<td>7,814</td>
<td>12,475</td>
<td>+37%</td>
<td>Street Sports Sessions include a variety of Sports including Football, Basketball, Cricket, Golf, and Tennis. The addition of other sports has seen a positive increase in interest and participation.</td>
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Focus on Marketing & Advertising

New Website

Northampton Leisure Trust launched its own independent website in February 2014

In the first two months we had over 47,000 visits.

Trilogy Health & Fitness – Focus on January Campaign

The January campaign included Radio, Bus, Billboard, Magazine and Newspaper Advertising supplemented for the first time with radio sponsorship of the Time Tunnel on Heart Radio (Jan-Mar).

The advertising campaign was based on a superman type image with a Trilogy Health & Fitness t-shirt underneath. The theme was carried through to the radio campaign

Excerpt from Radio Advert

“Inside every one of us ... (a tantalising pause) is a super human! A human with the potential to become fitter ... leaner ... stronger... So unleash your inner superhuman ... at Trilogy Gym”

We finished the year with 8790 Health & Fitness direct debit members. (127 members above target).

Focus on What Our Customers Said
Trilogy Junior Active

Another key priority in 2013/14 was driving sales of Junior Active Direct Debit Memberships.

Summer 2013 was the first time we included holiday activities as part of the membership and in December 2013 we launched a dedicated Junior Active brochure which focused on the membership and the activities available all year round. The brochure also incorporates all the information on After School Clubs, Parties, Funzone Playscheme, Swimming Lessons and Dryside courses, negating the need for individual literature.

Brand Guide

As part of the web design process the Trust took the opportunity to clarify the brand guidelines producing a document that determines everything from the use of the logos and when, to the colours of the walls and uniforms.

Press Releases

Monthly PR stories are now produced and distributed to local and national trade press.


All news stories can be found on the website: www.trilogyleisure.co.uk/about/news
Focus on
What Our Customers Said

Overview

Throughout the financial year of 2013-2014, Northampton Leisure Trust (NLT) received a total of 489 documented sources of customer comments and feedback, an increase of 22% on the previous financial year. All cases were recorded and listed with any responses and resolutions undertaken. Over this year we implemented regular ‘Meet the Manager’ sessions where our centre managers walk the ‘shop floor’ talking to customers to ascertain satisfaction levels. The ‘Tell It Like It Is’ forms (TILII) remained the most widely used method for customer feedback.

Corporate Centre Feedback Breakdown

There was a very small % difference between the feedback received at each centre (except for Duston). We believe this to be very positive as it provides an overview that corporately, the service delivery was of equal standard throughout the sites. The aim for 2014/15 will be to significantly increase the amount of feedback captured at Duston Sports Centre.
Danes Camp (total of 136 correspondences throughout 2013/14) reached a peak in May 2013 with the ending of the Wednesday soft play session. The session was removed when the under 5s programme was reviewed and additional activities added to the timetable. However, following a further review and taking into account the feedback received the session was reinstated at Danes and remained popular throughout the year with our mums & tots.

Mounts Baths (total of 162 correspondences throughout 2013/14) reached its highest peak in February 2014 and the feedback received covered three main topics: 1) Request for additional yoga classes 2) Compliments for the Aqua Aerobics instructor and 3) The water temperature of the main pool. There was also an increase in feedback received during April & May 2013 and the feedback consisted of complaints, compliments and requests/comments, although no recurring theme emerged from this feedback and the nature of complaints was isolated.

Lings Forum (total of 161 correspondences throughout 2013/14) also saw an increased amount of feedback during October & November 2013 and January 2014. October's increase was due to numerous complaints that a class was to be removed from the studio programme. Following this feedback and a discovery that not all participants were swiping in at reception, meaning numbers attending appeared to be poor, the class was reinstated and remained on the timetable. November and January saw no recurring theme and feedback was made up of a range of issues with many positive comments.

The amount of documented feedback for Duston remained low (total of 30 correspondences throughout 2013/14) and for 2014/15 staff will work hard to proactively capture customer feedback by promoting our feedback forms and recording verbal feedback.

At times throughout the year (particularly during our peak, busiest times in the centres), we received complaints due to customer’s being unable to contact the centre via telephone and unanswered calls. To overcome this, the Trust will open a Call Centre in 2014 where during certain core hours a dedicated team will answer calls centrally for all four leisure sites to improve efficiency.
Compliments

It should be noted that the number of recorded compliments for 2013/14 increased by 50%. This is a real positive and is testament to the staff and the service they deliver and also the range and quality of activities that Trilogy has to offer.

Comparative to Previous Years

The total of logged feedback in 2011/12 was 389 and this figure increased slightly in 2012/13 to 400. The total logged feedback for 2013/2014 was 489. This was positive as it meant we were making our feedback methods more accessible to our customers. It should also be noted that overall the number of complaints received this financial year compared to 2011/12 reduced by over 20% and there has been growth in both the number of general requests and compliments that came through. Therefore it can be surmised the business is improving and adapting to customers to accommodate their needs, and that our customers know that requests are considered in their entirety.

Improvements For Customer Service & Focus For 2014/15

- To continue to promote and encourage customers to complete TILLI forms at Duston Sports Centre
- To ensure verbal feedback is being recorded
- Create and open a Call Centre with a dedicated team to respond centrally for all four leisure sites to improve efficiency and ensure a good customer experience
- To roll-out the newly developed customer care training package to all staff
- To launch Net Promoter Score (NPS) cards to measure levels of customer satisfaction
- To benchmark NPS score against other leisure providers
- To introduce ‘question of the month’ on the website
- To efficiently feedback on how we are performing and what actions we have taken as a result of feedback
Testimonials

“Since the beginning of the Buzz Clubzz at Duston my 10 year old has been attending street dance & badminton. He loves these sessions which help him learn new skills and stay fit but in a nice, fun way. The staff teaching these sessions are child friendly and so are other staff in the centre. Thank you”
A Reddy, Duston Sports Centre

“Swimming instructor is excellent both for 1 on 1 teaching and group engagement, and for the number of skills covered in the session. Many thanks”
Anonymous, Danes Camp

“A first class swimming pool: friendly & helpful staff. Excellent. Keep up the good work – thanks!”
Anonymous, Mounts Baths

“The ladies at reception are always extremely friendly and helpful they are a credit to your centre.”
R Holton, Mounts Baths

“Massive compliment – Thank you to the lifeguard who took the time to give me loads of helpful tips on how to do flipturns – keeping me safe whilst also keeping a close eye on other swimmers.”
V Robertson, Mounts Baths

“I have joined Trilogy at £26 per month and have been very impressed with the facilities and classes. There is plenty of choice. It makes good value with the cinema included.”
Anonymous, Lings Forum

“Carol in the CoffeeBox is a delight, always welcoming and friendly”
Anonymous, Duston Sports Centre

“Funzone – Best value holiday club and choice of activities by far.”
Parent of child, Danes Camp

“Attended soft play with my child and have to say Georgia was fantastic, I was really impressed.”
Anonymous, Danes Camp

“Shirley doing the disco party was really good. She was excellent with the children & played a good variety of music. The room was clean and well laid out. Very good value for money.”
S Shaw, Lings Forum

“Carol who took water aerobics was very good particularly as it was her first time.”
Anonymous, Lings Forum

“Ashli is still doing a fantastic workout at the 50+ session on a Monday – Love her!”
L Cook, Lings Forum
Focus on Charity Fundraising

Our customers, staff and numerous local organisations regularly ask us to support a host of charitable and fundraising activities, ranging from donating activity vouchers as raffle prizes to the use of a lane to complete a sponsored swim or free use of leisure facilities and other support to host the event itself.

Detailed below are just a few of the activities which took place during the year:

Charity Zumbathon, Lings Forum

The Trust was pleased to support two Charity Zumbathon Events during 2013, both initiated and organised by Teressa Jolley, a Zumba Instructor for the Trust.

The events were held on the 13 October and 8 December 2013 with the December event having a distinctly festive theme. Both events were held in the main hall at Lings Forum and were extremely well supported by customers, staff, family and friends.

In addition to three hours of Zumba for the active, a bouncy castle, face painting and other play equipment was available for children and a prize raffle was held with prizes donated by a multitude of local organisations.

Over £5,000 was raised for the Northampton General Hospital appeal which aims to raise £350,000 to complete a rejuvenation project to create new rooms and make its Chemotherapy Suite more uplifting for patients and staff.

Charity Spinathon, Mounts Baths

Customer Peter Denney was supported by Mounts Baths enabling him to complete a 12 hour Spinathon which raised £750 for Cancer research. Trilogy Instructor Steve Harrington gave his time free to support and instruct the Spinathon.

Charity Roller Skating, Danes Camp

A Charity Roller Skating event took place on the evening of Saturday 8 March which raised £280 – going towards a local total of £5,000 for ‘Coppafeel Breast Cancer Charity’. Danes Camp provided the hall space and skates and all staff donated their time free of charge to Steward and DJ the event.

Race For Life

Trilogy Health & Fitness is a regular supporter of Northampton’s Race for Life, delivering the warm up for participants and entering a team in the race itself to raise sponsorship.

We all know someone affected by Cancer so it was a privilege to be able to support these and other events to raise money to support cancer patients and their families.
Focus on Workforce Planning, Training & Development

Workforce

The Trust directly employs 112 contracted members of staff supported by a core team of approximately 100 casual workers, instructors and coaches to deliver a wide programme of activities and maintain a safe, clean and comfortable environment within our leisure facilities. All staff hold the appropriate qualification for their job role, are Disclosure & Barring Service (DBS) checked (where appropriate) and are taken through a comprehensive induction, training and development programme to maintain and develop their skills.

Regular 1-1 and team meetings are held at each site to brief staff on new developments and enable them to contribute to future developments and service delivery.

A new employee appraisal scheme was launched in December 2013 with employees receiving an appraisal during that month prior to the first full year of the new scheme starting in April 2014.

Within their individual appraisal meeting each employee is asked to consider how their own vision, values and personal objectives fit against those of the organisation and any conflict can be identified and minimised. Objectives and targets set for the year are aligned to the corporate objectives of the organisation. Training and development needs are also identified so that they can be prioritised and built into the Trust’s budget.

Apprentices

Two of the three apprentices appointed during 2012 successfully completed their NVQ Level 2 in Customer Services and both are still working for the Trust, one in a lifeguarding capacity and the other as a Receptionist. We intend to recruit for Fitness Instructor and Operational Apprentices during 2014. Government grants of £1,500 per apprentice will still be available to help to subsidise the cost to the Trust.
Health & Fitness Volunteers
During 2013 we entered into an agreement with Moulton College whereby students from their Health & Fitness Courses volunteered and worked in our Trilogy Fitness Suites.

Twelve students fully completed their commercial experience with us and came to us in two intakes starting in September/October or January/February. The students were spread across all four of our sites and their shifts were designed so they did not work together at all but were allocated to an on-site team. Each student completed 2 x 4 hour shifts per week for a total of ten weeks.

This partnership was extremely beneficial to both the students and the Trust and four students now work for us in our gyms on a casual basis. They are also multi-skilled and between them also work as Lifeguards, on our Sales Team and one has progressed to become a Personal Trainer with a second working towards this.

*Lynton Dawson – Lecturer in Sport at Moulton College commented:*

> “From the feedback I have received from the students the placements have been excellent and have really provided them with a realistic insight into the industry. This, as we are both aware, has led to some of the students gaining employment with yourselves on the back of their efforts. I hope to continue to develop our relationship and send future students to complete placements. I am very grateful for the fantastic opportunity these students have had and look forward to sending more to you in future if you are happy to have them”

Swim School Volunteers
A system is in place for students who have worked their way through our swim school programme, progressing to our Aqua Club, to assist with younger pupils as a volunteer. All hours are logged and certificates issued recognising their accumulated hours and can be used to evidence their experience to future employers or often to complete a Duke of Edinburgh Award or similar.

During 2013/14 a total of nine students volunteered across our sites working on swimming lessons, swimming club and synchronised swimming sessions. Four of the students have now gained their NPLQ qualification and are working for us on a casual basis, with two also qualifying as Swimming Instructors.

Work Experience
The Trust works with local schools and colleges to provide work experience placements for students whenever we can. This does lead to many success stories and we receive many positive letters of thanks from educational establishments.

At Danes Camp a period of work experience helped a pupil to improve at school in both academic performance and attendance to the delight of their teacher. Since then they have passed their lifeguarding qualification and work for us on a casual basis.

Two students who completed their initial work experience at Duston Sports Centre also now work for us covering duties in the gym, bar and on poolside.

Training & Development
During 2013/14 the Trust offered a wide range of training and development opportunities to its staff and also delivered a number of courses to the general public and local businesses and organisations.
**Lifeguard Training**

All lifeguards working for the Trust must hold the Royal Life Saving Society National Pool Lifeguard Qualification (RLSS NPLQ).

The Trust is an IQL (Institute of Qualified Lifeguards) approved training centre and accredited to deliver the NPLQ qualification and NPLQ refresher training. To retain this accreditation we are inspected on an annual basis by the IQL. At our 2013/14 inspection we gained a 100% score with no improvement actions for the second year running, which is again a fantastic result.

During 2013/14 we supported another member of staff through the RLSS Trainer/Assessor Course and we now have a total of 8 members of staff who hold this qualification and are able to train new lifeguards, deliver team training sessions, present internal candidates for re-qualification and assess candidates from other organisations.

During 2013/14 a total of 52 team training sessions were offered to staff. Sessions are offered at each wet site monthly consisting of one hour practical pool work and one hour of theory, CPR and first aid. All NPLQ qualified staff must attend on a monthly basis to refresh and update skills and maintain their qualification. Renewal is required on a rolling basis every 3 years and the renewal session is validated by an external Trainer/Assessor.

During the year the Trust offered public courses in both the National Pool Lifeguard Qualification (to train new lifeguards) and the National Rescue Award (NRASTC), a one day course for Swimming Teachers and Coaches. The NRASTC delivers practical lifesaving skills and is ideal for anyone teaching or coaching swimming or other programmed activity in a swimming environment. All Swimming Teachers within the Trust are required to hold either the NPLQ or the NRASTC to enable them to deal with any situation that may arise.

**First Aid Training**

We are committed to providing First Aid training to as many of our staff as possible and offer regular in house first aid training courses delivered by one of our qualified first aid trainers. All courses are fully accredited and are also available to the general public and local organisations, which helps to subsidise the cost of training our own staff.

**Vocational Training**

We work with national training provider Babcock to provide government funded vocational training to eligible staff. This enables both contracted and casual staff to upskill and gain a qualification within another area of the business, e.g. many lifeguards complete a Level 2 Fitness Instructor NVQ which qualifies them to work within the Trilogy Fitness Suites. This gives us a much more flexible and motivated workforce.

During 2013/14 a total of nine employees were engaged in government funded training completing either a Level 2 Fitness Instructor or Level 3 Personal Trainer NVQ.

**Fitness Training**

Through our partnership with Cybex (providers of our fitness equipment), we are able to access free one day workshops throughout the year which our fitness staff regularly attend. These workshops cover a variety of topics including Nutrition, Strength Conditioning, Olympic Weight Training, Functional Training, Biometrics and other one off free courses. We also frequently host courses on our sites and in this way are allocated a number of free places for our staff. These workshops support the value of Continued Professional Development (CPD).
Other Training

- Other training opportunities provided to staff over the year included:
  - Safeguarding & Protecting Children Refresher Training for 20 staff
  - Climbing Wall Refresher training at Danes Camp for up to 20 staff
  - 3 members of staff completed and passed GRIT Training Course (new fitness discipline)
  - STA Level 2 Award in Swimming Teaching – 4 members of staff
  - How to Delight Your Customers – our Customer Services Officer attended this to aid preparation for delivering in house customer service training to all Trust staff in 2014
  - Basic Food Hygiene Training for Coffee Box Staff
  - Personal Licence Holder Course – necessary for supervision of licensed premises
  - Neuro Linguistic Programming (NLP) – a small number of the management team have attended a range of NLP courses which assist in improving and developing skills in communication, influencing and negotiating.

It is intended that more staff will be encouraged to attend NLP course.

General Operational Training

Defibrillators

During 2013 we installed an automated external defibrillator (AED) at each of our leisure facilities – Danes Camp Leisure Centre, Lings Forum Leisure Centre, Mounts Baths and Duston Sports Centre.

The British Heart Foundation state that ‘defibrillators save lives’ and campaigners have been calling for them to be available in all public places. Acting quickly when someone is in cardiac arrest and fighting for their life is crucially important. There are around 60,000 out-of-hospital cardiac arrests in the UK every year.

An AED is a portable device that analyses the hearts activity and, in the event of a cardiac arrest, administers an electrical shock through electrodes placed on the chest. The shock can re-start the heart, potentially saving a life provided that it is used in a timely fashion. Statistics show that if a defibrillator is used in the first three minutes of a heart attack the chance of survival can be up to 75% successful. Every minute without CPR and defibrillation reduces their chances of survival by 10%.

Although modern defibrillators are very easy to use they are most successful when used by well-trained first aid staff. The Trust has developed its own in-house fully HSE accredited First Aid Training Programme and prides itself upon providing first aid training to as many of its staff as possible to ensure that its customers are always in good hands. The addition of defibrillators will only enhance this provision. The Trust can also provide tailored first aid training programmes to both organisations and individuals including training in the use of an AED.
Focus on Sport & Play Development

The Sport and Play Development Team consists of 6 full time members of staff, and a large workforce of part-time coaches, instructors and regular volunteers. Our work is supported by local sports clubs and volunteers, with the team utilising the skills of over 100 different volunteers in the last year.

The Team continues to work with a number of strategic partners including Northampton Borough Council, Northamptonshire Voluntary Action, Northamptonshire Sport, Northampton School Sport Partnership, University of Northampton, National Governing Bodies of Sport, Street Games and Northampton Community Safety Partnership.

This report demonstrates a year where the team has worked in partnership with a range of stakeholders and has made considerable progress, impact and achievements across the Borough. Without the contribution from our partners much of the work highlighted within this report would not have been possible and we would like to record our thanks to them all.

Quest

The Sport and Play Development Team have been categorised as an ‘Excellent’ team following a rigorous 2 day QUEST assessment. QUEST is a continuous improvement tool which involves an external assessor exploring and challenging the team’s processes and procedures as well as interviewing partner organisations and volunteers. Overall the Team scored an excellent rating in 12 out of 13 modules assessed and was described as having a significant impact on the lives of people across Northampton. The Team are now placed 2nd in the country out of over 35 Sports Development teams nationwide.

Following the assessment Lawrence Kay, Sport and Play Development Manager has been selected by QUEST to act as an ‘Ambassador’. The role will involve assisting other teams from across the country and will help raise the profile of the Trust.

Sport & Play & Education

The Team has continued to work closely with the Northampton School Sports Partnership (NSSP). The team are represented on the NSSP Steering Group and regularly attend the School Sport Coordinators meetings. We have supported a number of Level 2 Schools Games competitions and the Play Rangers have led sessions as part of the Priority Schools Project.
The Team have continued to work closely with the Northamptonshire County Council Extended Services/Area Improvement Partnership to provide subsidised activities.

In total during 2013/14 the Team supported 12 further and higher education students with work placements and study support. In addition members of the team have delivered lectures at both local colleges and the University of Northampton.

**Trilogy Inspired Coaching**

Our Trilogy Inspired Coaching Service continues to grow with more schools and local groups utilising our coaching service. In the last year we have delivered over 500 hours of school sport based coaching to a total of 9,000 young people. As part of the Trilogy Inspired Coaching offer we offer PPA (Planning, Preparation & Assessment) cover, Holiday Provision, Extra Curricular Activity Clubs and support with the School Sport Premium Initiative. The School Sport Premium Initiative is a national school sport initiative to improve the provision of school sport for primary school pupils. We support this by delivering sessions, support with planning, offering CPD and mentoring of teachers.

We are represented on the Northamptonshire Sport, Private Coaching Providers Forum. The Forum is working to improve the standard of coaching provision within Northamptonshire’s schools.

In addition to the schools coaching we have also delivered Bikeability courses to over 60 young people and provided coaching for the University of Northampton’s men’s football squads during the last 12 months.

*"Can I just say thank you to you and the bikeability coaches. Millie and Lucie really enjoyed themselves and have both found confidence in themselves to ride their bikes. Thank you again”*  
Parent of two participants.

**Club & Coach Development**

**Sports Awards**

Northampton Leisure Trust held its fifth annual Sports Awards to reward and recognise the people of Northampton that contribute to and excel in sport. There were 13 different categories to recognise athletes, coaches, volunteers, schools, young leaders and clubs. A record 105 nominations were received for this year’s awards with the standard across all categories being extremely high. The event was run in partnership with Northampton Borough Council and kindly supported by Northamptonshire Sport, BBC Radio Northampton and a host of generous local sponsors. Five of our award winners from the evening went on to win at the County Sports Awards. The event was also fortunate to have Tom Wood (Northampton Saints and England Rugby Player) present to talk about his career and the importance of grass roots sport.

A survey of the evening resulted in the event having an average score of 9.11 out of 10 and a Net Promoter Score of 72.

*"The event was fantastic at highlighting all the different sports clubs we have in Northampton and the ability these clubs have” – guest present at event*

*"Thank you for an incredible evening, an excellent event, well done” – local sports club*

**Club & Coach Development Evening**

80 coaches and volunteers from clubs from across the county attended the annual Club and Coach Development evening organised by the Sport and Play Development Team in partnership with Wellingborough BC Sports Development Unit and Northamptonshire Sport. The free event is used to up skill and educate coaches and volunteers from local clubs on a wide range of current sporting issues.
Street Sports & Play

Play Streets

The vision of the Play Streets project is for every child to have the freedom to regularly play actively and independently in front of or near their own front door, contributing to a healthy lifestyle. After successfully acquiring funding from Northamptonshire’s Community Action Grant (£11,000) the Sport and Play Development Team have been able to develop Northampton’s very first play street in the Spring Boroughs, as well as developing a further scheme in the Spencer ward of Northampton in partnership with Nottingham Community Housing Association. The Play Streets project in Northampton has been successful beyond expectation. A full evaluation of the project undertaken by The University of Northampton underlining the importance of play and the impact the project has had on people in Northampton has been circulated both nationally and internationally.

Street Sports

This year the team was successful in securing £15,000 funding from the Football Foundation. With this funding we were able to provide many new Street Sport sessions including: cricket, basketball, tennis and golf. We have worked with a number of National Governing Bodies of Sport to support these sessions in terms of training for existing staff and volunteers, and new equipment to implement delivery. As part of the project we were fortunate to have Graeme Swann (England Cricket Player) provide a coaching master class at one of the project sites. In addition to this in October 2013 as part of our holiday activities we had the Barclays Premier League Trophy also come to sessions, giving participants the opportunity to be photographed with one of the country’s most iconic sporting trophies.

Northampton Street Football Project

Street Football Weekly Sessions

The project continues to grow and develop year on year and is currently delivering football and basketball sessions in 13 areas across the borough which equates to nearly 30 hours of free to access sports sessions in priority wards for children and young people age 8-18 years.

The project has continued to be successful in attracting financial support and using this funding to develop new and exciting initiatives including working with Northampton Association of Youth Clubs to deliver a highly successful football and DJ programme in the Standens Barn area of the town. Overall 2013/14 saw an increase of over 37% in attendances partly down to increased promotion and profile and the addition of new sessions.

An agreement with Northampton Town Football Club has been signed to support player, coach and volunteer development, and enhance the working relationship between our organisations.

The project receives a number of referrals from partner organisations that support young people that are ‘at risk’ or NEET (Not in Education, Employment or Training). These referrals both encourage participation and volunteering at the sessions. Partners have included; Service 6, CAN Northampton, Northampton Volunteer Centre, Catch 22, Prince’s Trust and the Northampton Probation Service.

The project is strongly linked and promoted alongside the Street Sports Programme. It is envisaged that the future development of the project will involve the introduction of more new sports and activities.

Street Football Festivals

The festivals take place during the school holidays at a central location and are a great way of bringing the weekly programme together, assisting with community cohesion. Funded by Street Games, a national sports
charity, each player receives a t-shirt and medal for attending. Every festival has a theme / current topic or has a link to a local / national initiative and with the support of key partners and stakeholders we able to get portray these messages. In the last year we delivered six festivals (each festival comprises of 3 age specific tournaments) with 858 people taking part in competition. The festivals that we run have a ‘theme’ to raise awareness of specific items in society and are often supported by partner organisation that have expertise and trained youth workers in that subject area. Themes that we have ran this year include; Kick it out, drug and alcohol, sexual awareness, black history month and we have worked with many partners including CAN Northamptonshire and Service Six.

“It has been a rewarding venture working in partnership with the Street Football team in Northampton. It has been useful in that we have met young people who we may not have had access to and given general information regarding our service, some specific information relating to drugs and alcohol and some targeted information relating to the so called ‘legal highs’ and the dangers of misusing substances.

By meeting the young people at the football sessions we are not only raising awareness of our service but breaking down barriers to young people accessing our service. By meeting a drugs worker in such a setting they realise that we do not judge and are approachable.

We are looking forward to attending further sessions and hope to continue with this partnership in the future.” - Service Manager, CAN YP Team

Training

As part of the Street Football project we provide training and continuous professional development (CPD) opportunities for our coaches and volunteers. The training that they attend helps upskill and broaden their knowledge base enabling them to deliver high quality sessions for the young people participating in the project. During 2013/14, in addition to the provision of in-house training sessions, we also arranged three training opportunities in partnership with national governing bodies of sport: Basketball Activators Course, Junior Football Leaders and Street Golf Activators. Furthermore, 8 coaches / volunteers were supported to complete the Level 1 FA Football Coaching course.

Funders

The Street Football Project continues to strengthen the relationship with its funders and partners and is grateful for the support they offer the team. This enables us to directly impact on the lives of people in Northampton. Our funders include; Northampton Borough Council, Northampton Community Safety Partnership, Northamptonshire Football Association, Borough and County Councillors, Wilson Foundation, Street Games, Golf Foundation and more.

Volunteering

The Street Football project provides a comprehensive volunteering programme which includes training and mentoring support.

An example of a volunteer who has supported the project is Abdulhalim Abdallad who has volunteered over 300 hours at the Street Football project. Due to his volunteering Abdul was nominated for a number of local awards. He was successful in winning the Northamptonshire’s Zimwomen’s Young Black Achiever’s Awards in the sports category (2013) and a prestigious Northampton Borough Council, Heart of the Community Award (2014).
Volunteer Recognition Scheme

The Sport and Play Development Team has developed its own recognition scheme for our team of volunteers. In the past 12 months our volunteers have given 1,560 hours of their time to assist on our projects. We have rewarded 15 volunteers for achieving their 25, 50, 100 or 200 hours of volunteering. We have also recognised our Volunteer of the Year, Amanda Bond for her time, commitment and desire that she has shown on the Play Streets project.

Health & Wellbeing

Healthy Heroes

The Sport and Play Development Team developed their own Healthy Lifestyle programme using skills and expertise within the team and in partnership with the Northamptonshire Healthcare Foundation Trust. The new programme named ‘Healthy Heroes’ was piloted in March 2014 for a total of 8 weeks. The programme was evaluated and proved a great success with 12 children and young people and their families benefitting from the 8 week holistic programme. Further programmes are being prepared for 14/15.

“Chris & Jemma were really enthusiastic, helpful and supportive. Activities were great fun. Healthy Heroes is a really good programme with plenty of helpful tips and useful information. Thank you” – Parent

“We both have learnt a lot from the programme it would be of benefit if we could carry on with the activities each week as we feel comfortable within this group. There is no competition or any awkwardness with body issues.” - Parent

Adult Return To Sport Programme

With £2,450 funding from Northamptonshire Community Foundation we delivered Adult Return to Sport programmes in; Trampolining, Tennis, Self Defence, Basketball, Netball, Weight Management and Baseball. In total we delivered 12 programmes with over 70 adults taking part. Following the success of the project we have been nominated for the Community Foundation Annual Awards 2014 in the Sports and Fitness Category.

Health Walks

The Northampton Health Walk Scheme continues to deliver free weekly health walks across Northampton. The scheme now has 1 of only 2 qualified Health Walk Leader Cascade Trainers in the county. This will enable the programme to continue to grow by recruiting and training more local health walk leaders. We will be delivering bespoke training in 2014/2015 for the Northamptonshire Library Service, Northampton Youth Forum as well as other community groups.

Events

Northampton Ping

Northampton Table Tennis League in partnership with Northamptonshire Sport was successful in applying for a £10,000 Sport England Grant for a Table Tennis Project in Northampton. The Sport and Play Development Team worked in partnership with the two organisations to install a number of permanent tables into parks around the town and a number of portable tables which were located in a variety of venues across the town including shopping centres, the market square and parks.

Tables were also used at several high profile events throughout summer 2013. In addition to this a Table Tennis Activator was recruited to deliver sessions. Over 10,000 people were estimated to have taken part in
table tennis. A legacy of the project is that a number of tables have remained in public locations for free use whilst others have been distributed to schools and community projects.

**Lings Forum Open Days**

In the last 12 months we have delivered three open days at Lings Forum, each one being a springboard for forthcoming school holiday activities. The events continue to grow with over 600 children attending the last three events. Local clubs continue to support the events including, GKR Karate Club, Danes Camp Badminton Club, Lings Gym Mini’s, Northampton Nets, Lings Squash Club and many more. All clubs have attracted new members because of the events.

**Sport Relief**

A member of the Sport and Play Development Team was appointed as a ‘Local Champion’, one of only 12 in the country, to assist with other local miles in the East Midlands area, providing assistance and advice to organisers. The Northampton event was a success with 357 “milers” young and old taking part in either one, three or six miles.

**National Play Day 2013**

Building on the success of previous National Play Day events, this year’s event was the first to be funded by sponsors and contributes from local councillors. We are grateful to a number of businesses and services in Northampton including; The Deco, Kingsthorpe Children’s Centre, Nottingham Community Housing Association and Child Magazine that provided funding to develop Northampton’s fifth National Play Day event. The event continues to grow and provides a great platform to celebrate and demonstrate the value of children’s play. Approximately 3,500 children, young people and their families attended the day.

“Your team looked after us well, thinking ahead of how our education bus would access the site and placed us near to the entrance. Great day and a good variety of activities provided by other organisations” - Activity Provider

“A really enjoyable event that we were more than happy to be a part of. It also gives local clubs the chance to interact with a key audience for them (10-14 year olds.)” – Activity Provider

“Great day, really well organised, really enjoyed it and my daughter loved it!” – Mum

**Holiday Activities**

**Centre Based Activities**

The Sport & Play Development Team hold over 20 hours of sports activities per week at each school holiday period across our four centres. The team continues to work with a variety of sports clubs both internal and external to the organisation helping to develop and increase the membership at clubs. The number and variety of sports and activities continues to grow while still proving a number of community activities including play rangers, sport specific courses such as Golf, Startrack and more.

Our Net Promoter Scores for each of the holidays over the last 12 months


“My child has loved the sessions and these have helped develop their confidence” – Parent of attendee at Street Dance Session

“Friendly instructor who offered children lots of encouragement” – Parent of attendee at Startrack athletics session.
Play Rangers

Play Rangers Holiday Activities
The Play Rangers Scheme continues to provide free opportunities for children and young people to play out across many of Northampton’s parks and open spaces.

Play Rangers Term Time Activities
During 2013/14 we have worked in partnership with Lumbertubs Primary, Bellinge Primary and Castle Primary to develop Play Ranger sessions for the whole community.

Funding has been kindly provided by local councillors including, Cllr Stone, Cllr Aziz, Cllr Strachan and Cllr Marriott.

We continue to develop partnerships with Schools, Billing and Upton Parish Councils and local councillors to deliver after School and holidays Play Ranger activities.

“The children who have attended Play Rangers have had a very enjoyable time and have enjoyed the different activities on offer. If you feel you would like to use the school grounds in future to run similar activities we would be happy to discuss this with you. Hoping that we can continue to support your work in the Bellinge community.” - Elaine Ford, Deputy Head Teacher – Bellinge Primary School.

Product Development

Under 5s Programme
A new Under 5s programme of activity was launched in June 2013 across all 4 centres. The programme and promotional information brought together all of the existing sessions as well as the addition of new sessions including; football, rugby, dance, trampolining and soft play sessions. The sports sessions have been branded under our ‘cubz’ name e.g. soccer cubz, gym mini cubz. Roary the Lion has been introduced as the mascot for the programme.

Softzone is unsupervised large scale soft play sessions and have been introduced at 3 sites (Duston Sports Centre, Danes Camp and Lings Forum). We have developed excellent partnerships with Duston and East Hunsbury Children’s Centres who support and actively promote these sessions to the clients.

The programme has significantly supported the development of the Junior Active Membership and has been seen as a significant factor in overall footfall within the centres. We envisage that the programme will continue to grow and develop over the next 12 months.

Buzz Clubzz
Following the introduction of the Buzz Clubzz after schools programme at Duston Sports Centre in late 2012 we extended the programme to Lings Forum and Danes Camp in February 2014. The new sessions have started well and are supporting the Junior Active Membership.

50 Plus Clubs
Based on the phenomenal success of the 50 plus day which has been running every Friday for a number of years at Lings Forum we introduced similar days in September 2013 at both Duston Sports Centre and Danes Camp. The day comprises of fitness classes, sports sessions, swimming and the use of the gyms all for one weekly price or as part of our membership packages. Lings Forum broke the 100 participant barrier for the first time in March 2014 and the numbers at the other 2 centres have been encouraging.
Focus on Trilogy Health & Fitness

Trilogy Health & Fitness has continued to grow from strength to strength during 2013/14. The new club at Duston has benefitted from its early success and continues to develop its programme and increase its membership base.

Even with a new club opening last year Trilogy has added to that success again and seen an already strong membership base grow in size by an additional 9%, increasing the Trilogy membership by another 727 members, with a total membership of 8,790 across the four centres.

Trilogy is always aiming to improve its product, provide excellent customer service and ensure it offers a friendly, welcoming health and wellbeing environment that supports physical activity and consequently a strong growth of income generation.

With an extremely vibrant fitness environment and with strong competition in Northampton, it is important that the Trust develops its Health & Fitness product ensuring it protects the key income drivers for the company, whilst at the same time offering its customers affordable health and wellbeing opportunities.

The full membership package for Trilogy is exceptional value for money, with unlimited gym, pool, health suite, swimming, off peak racquet sports, classes, cinema and leisure card discounted membership all for as little as £26 per month, enabling all customers exceptional health and wellbeing opportunities at an affordable price.

2013/14 has proven to be another successful year for Trilogy, exceeding its income targets and increasing the participation rates of its fitness users.

Class Programme

The class programme is a strong element of the Trilogy Health & Fitness product and attracts members and new customers to the Trusts facilities and supports overall membership growth.

The class programme has been expanded and strengthened in 2013/14 and now offers existing and potential new customers over 200 classes per week across four clubs. The programme also includes a strong “HIIT” (High Intensity Interval Training) programme, and a dedicated “Myride+” cycling studio programme offering live, virtual and sportif classes. The class programme has seen Trilogy lead the way with the introduction of “GRIT” classes and is planning on launching the successful “Insanity” programme in a class format in the near future.
Trilogy continues to work in partnership with leading international fitness organisations including Zumba, Les Mills and Team ICG to develop its class programme and offer the best product it can to retain existing members and to attract new members.

Trilogy offers a varied studio programme for all ages and abilities, including the successful Bodypump, Body Attack, Zumba and GRIT classes. The class programme has increased by 16% on the previous year which is the equivalent of 12,839 participants in a year.

**Personal Training**

Through qualified and experienced Personal Trainers, Trilogy endeavours to provide bespoke training for members interested in getting more from their fitness and for individuals who wish to achieve a specific fitness goal in their life.

The Personal Trainers at Trilogy support business growth and retain members through delivering a high standard and excellent level of personal training. Personal training enables customers to revitalise their fitness programme, achieve their fitness challenges whilst also retaining customers and generating income for the Trust.

Personal Training in 2013/14 has seen a significant increase from the previous year and is continuing to grow and develop and add to the financial security of the company.

**Trilogy Swim School**

The swim school has continued to grow in 2013/14 with an increase of 367 additional students to the school. This is an increase of approximately 15% in the year with the swim school now boasting a total membership of 2,846 students enrolled and learning to swim.

The Trust recognises the importance of people of all ages learning to swim and has reflected this through its lesson programme. We have been extremely proactive in our approach when developing the swim school.

The programme has been developed at all centres to meet the needs and demands of the students. The Swim Development Co-ordinator has developed an exciting and comprehensive holiday programme that feeds into the term time programme. The Trust has also been proactive in ensuring that all instructors attend governing body training and provide a high level of tuition at all times.

The Trust has also made an effort to ensure that the overall pool programme is adapted to enable the expansion of swimming lessons and a balanced approach is adopted to ensure all customers have access to the pool.

**Trilogy Junior Active**

The Junior Active membership has become extremely successful and enables junior members to gain full access to a wide range of leisure activities, helping to promote a healthy legacy for future generations.

Northampton Leisure Trust is one of the first in the country to offer this type of membership and leads the way in the industry offering a junior membership that is so comprehensive. The Junior Active membership provides an excellent example of social enterprise balancing both social and commercial objectives.

In 2013/14 holiday activities were included within the membership enabling potential new members to try out the full range of holiday activities, this also enabled existing members an opportunity to try new activities without an additional charge.
Adding the holiday activities has enabled the Trust to attract new members whilst at the same time retain existing members on the programme. The junior membership has seen a growth of 23% an equivalent of 610 with a total membership of 3,273.

As a key priority, the Trust will continue to develop and promote both the programme and membership for juniors with an aim to increase membership numbers, develop income and promote active lifestyles to young people aged 1 – 15 years.

What’s on the horizon for Trilogy?

Trilogy continues to exceed all expectations with an increase in membership numbers year on year.

With an exciting time in the health and fitness industry the Trust is enthusiastic about the future of Trilogy and continues to explore the opportunity of launching a micro / satellite gym.

The Trust is planning on developing on the success of Trilogy through a planned refurbishment of its original three clubs, looking into the development of functional training and more class based programmes that interact with members direct.

The Trust will continue to increase membership numbers in Trilogy through improving the product, developing the class programme and looking at new fitness activities, technology and improved customer services that both retain and attract new members.

Trilogy will also continue to develop its Personal Training programme, create links within Health and Wellbeing and expand its corporate membership programme, raising the profile of its brand in Northampton.

The Trust is currently developing an in house Customer Service training programme that in the future will ensure all employees offer the best possible level of customer service to its members.

The Trust is also presently implementing a new front of house management software package that will enabled members to book online and interact online with the service, ultimately resulting in an improved customer experience.

The sales team will capitalise on a successful year and continue to be proactive, ensuring that the Trilogy brand is represented at various outreach events in the town, enabling the Trust to maintain and develop the profile of the Trilogy brand and increase the sale of membership numbers for the company.
Focus on Access for Disability Sports

Northampton Leisure Trust is fully committed to providing services and facilities that are inclusive and accessible to the whole community.

We offer an affordable and accessible choice of membership/pricing packages ranging from direct debit memberships to pay as you go options. Concessional prices are available to juniors, senior Citizens (over 60) and disabled customers.

Over the year we have carried out a range of improvements and adaptations to our older buildings (Mounts Baths, Lings Forum and Danes Camp) to make them more accessible to customers with both physical and mental impairments, whilst our newest facility Duston Sports Centre, which opened in 2012, is fully accessible.

All sites now have lift access to lower and first floor levels and stair lifts for use in an emergency, accessible toilet and shower facilities, swimming pool hoists and all car parks have blue badge holder parking spaces.

Our facilities are detailed on the Disabled Go website enabling customers to check prior to visiting to ensure that we can meet their needs.

The Forum Cinema, at Lings Forum Leisure Centre offers accessible seating and wheelchair spaces, an induction loop for the deaf and hard of hearing and can also provide audio described screenings.

Special cinema screenings are also held for groups supporting families who have a child with a disability. During these screenings there is a more relaxed and friendly ambience, with the lights remaining on at a low setting and the sound slightly muted. Parents can relax and not worry about their children making a noise and walking in and out of the auditorium.

Danes Camp Leisure Centre is IFI (Inclusive Fitness Initiative) and Changing Places Registered and as such is particularly accessible.

To gain IFI accreditation a site has to consider the entire physical journey of the customer from parking to participation in an activity. The centre offers flat or ramped access and egress, automatic door systems, a deck level leisure pool with both hoist and pool chair, accessible toilets and changing rooms and many other adaptations to ensure as many customers as possible can access the centre facilities and activities.
Each of our Trilogy Fitness Suites incorporates a number of pieces of equipment which can be used by customers in a wheelchair and/or with a disability. At Danes Camp we also provide three designated sessions per week where an IFI trained member of staff is available to assist customers.

We have worked closely with Changing Places to create a changing and toilet facility at Danes Camp that meets their strict criteria and is accessible to customers with profound and multiple disabilities or serious impairments such as a spinal injuries or Multiple Sclerosis. The individual private room includes a height adjustable adult sized changing bench, a tracking hoist system and is large enough to accommodate the disabled person and at least two carers.

A number of disabled groups and individual customers with carers visit the swimming pool at Danes Camp on a weekly basis. During each school holiday the centre offers a weekly session specifically for customers with a disability as public sessions generally become extremely busy at these times.

The Trust delivers a Multisport Disability Sports Club at Danes Camp, in partnership with Northamptonshire Sport. This runs on a bi-weekly basis between on a Monday evening and is open to young people between 6-16 years of age. The sessions are run by qualified Coaches from local clubs and national governing bodies and include Boccia, Goalball, Swimming, Football, Athletics, Cricket, Table Tennis, Indoor Rowing, Climbing, New Age Curling and Wheelchair Basketball.

Lings Forum Special Needs Gymnastics Club meet every Saturday afternoon at Lings Forum and cater for over 20 gymnastics between 5 and 30 years of age with a wide range of learning and physical difficulties. The club has used Lings Forum as its club base for many years now.

Representatives from our Sport & Play Development Team have attended the Northampton Disabled People’s Forum and sit on the Northamptonshire Federation of Disability Sports Board which meets quarterly.

Furthermore the Team work closely with the Northamptonshire Sport, Disability Sports Development Officer to provide activities for disabled users both within our leisure centres and outside in the community. In addition as part of our continuous improvement journey the Team worked with the Officer to arrange a series of mystery visits to our facilities by a people with a range of disabilities. These visits took place over a 3 month period and all results fed back to centre managers. Improvements have been made due to the feedback.

Information on all disability sports activities organised by ourselves and our partners is detailed within the Sports Development Pages of our website together with links and contact numbers to other clubs and organisations.
Focus on Clubs

Danes Camp Gymnastics Club

The Club has flourished this year, both within the county and the region.

The Club currently has approximately 265 members and an extensive waiting list. It continues to maintain a high standard of performance within the club and the small coaching team of 8 is steadily growing. Some club members are gaining coaching qualifications to take on an active role within. The Club has approximately 6 junior coaches waiting for a Core Proficiency course to be available and 1 junior coach who is old enough to pursue a WA Level 1 qualification.

There are numerous parents and volunteers who continuously support the club with various events such as club competitions and displays.

As can be seen from the competition success this has been the Club’s most successful year since it began 8 years ago.

2013/14 Competition Success for the Club

During 2013/14 the Club competed in County and Regional competitions at all levels and across all disciplines, with the gymnasts gaining an impressive overall total of:

- 4 County Champions
- 32 Gold Medals
- 26 Silver Medals
- 26 Bronze Medals

The competition squad continue with extra training at Loughborough, and has also taken the girls to Lilleshall National Sports Centre. During 2014/15 the Club is hoping to take members to Malta to compete internationally in a friendly competition.

Danes Camp Junior Badminton Club

The club is still strong and remains very popular with 30 members between the ages of 11 and 16, with particularly high numbers for girls. Most other clubs in the county are struggling to even get a couple of girls to join.
Michelle Wilson (Head Coach) is now an official ‘smash up activator’ after completing a course with Badminton England.

The Club is becoming an affiliated Badminton England club.

**Northampton Swimming Club**

Northampton Swimming Club (NSC) is a large thriving community based club that has a squad to meet competitive swimmers needs in Northampton and its surrounding villages. The Club currently hires 110 hours of pool time across 11 pools each week and caters for approximately 750 swimmers.

In the competitive programme we have swimmers qualifying in the following:

- **County** - 130 Swimmers gaining County Qualifying times (the most from any one Club in the County)
- **Regional** - 84 swimmers gaining Regional qualification and finishing 3rd in the medal table at the Combined East and West Midland Region Age Group Championships behind Nova Centurion (Nottingham County Squad) and Ellesmere College Titans.
- **National** – 48 Swimmers, including Multi-classification swimmers
- **International** – 5 masters swimmers who will be competing in Montreal in the World Masters Championships in August 2014.

The Clubs Junior League Team made the National Arena Junior Final, which was held at Corby East Midlands International Pool where they finished in a fantastic 4th position. The Clubs Senior Team competed in the National Arena League qualifying for the National B Final, which was a great achievement. At the final the team finished in 8th position in front of Ealing Swimming Club and City of Coventry.

This year the club had to undergo full Swim 21 revalidation which it was awarded. British Swimming has identified the Club as being one of the top 20 clubs in Britain due to consistently putting swimmers on GB Teams / England Talent and World Class Programmes, has a sustainable business plan, and many areas of good practice in the running of the Club.

The Club has 5 full time coaches who are passionate about the sport and pass that passion and enthusiasm onto their athletes, who in turn achieve extraordinary things each day in balancing school / college work and exams with training and competing for up to 22 hours each week, and put in outstanding performances at the end of the season. This is all achieved with the Clubs great working partnerships with pool providers such as Northampton Leisure Trust.

**Lings Squash Club**

During 2013/14 the Club saw good development, from both the Seniors and Juniors. Membership has remained steady at around 80 senior members and 30 junior members, which is very healthy and is expected to grow or at least remain at this level over the next year.

The senior leagues have been bolstered by three or four the juniors joining and working their way up through the rankings, which is exactly what the Club was aiming for when it started junior coaching seven or eight years ago. There is now a Ladies League, and after a slow start the Club managed to complete its annual round of internal competitions.

The Club entered four teams into the County Leagues over the 2013/14 season. The 1st team stayed up in the top division very strongly, winning some matches which was a huge step forward. The 2nd team narrowly came runners up in the second division; with the 3rd and 4th teams struggling but doing well respectively in divisions three and four. The 1st and 4th team made it to their respective division Cup Finals.
The Junior Coaching goes from strength to strength. The Club now has approximately 30 children aged from 4 to 18 in regular attendance. The top junior is now one of the best players in the county, and it is anticipated that others will develop in the same way. Emily Westall, now nearly 15, is hovering around the top ten for her age group in the UK and plays in virtually a tournament a week. She regularly attends England Squash training camps and is being coached by a top 100 professional player. The elite juniors are now often coaching the intermediate players.

The Club brought in four new coaches at the beginning of the 13/14 season, which has made a big difference in how effective they are at delivering targeted training. They have also started using a sports physiotherapist so that the younger players are taught the correct exercises for warming up and strength work. There will be further sessions of this during 2014.

The Club have introduced a monthly “Most Improved Player” to the junior coaching and have seen some of them really begin to focus on getting the trophy at the end of the month.

The Children in Need tournament was excellent in November, raising £140. Twenty players took part and was won by Cameron Chessum, one of their star junior players.

The Club’s inaugural Christmas Doubles tournament in December attracted a number of teams from across the county and went down really well, and will run again in 2014.

The Club’s monthly club nights have remained steadily attended with some new faces popping up. A “Club Night Clinic” has been introduced for those wanting drills and practice during these evenings and has been extremely well attended.

Lings Forum Junior Squash Facebook page: www.facebook.com/LingsJuniorSquash

The Club, together with Lings Forum, are looking forward to the 2014/15 season with confidence.

Northampton Rhythmic Gymnastics Club

The Northampton Rhythmic Gymnastics Club has enjoyed yet another very successful year for Gymnasts, Coaches, and Judges alike.

The Club’s own ‘Dance&Duo’ competition has become an annual event now and was run at Lings Forum last November for the third year in succession. This again proved to be popular, with Clubs entering from across the country.

By special invitation, the Club also provided both the Opening and Closing display items at the National GymFest held in Stoke-on-Trent, as well as three other items. The unique choreography ‘Glasgow 2014’ based around the topic ‘Commonwealth’ and with a strong Scottish influence received some amazingly complimentary comments. It was performed again at the Annual Club Championships, receiving unbelievable acclaim.

The Club Championships themselves are always popular, giving everyone in the Club an opportunity to take part, and be recognized, with a wealth of medals and certificates awarded.

The Club’s Elite and Advanced gymnasts competed at County and Regional levels, achieving several medals. Of special note are two gymnasts - Joy Edwards (aged 10) and Valeria Badea (aged 9) who qualified for and competed in the National Grades Finals – the first time the Club has achieved this level for several years. Both girls did very well, with Valeria achieving 4th place in the Grade 4 Free Exercise and finished 7th overall. Joy finished well in the top half of a very strong Grade 5 group.
The Club’s newly qualified Judges have been busy gaining experience at various competitions, and this year has seen a number of the Coaches setting out to begin, or upgrade their qualifications. Three Coaches have completed their Level 1 course and will sit their exam in 2014. Two other coaches are completing the Level 2 course in London and will be doing their assessments in 2014.

As a result of an Open Session early in 2014, a number of girls have added their names to the waiting list, but even with numbers rising to fifty plus, it is still hoped to be able to offer everyone a place in the Club during the year. With some more re-structuring and with some of the older advanced gymnasts getting interested in coaching, the Club should be able to provide all groups with good quality technical and knowledgeable training.

“With strong support and a good working relationship with the management at Lings Forum, we enjoy the use of good facilities and helpful staff, which in itself helps the Club to thrive and promote the sport of Rhythmic Gymnastics” – Jenny Bott, Club Principal.

Northampton Falcons Youth Football Club

Northampton Falcons Youth Football Club was formed in 2004 to create an environment whereby children who want to play football could be developed in a safe and friendly environment. In 2005 the Club became an FA Chartered Standard Club meeting the criteria set by the FA. The Club has grown year on year and now has teams ranging from under 7s to under 16s, all playing in the Northampton & District Youth Alliance League. The Club also host a more senior Under 18s team. The Club use the pitches and facilities at Duston Sports Centre for training and as a home ground for some of their teams. 2013/14 was a successful year for the Club, see below for some highlights:

- League Winners - under 18s, Under 10s Stripes
- County Cup Winners – Under 18s, Under 16s
- League Plate Competition Winners – Under 13s Stripes
- Several teams finishing 2nd or 3rd in the various league divisions and several teams making the finals of various competitions

Northampton Demons RLFC

Northampton Demons RLFC was formed in 2007 and is the only Rugby League club in Northampton. The Demons play their homes games, and train, at Duston Sports Centre. The Club run a total of 7 teams including 2 male open age teams, under 18s, under 16s, under 14s, under 13s and under 11s. The rugby league season runs from April through to September.

2013 saw the Demons Open Age First Team in the Premier Division of the Midlands Rugby League, competing against teams across the region. It was a tough season for the team but despite this they finished the season just outside the playoffs. The club’s Academy Team competed well in their league reaching the playoffs and the National Cup quarter finals.
Focus on

The Inn Box

The Inn Box brand was launched early 2013 and to support the brand a Functions and Bars Manager was recruited to develop the bars, functions, private hire, parties, food and beverages for the Trust.

An overhaul of the pricing was reviewed for the private hire, bars / parties and a promotional plan was developed to drive the bars and functions resulting in an increase in usage and generation of additional income.

To attract a new type of customer and to offer a social programme to existing members the comedy club was launched at both Lings Forum & Duston Sports Centre. This new activity enabled the Trust to generate an income on previously quiet evenings and also raise the profile and promote the facilities attracting a different group of customers new to the facilities.

The Trust continues to work with the company ‘Just Fair Laughs’ and has been able to attract reasonably high profile comedians to the events ensuring that each Comedy night has proved to be successful and is continuing to exceed expectations.

Since the launch of the ‘Inn Box’ brand the bars and functions has seen an increase in usage and ultimately an up-lift in income generation for the Trust. Through improved promotion, the introduction of new events such as comedy nights, quiz nights, open mic events, enhanced packaging and pricing the anticipation is for this growth to continue.

The Coffee Box

In June 2013 the Trust launched its Coffee Box brand at Duston Sports Centre. The aim of the Coffee Box launch was to provide a quality Coffee House facility to both internal and external customers at Duston Sports Centre.

The Coffee Box copies the product being offered by the successful high street brands and offers a relaxing facility for customers enabling them to purchase quality coffee and snacks.

The intention is that the Coffee Box will not only be financially self-sufficient, it will also generate a profit for the Trust. It will also attract new customers to the facility where they can then witness the quality of all activities being offered by Trilogy leisure.
The long term aim is to develop an income generating Coffee House that provides a quality service to all leisure facility users. The long term objective is that this product will then be extended to all four leisure facilities under the Coffee Box brand.

To date the Coffee Box has proved to be successful and continues to develop and grow.

**Function Hire**

During 2013/14 we hosted 56 functions at Lings Forum and 120 at Duston Sports Centre. This is an increase on previous years and has generated a growth in income of approximately £60,000.

The increase in uptake of our function rooms to parties and celebrations was due to improved marketing and word of mouth. The quality of the rooms and the service provided ensured that users passed on their recommendations and in some cases returned to hire the rooms again.
Focus on Forum Cinema

The Forum Cinema offers a wide-ranging programme with a mix of mainstream and cultural films, designed to appeal to a variety of audiences, both local and across the County. Offering the best in independent and mainstream cinema, residents see the cinema as a local resource, enabling them to view films without having to travel further afield or into town. Our screenings are programmed in conjunction with the Independent Cinema Office. The Forum receives a small annual grant from Europa Cinema. Europa Cinema is a Europe-wide (EU) initiative which encourages the screening of ‘national’ (non-US) film and foreign-language films. In 2013-14 the Forum received £1,255.86 from Europa Cinemas for its non-US/foreign-language programme.

In 2013/14 the cinema screened over 200 different films and had almost 600 screenings during the year.

2013/2014 was a strong year for film, and in particular, British film. Notable hits of the year include Steve McQueen’s BAFTA award-winning 12 YEARS A SLAVE, Woody Allen’s Academy award-winning BLUE JASMINE, Roger Michell’s LE WEEK-END and Baz Luhrmann’s adaptation of F Scott Fitzgerald’s THE GREAT GATSBY.

This year, cinema attendances increased to 38,113 (an increase of 14%). Gross takings have also risen by 16%.

Revenue from screen advertising increases year-on-year (in line with our audience attendances). This year saw Pearl & Dean provide the weekly advert reel digitally (via DCP). Through cutting costs on advert delivery Pearl & Dean are able to increase revenue generated through advertising to cinemas. Pearl & Dean hope to improve the delivery service to cinemas by uploading adverts remotely onto each cinema’s server.

The benefits and offers linked to Trilogy Leisure membership are now advertised on screen before all screenings. Other leisure centre activities such as 50+ classes/Children’s Swimming are also now advertised on screen before the main feature. These adverts have been created free-of-charge by Pearl & Dean.

The Forum runs a weekly Kids Screen programme, where family films of certificate U/PG/12A are screened. This year we increased (where possible) the Kids Screen slot to include a Friday 5.00 pm screening of popular family films. Similarly, we met customer demand by introducing an extra 10.30am Saturday screening for families.

Access to film for older customers is also a priority and the cinema has increased its Tuesday weekly Silver Screen matinees this year to include a Thursday 10.30am slot for particularly popular titles.

Following a successful launch in 2012/13, The Trust holds regular Screaming Screenings – Bring Along A
Baby, where parents and carers of children under 12 months can visit the cinema and watch films with their babies without having to worry about causing a disturbance.

The cinema continues to welcome groups from The Spectrum Club and Billing Brook School throughout the year with exclusive screenings for children with learning difficulties and their carers.

The Trust's Holiday Activity Programme makes good use of the versatility of the cinema using it to show films, and host video gaming sessions where Xbox or Playstation games can be played on the big screen. All films shown and all gaming sessions held are under supervision and in accordance with the British Board of Film Classification (BBFC) rating (where applicable). The Holiday Programme also uses the cinema to host large events such as ‘Magic’ shows, and ‘Exotic Animal Encounters’.

The cinema is available for private hire for functions and birthday parties, where you can show a film of your choice.

The Trust also hosts Charity Fundraising events in the cinema, providing the facility free of charge and raising money for both local and national charities.

Forthcoming projects include the screening of sports events (broadcast on television) to cinema customers. These events will be free to customers, with the idea being to promote and push the sale of confectionary items to customers during the event.

The cinema’s social media profile continues to improve with almost 1,200 followers on Twitter and the launch of a Facebook page. With a new box office ticketing system in place customers are now able to book cinema tickets in advance (over the telephone or in person). Phase Two of the booking system development will include online booking facilities and the ability to allocate a designated place in the cinema. Other changes also include greater customer engagement with the website and a more interactive site that includes links to the individual film websites and trailers.
Focus on The Future

Northampton Leisure Trust (NLT) is quickly moving into its fourth year of trading and we are confident of our ability to manage our business challenges with diligence and respect.

We can now start to see a trend in our business performance and maintaining that performance is critical if we are to achieve our vision.

The forthcoming year will be a time for pursuing opportunities for expansion and growth. We firmly believe that there are many business opportunities within Northampton and Northamptonshire that we can access.

In 2014/15 we will see the launch of the Health & Wellbeing procurement exercise where NLT will need to position itself as a partner with another organisation, or go alone within the procurement exercise. The outcome of the procurement will be known in 2014, to go live in 2015. We are very well placed to deliver activities in our facilities as we are open 7 days a week and have the appropriate human resource skills to deliver health activities and initiatives.

Within the initiatives that we already deliver we shall be targeting significant growth in our Junior Active Membership sales. It offers a fantastic package of activities at a competitive price and supports of Mission Statement of “Inspiring Active Lifestyles”.

The Sport & Play Development team will continue to deliver activities and services to areas in Northampton in most need, in order to increase participation and general quality of life. We will continue to work closely with Northampton Borough Council – Community Safety Team, the Police, University of Northampton, Voluntary Impact Northamptonshire and other appropriate agencies.

We will continue to access external funding at every opportunity to support the delivery of activities and facility improvements.

It is planned to deliver specific industry related Customer Service training during 2014/15. The core elements will be designed in-house and will be delivered to staff by our Customer Services team. This initiative will ensure that we deliver high standards of Customer Service on a consistent basis. This will support our philosophy of ensuring that all our customers receive a positive visitor experience.

In alignment with our Strategic Vision, we will be entering into another QUEST facilities assessment, and 2014/15 will see the assessment of the Mounts Baths.

We are looking forward to the further introduction of a new Leisure Management Software (LMS) system that will utilise the latest technology within the industry and will allow our customers to able to ‘book online’ and...
‘pay online’ as well as being able to access ‘fast track’ tickets.

There will be a revision of staff terms and conditions in 2014 and the outcome implemented during the year in order for the Trust to be fit for purpose, competitive and efficient for future sustainability.

Within the Trust we understand the importance of protecting the environment and reducing our impact upon it. We are currently in dialogue with British Gas with reference to the replacement of capital equipment and the outcome/implementation should be known in 2014/15.

The Trust once again, recognises the professional, strategic support given by our Trustees who volunteer their time, as well as the continued and valued support given by our workforce.

Northampton Leisure Trust will continue to be innovative, progressive and professional in our approach to the business environment and we are committed to providing excellent and affordable services to our communities. Equally, we shall continue to balance our commercial aspirations which will support our social objectives.

The Board and the Executive Management team are looking forward to the challenges that face us in 2014/15 with passion, desire and confidence.
Financial Statements
Statement of Financial Activities 2013/14

<table>
<thead>
<tr>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Total 2014</th>
<th>Total 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Incoming Resources</strong></td>
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<td></td>
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<tr>
<td>Income from Charitable Activities:</td>
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<tr>
<td>Membership Fees</td>
<td>2,286,381</td>
<td>-</td>
<td>2,286,381</td>
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<td>Centre Fees</td>
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<td>Sales</td>
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<td>Other Income</td>
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<td><strong>Total</strong></td>
<td><strong>4,756,646</strong></td>
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<td><strong>4,756,646</strong></td>
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<td><strong>Incoming Resources from generated funds</strong></td>
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<td>Management Fees</td>
<td>705,241</td>
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<td>Voluntary Income – grants and donations receivable</td>
<td>3,000</td>
<td>38,481</td>
<td>41,481</td>
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<td><strong>Total</strong></td>
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<td><strong>38,481</strong></td>
<td><strong>746,722</strong></td>
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<td><strong>Total Incoming Resources</strong></td>
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<td><strong>38,481</strong></td>
<td><strong>5,503,368</strong></td>
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<td><strong>Resources Expended</strong></td>
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<td>Charitable Activities</td>
<td>5,222,384</td>
<td>87,071</td>
<td>5,309,419</td>
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<td>Governance Costs</td>
<td>7,500</td>
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<td><strong>Total Resources Expended</strong></td>
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<td><strong>87,071</strong></td>
<td><strong>5,316,919</strong></td>
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<td>Net incoming resources before other recognised gains and losses and net income and expenditure for the period</td>
<td>235,039</td>
<td>(48,590)</td>
<td>186,449</td>
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<tr>
<td><strong>Other recognised gains and losses</strong></td>
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<td></td>
</tr>
<tr>
<td>Pension scheme actuarial losses</td>
<td>(937,000)</td>
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<td>(937,000)</td>
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<tr>
<td>Net movement in funds</td>
<td>(701,961)</td>
<td>(48,590)</td>
<td>(750,551)</td>
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<tr>
<td><strong>Total Funds Bought Forward</strong></td>
<td>48,605</td>
<td>48,590</td>
<td>97,195</td>
</tr>
<tr>
<td><strong>Total Cash Funds Carried Forward</strong></td>
<td>(653,356)</td>
<td>-</td>
<td>(653,356)</td>
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</tbody>
</table>

The financial activities above represent the incoming and outgoing resources relating to Unity Leisure.

All operations are ongoing.
# Balance Sheet 2013/14

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th></th>
<th>2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
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<tr>
<td>Tangible assets</td>
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<td>366,702</td>
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<tr>
<td><strong>Current Assets</strong></td>
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</tr>
<tr>
<td>Stocks</td>
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<td>42,769</td>
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<tr>
<td>Debtors</td>
<td>289,449</td>
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<td>448,704</td>
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<tr>
<td>Cash at bank and in hand</td>
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<td>393,163</td>
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<tr>
<td></td>
<td>889,987</td>
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<td>884,636</td>
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<td><strong>Creditors: amounts falling due within one year</strong></td>
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<td><strong>Net Current Assets</strong></td>
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<td>305,493</td>
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<td><strong>Total Net Assets before pension deficit</strong></td>
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<td>672,195</td>
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<tr>
<td>Pension scheme funding deficit</td>
<td>1,548,000</td>
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<td>575,000</td>
<td></td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>(653,356)</td>
<td></td>
<td>97,195</td>
<td></td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted Funds</td>
<td>894,644</td>
<td></td>
<td>623,305</td>
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<tr>
<td>Add: Pension Funds</td>
<td>(1,548,000)</td>
<td></td>
<td>(575,000)</td>
<td></td>
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<tr>
<td>Net Unrestricted Funds</td>
<td>(653,356)</td>
<td></td>
<td>48,605</td>
<td></td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>-</td>
<td></td>
<td>48,590</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(653,356)</td>
<td></td>
<td>97,195</td>
<td></td>
</tr>
</tbody>
</table>

Full details can be found in our Statement of Accounts.

The accounts have been prepared in accordance with applicable law and United Kingdom Accounting Standards and comply with the Memorandum and Articles of Association of the Company.

The Auditors of the Trust are Grant Thornton UK LLP.

The financial statements were approved by the board and authorised for issue on 23rd September 2014.

Prof William Pope - Chairman
Unity Leisure (trading as)
Northampton Leisure Trust