

ANGLIA COMMUNITY LEISURE**EXECUTIVE SUMMARY**
YEAR ENDED 31 MARCH 2009**WELCOME FROM THE CHIEF EXECUTIVE**

Anglia Community Leisure (hereafter ACL) formally commenced trading and operations on 1 July 2008 following the transfer of the business from Forest Heath District Council (hereafter FHDC).

In its first 9 months ACL has successfully worked in partnership with FHDC, managing its leisure centres, swimming pools, community centres and sports ground in the Newmarket, Mildenhall and Brandon areas of Forest Heath. It has also operated its district-wide Exercise on Referral Scheme and delivered a range of sports development activities in partnership with community clubs, organisations and sporting agencies.

Over the December 08/January 09 period, ACL closed the 1936 Newmarket Swimming Pool and opened the new Newmarket Leisure Centre, following major redevelopment of the existing facility. Funded by FHDC and Sport England, the £14M project has created a modern “state of the art” facility including a 25mtr swimming pool with spectator seating, a training pool with a moveable floor, a 60 plus station fitness studio, new aerobic/dance studios, sauna & steam facilities, a café bar, changing facilities, plus externally a full size floodlit synthetic turf pitch. The facility opened on 5 January 2009 and has already attracted over 74,000 customers/users in its first 3 months.

Despite major disruption to the existing Newmarket Leisure Centre and the age of the original swimming pool, a significant customer base has been retained over the development period and together with new customers, I am optimistic that the first year projections for 300,000 attendances will be reached. Overall attendances at the other 2 leisure centres and Mildenhall Swimming Pool facilities have generally been sustained, therefore when combined with Newmarket has seen an overall increase of 6.9%. However it is recognised that management focus and financial investment within the Brandon and Mildenhall facilities is required in 2009/10 to generate improved financial performance.

ACL has achieved a financial surplus in its first part financial year (2008/2009), from which an amount will be returned to FHDC as a consequence, in particular, of reduced operational costs caused by the delay in receiving the new Newmarket Leisure Centre facility.

2008/09 has been regarded as a transitional year for ACL, due initially to the 3 month delay in the business transfer from FHDC but also the uncertainty of the timing in receiving the new facility because of construction programme issues. 2009/10 is therefore the “baseline year” for ACL’s future operational and financial planning. This will also include completion of a “value for money” exercise, being undertaken in conjunction with FHDC, which will confirm the basis for the Management Fee, payable by FHDC, for the next 3 year period commencing 1 April 2010.

ACL is keen to develop a wider range of strategic and community partners to enhance its public impact and benefit within the communities in which it operates. Prioritising improving the health and wellbeing of the community and providing added value from its available resources will be at the heart of ACL’s strategy for success. ACL management will therefore build on its committed workforce by developing opportunities for personal and professional development, and by using the leisure industry’s accredited QUEST quality system to achieve continuous improvement in service delivery.

Tony Bass
Chief Executive

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2009**

The trustees who are also directors of the charity for the purposes of the Companies Act 1985, present their report with the financial statements of the charity for the year ended 31 March 2009. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

REFERENCE AND ADMINISTRATIVE DETAILS**Registered Company number**

06035362 (England and Wales)

Registered Charity number

1126637

Registered office

Newmarket Leisure Centre
Exning Road
NEWMARKET
Suffolk
CB8 0EA

Trustees

A M Greenfield
Dr R J Longman

B & B Proprietor
General Medical
Practitioner

T Young
R Balfe

Retired
Chair Pension Fund
Part Time

Coun W J Bishop
D H Dowle
A E Lowrie
R Wallwork

Retired - resigned 23.6.08
Retired
Journalist
Semi Retired
Community Worker

Company Secretary

A D Bass

Auditors

McCabe Ford Williams
Registered Auditors
Chartered Accountants
Bank Chambers
1 Central Avenue
SITTINGBOURNE
Kent
ME10 4AE

Solicitors

Wilsons Solicitors LLP
Steynings House
Summerlock Approach
SALISBURY
Wiltshire
SP2 7RJ

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES**
FOR THE YEAR ENDED 31 MARCH 2009**REFERENCE AND ADMINISTRATIVE DETAILS****Bankers**

Co-op Bank plc
75 Burleigh Street
CAMBRIDGE
CB1 1DF

STRUCTURE, GOVERNANCE AND MANAGEMENT**Governing document**

ACL is a Company Limited by Guarantee (Company No. 6035362), governed by its Memorandum and Articles of Association dated 21 December 2006. The Company started trading on 1 July 2008, therefore these accounts present the results for its first part year (9 months). Subsequent accounts will be for a full 12 month period commencing 1 April 2009.

Charitable registration status with the Charity Commission of England and Wales (Charity No. 1126637), was achieved on 21 November 2008, following a minor change to the objects (Special Resolution 28 October 2008) and as such the accounts have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) and the Companies Act 1985. Anyone can become a Member of the Company as long as they are approved by the Trustees and currently the only Members are the Trustees.

NB. For the purposes of comparing non financial management information, figures quoted include 1 April 2008 to 31 March 2009 information i.e. a full operational year, as ACL were managing the services for FHDC under “shadow” arrangements.

Appointment of trustees

As set out in the Articles of Association the Board of Trustees (known as the Trustee Board) must comprise at least 5 and not more than 12 individuals. The number of local authority Trustees must not include more than 20% of the Total number of Trustees. One third Of the Trustees must resign annually, the longest in office resigning first.

During the year FHDC chose not to take up their option to nominate individuals to the Trustee Board, but to provide 2 “observers”. ACL therefore operated throughout the period with 7 original Trustees and will be looking to increase this in 2009.

Trustee induction and training

Copies of the Memorandum and Articles of Association, together with the ACL Business Plan have been made available to all Trustees. Individual areas of responsibility have been issued following a skills analysis undertaken by an external specialist. ACL’s Solicitors are available to provide further training on charity practice as required.

Organisational structure

The Trustee Board administers the Trust. Meetings to-date has been scheduled as required. The board has met 3 times since 1 July 2008. A more formal timetable of meetings will be established in 2009/10 to coincide with the joint meeting schedule with FHDC, to be instigated on a quarterly basis.

The Chief Executive is appointed by the Trustee Board to manage the day to day operations of the Trust. To facilitate effective operations, the Chief Executive has delegated authority for operational matters including finance, employment and the management of the facilities and services.

The Chairman (Policy and staff) and Vice Chairman (Finance) meet regularly with the Chief Executive to ensure ongoing awareness and for forward planning.

ANGLIA COMMUNITY LEISURE

**REPORT OF THE TRUSTEES
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Related parties

FHDC is a significant business partner and contributes to the delivery of leisure and cultural facilities and services by providing funding to the Trust in the form of a 10 year Management Contract with an annual management fee. The funding also enables ACL to provide leisure and cultural activities within other community settings.

ACL seeks to develop formal business arrangements with other organisations & agencies and outline discussions have commenced with Parish/Town Councils and other charitable Trusts.

Risk management

The Trustee Board and Chief Executive manage risk through the development of policies, systems and procedures which seek to minimise the potential impact of any risks identified within the business plan or as they arise.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charitable Objects of ACL are:

- a) the provision or assistance in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare and with the object of improving the conditions of life for the public at large and for persons who by youth age infirmity or disablement poverty or social or economic circumstances may have need for such facilities.
- b) to promote the education of pupils or students in schools or establishments for further or higher education by the provision or assistance in the provision of facilities for physical education and development including games or sports equipment, courses, lectures demonstrations and coaching;
- c) to preserve and protect the health of people who live work or study in the Area of Benefit by the promotion of physical education;
- d) to provide or facilitate or assist in the provision of parks and open spaces for the exercise and recreation of people who live work or study in the Area of Benefit (Forest Heath District Council area and neighbouring local authority areas and elsewhere throughout the United Kingdom).;
- e) to advance the education of people who live work or study in or who visit the Area of Benefit through
 - i) the provision and maintenance or assistance in the provision and maintenance of museums and galleries;
 - ii) the promotion of the creative and performing arts, including music, dance, visual arts, creative writing and theatre.

ACL's initial Mission Statement is:

"To develop Anglia Community Leisure as a sustainable and key provider and partner in community based leisure and cultural services"

Its long term vision is:

"that whole communities have adopted healthier lifestyles through regular participation in leisure and cultural activities of their choice"

The key strategies used to achieve the objects are:

Being an open and progressive organisation, working in partnership with the community and other providers to ensure leisure and cultural services provided match expressed demand and targeted need;

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
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Encouraging participation in sports, leisure and cultural activities to create a more active body and mind, generate a sense of individual wellbeing and community cohesion;

Delivering high quality, professional services, through a cohesive workforce:

“Working hard at keeping you active”

ACL seeks to appeal to all sectors of the community through the programming of its leisure facilities and services, but also to increase its delivery within the main town and villages through work with community based partners.

The main focus of the activity programmes is to encourage participation in physical exercise, whether through sport, fitness or cultural activities, to ensure individuals and groups adopt healthier life styles and achieve a better quality of life. The development of individual excellence in sport is also encouraged through work with sports clubs and assistance in training facilities for talented sports people.

The Active Leisure Card provides easy access to leisure opportunities for the whole community. It does this by providing concessions to those where personal income is a barrier to participation, targeting groups needing to be encouraged to start or stay in sport and physical activity and by providing easy payment options. This enables whole communities to benefit from the locally provided facilities and services tailored to meet their needs.

Leisure facility programmes are designed to balance availability for casual hire of facilities by the general public, hosting local sports and activity clubs and promoting specific sports and fitness development courses and sessions to encourage regular physical activity. Programmes of activity are also promoted during every school holiday period and where practical ACL supports specific events in the local community calendar.

Public Benefit

The Trustees confirm that they have complied with the duties in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

We have referred to the guidance in the Charity Commission general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that they have set.

a) Recreation and Leisure**Participation**

The number of customer visits at the leisure centres and swimming pools in 2008/9 rose from 383,079 to 409,479. This is an overall increase of (6.9%) compared with the previous year and compares favourably with the Department for Culture Media and Sport's target of increasing participation rates by 1% year on year.

Active Card

The Active card system provides every customer with an opportunity to access leisure activities and for those targeted to encourage participation can benefit from discounted rates including senior citizens, young people and people with disabilities. Further concessions are available for those on some form of income support.

The total number of Active Cards, representing the customer base rose from 8,639 to 12,092 (+40%) over the year, whilst those using the facilities in the past year rose from 6,073 to 7,533 (+24%). Overall those taking up the monthly/annual payment option (members) rose from 1038 to 1691 (+63%). The main contributory factor was the opening of NLC which saw 460 members rise to 1099 (+138%) within its first 3 months of operation.

ANGLIA COMMUNITY LEISURE

**REPORT OF THE TRUSTEES
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Public Benefit continued...

An increasing membership base is an important feature of encouraging people to participate in leisure and recreation regularly. It also supports governmental targets of encouraging people to undertake 30 minutes of physical activity 3 times per week and increasing the percentage of the population regularly exercising.

a) Sport

Community Sports Network – WASP

West Anglia Sports Partnership (WASP) is a local community sports network, set up as part of Sport England's single system for sport. Although based around the Forest Heath District, it also recognises, as its name infers, that sport transcends boundaries and the partnership therefore includes organisations from and working within neighbouring areas such as East Cambridgeshire.

A Trustee of ACL (Ron Wallwork) is currently the Chairman of the Steering Committee, who together with the support of ACL's Leisure Development Officer, provides direction and support to its activities including providing the link with its sub networks, Sport Newmarket and Saxon Sport.

Suffolk Sport

The Chief Executive sits on the Management Board of Suffolk Sport, the County Sports Partnership and also the Sport and Cultural Delivery Partnership for Suffolk. Both organisations provide significant strategic direction to the delivery of sport and cultural activity within the county. ACL's involvement provides opportunities to work with and contribute to a wide range of leisure and cultural providers and related agencies.

Suffolk Youth Games

The Suffolk Youth Games has been staged for 9 years and represents the largest youth sports event held in the county. Although with a competitive nature, the event has always been regarded as an opportunity to introduce and encourage new participants into sport through teams being recruited from development sessions targeting those not currently competing within sports teams or clubs.

ACL supported the development of the 2008 team through staging training sessions in a number of sports and co-ordinating team activities on the day.

Sports Excellence

ACL supports FHDC's Sports Excellence programme through the provision of free training facilities at its leisure centres.

Everyday Swim

ACL has supported this national initiative, which encourages people to take up swimming. In exchange for a published diary of their experience, adults who could not swim or have never had lessons could enjoy subsidised swimming lessons at the pools in Mildenhall and Newmarket. The highlight being Duncan Goodhew, OBE launching the programme at Mildenhall Swimming Pool.

ACL have also agreed to support the National Free swimming Programme for the over 60 yrs and under 17yrs, due to commence fro 1 April 2009.

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Working with the Forest Heath School Sports Partnership ACL has been supporting the 5 hour offer for school children through the development of new programmes within the leisure facility programme. These include a range of 8 week courses in various sports and activities including dance mats and street dance.

Newmarket College and Mildenhall College of Technology

Newmarket Leisure Centre (NLC) is situated within the grounds of Newmarket College. Mildenhall (Dome) Leisure Centre (DLC) is situated within the grounds of Mildenhall College of Technology. ACL works in partnership with both colleges under a joint use management agreement.

Mutual co-operation enables ACL to access time within school hours to develop its community programme. The redevelopment of the new Newmarket Leisure Centre has enabled Newmarket College to work with ACL to introduce swimming and to enhance its use of the fitness studio and develop a number of its talented students.

Schools

ACL has developed a schools project with Newmarket College and the town's 2 middle schools to provide access to its facilities by supporting a Suffolk County Council funded project to enhance leisure opportunities for approx. 100 disadvantaged pupils.

c) Health and WellbeingWellness

ACL is seeking to develop its customer base through the promotion of Health and Wellbeing. It has therefore established a partnership with Technogym UK (a fitness company), whose "Wellness" philosophy and approach is regarded as leading the field.

Through investment by FHDC, the new fitness facilities at Newmarket Leisure Centre now include the Wellness Key system. This "smart card" system enables personal fitness data to be recorded and used to develop and assess personal fitness programmes. The flexibility of the key also enables personal data to be stored without the use of the fitness equipment, therefore opportunities arise to assist non facility users in managing their personal exercise programmes independently.

Exercise on Referral – Active for Life

ACL's Active for Life programme has evolved from FHDC's long established Exercise on Referral Scheme, initially introduced in 1994. Local doctors, practice nurses and health practitioners can refer people to the scheme which comprises a 10 week assisted programme of fitness activity supported by specialist health and fitness staff. The scheme has seen built up to approx. 400 annual referrals, with many continuing to use the facilities following the course.

Over the past year ACL has revised the management arrangements and now established a Leisure Lifestyle Co-ordinator post to manage and further develop the scheme. Following the opening of the new Newmarket Leisure Centre the scheme was re-launched including a new timetable across all 3 leisure centres, together with Mildenhall Swimming Pool.

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The scheme now benefits from an evidential research study undertaken by the Cambridge Research Centre on behalf of ACL. The study assessed the impact of the scheme on 500 participants and made a number of recommendations to assist in demonstrating the benefits to health of the scheme.

Aquagym

Aquagym is a water based fitness equipment system (7 pieces) which uses the water's resistance rather than weights to provide an exercise regime. The equipment has been successfully operating at the Mildenhall Swimming Pool for over 10 years and in 2009/10 will be replaced and the programme further developed through the capital provision fund supporting the National Free Swimming Programme. Aquagym has now been provided at the new Newmarket Leisure Centre with an induction programme having commenced in March 2009.

The equipment is attractive to those not normally attracted to fitness studios and in particular is beneficial to older people, the less mobile and those with disabilities. It is therefore now an established activity offered through the Exercise on Referral Scheme but is also available generally to the public from 13yrs upward.

Easy Line Fitness Equipment

The Technogym range of fitness equipment now offers Easyline, similar to Aquagym but land based and portable, this 12 piece system has been introduced as part of the group exercise programme at Newmarket Leisure Centre. ACL will be looking to introduce it to other facilities as well as seek to provide it as part of an outreach programme.

Getting West Suffolk Active (GWSA)

Through funding from the West Suffolk Local Strategic Partnership (WSLSP), the "Getting West Suffolk Active Project" seeks to support projects aimed at getting individuals and communities more active within the West Suffolk area (3 Districts).

ACL's Chief Executive is the overall project lead, steers a working group and reports to the WSLSP board. He has also presented the project to the WSLSP Annual Conference and various local authority committees.

This £120,000 2 year project has operated since April 2007, with funding from WSLSP, Suffolk Sport and the 3 western Suffolk local authorities (Forest Heath, St. Edmundsbury and Babergh).

ACL led the "It's good for your health" project which included the Exercise on Referral study referred to earlier. The project established a methodology for measuring the health benefits of the scheme to participants and provided specific measuring equipment and a medically accredited protocol for use.

As the only organisation operating an industry recognised Exercise on Referral Scheme within the county, ACL have begun to support 2 other local Leisure Trusts (Abbeycroft Leisure in St. Edmundsbury and South Suffolk Leisure in Babergh) in introducing schemes into their area.

ACL have also contributed to the other 4 GWSA projects:

Be Part of It – Promoting the 2012 Paralympic Games and showcasing Disability Sports. ACL hosted a showcase event at the Mildenhall Leisure Centre in September 2008, attracting 87 participants.

Be Active – Supporting adults with disabilities to access fitness facilities. ACL has introduced the scheme within its facilities. As the scheme has been slower to establish as expected, it has been extended to March 2010.

Turn up and Play – Providing free children’s and young people’s activity programmes in community settings. ACL has supported the 2 summer holiday programmes in 2007 and 2008 through use of external facilities and providing support staff. ACL will also be providing sports leaders to support 2009’s additional summer programme.

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
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Operation Coach – Providing sports leader accredited course to increase coaching and activity leadership skills. ACL leisure staff have been undertaking courses to support both internal and outreach activity programmes.

Although the project period and funding has now ended, the basis of the “Getting West Suffolk Active” is being sustained to support any new joint project funding applications by the 3 West Suffolk Based Trusts. Particular focus will be on people with disabilities and extending services into the wider community through outreach programmes.

Heath Promotion

Health promotion is an important part of adopting healthier lifestyles. The Active for Life Programme together with the Wellness philosophy provide staff with key products to promote with the general public and the network of health professionals and agencies. A specific health section has been established on the ACL website and will be further developed.

Lark in the Park

ACL supported this community based event in Mildenhall last July with an exercise activity and promotional information.

d) Parks and Open Spaces

The ACL Trustee Board has given its approval to respond to an approach by Suffolk County Council to be considered for the future management of Brandon Country Park, situated within Forest Heath.

ACL is also contributing with partners to deliver an increasing range of outreach based projects within community parks and play areas.

e) Museums and Galleries

The ACL Trustee Board has given its approval support to an approach by The Home of Horseracing Trust to assist in the community development of its major heritage project. The project includes the redevelopment of Newmarket's National Horseracing Museum, the development of a major sporting arts gallery and show case facility for the horseracing industry.

e) Creative and performing arts, dance, visual arts, creative writing and theatre

Brandon Leisure Centre has hosted 2 touring arts theatres (Theatre Royal , Bury St. Edmunds and Eastern Angles) as well as developing new dance (Salsa) sessions and supporting Brandon Buzz, the town's main community event, with youth music (Amplifier) workshops.

Newmarket Leisure Centre has agreed plans to develop a regular Amplifier programme and performance event in 09 and host a temporary local art exhibition in conjunction with West Suffolk College and the Mildenhall Learning Centre. Amplifier is also a current regular user of the Mildenhall Community Centre.

Conclusion

ACL 's activities over its first period of operation have contributed significantly to achieving its charitable goals for public benefit. It is committed to increasing its involvement in its more culturally based objects, but this must be balanced with its requirement to ensure it establishes its predominantly leisure facility based activities in the first instance. The organisation is optimistic for its future based on initial response by the general public in their custom.

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2009****ACHIEVEMENT AND PERFORMANCE****Statistics and performance indicators****Newmarket Leisure Centre and Swimming Pool**

2008/09 saw the last phase of a £14M project, funded by FHDC and Sport England to provide Newmarket with a modern leisure facility. The facility comprises a 25metre main swimming pool with spectator seating, a training pool with moveable floor, a 60plus fitness studio, aerobic/dance studios, café bar and an outdoor floodlit synthetic sports pitch.

ACL closed the original Newmarket Leisure Centre on 7 December and Newmarket Swimming Pool on 12 December to open the new facility on 5 January 2009 following a number of delays in the construction and pre-opening programme.

Significant local interest ensured that the first 3 months of operations were busy. However a number of outstanding construction issues remain to be dealt with. These include problems with the main swimming pool tiling and water conditions as well as non completion of a range of new and refurbishment works. These matters are for resolution by FHDC but will continue to impact of the facility's operational and financial performance until they are resolved. A number of partial closure periods are expected in 2009/10 including to complete the original leisure centre refurbishment programme.

Key Statistics – First 3 Months

22,000, 24,000, 28,000 attendances (ave. 24,500/month)

12,500 casual swimmers since opening. An increase to ave.4,200/month from 2,600

Swimming lesson programme – 78 classes per week, 456 swimmers. Waiting lists, over 300 still to place

1900 fitness inductions, 9400 users since induction, plus 28 junior inductions and 400 plus users

26 Active for Life inductions (EOReferral). Restarted in March

20 Aquagym/active for life inductions plus 27Aquagym inductions booked for April

Group exercise classes – 41 classes per week plus 8 junior classes. 650 plus attending per week

22 Catered children's parties booked March to May

Racing Welfare – Currently catering for 300plus members (Doubled)

10 new Corporate Members

Mildenhall Swimming Pool

Mildenhall Swimming Pool is a 4 laned pool, originally provided through community generated funding and enjoying loyal local custom.

Over the past 12 month period (including 9 months under ACL), customer visits show an increase of 4.2% to just over 95,000 attendances compared to the previous year. This mainly reflects a general increase in casual swimming and swimming lessons, despite the arrival of the new swimming facility at Newmarket Leisure Centre in January 2009.

The overall sale and retention of Active card memberships (monthly/annual) has increased by 8% to 176 "live" members, mainly reflecting the increasing appeal of the Swim Active package. The current long established programme will be reviewed in 2009 to meet more challenging financial demands as well as responding to the National Free Swimming Programme and any significant impact of the new Newmarket facility.

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The facility lost the use of its sauna in October 2008 due to poor condition and this, together with issues of ageing plant and the need for a range of building refurbishments, has resulted in ongoing dialogue with FHDC to agree the funding and timescale for such works to be addressed to ensure the facility's ongoing sustainability.

Brandon Leisure Centre

Brandon Leisure Centre has a sports hall, indoor bowls hall, 2 squash courts and a bar lounge. Externally it has a floodlit synthetic multi-use games area (muga) and is situated within the Brandon Remembrance Playingfield (operated by another local charity).

Over the past 12 month period (including 9 months under ACL), customer visits show an increase of 3.7% to just over 78,000 attendances compared to the previous year. This mainly reflects the introduction of a number of new coached and instructed sessions to the activity programme i.e. pilates, yoga, line dancing, salsa and tennis. However squash bookings are currently reducing and 1 of the squash courts is therefore being used for spinning and other aerobic activity.

The existing fitness studio is split level and opportunities to maximise interest in fitness and group exercise are hampered by the facility's layout. Membership of the Indoor Bowls Club has also been reducing since the arrival of a new 6 lane facility in Thetford.

The overall sale and retention of Active card memberships (monthly/annual) has reduced by 13% to 141 "live" members, which together with the issues referred to above, demonstrates that there is a need for re-investment at the facility.

Plans are in place to build on the community social event and function element of the programme, which uses the bowls hall when it is not in use for bowls. Discussions are also underway to increase use of the facility by Breckland Middle School (scheduled for closure in 2011) as well as the local primary schools.

Reinvestment into the facility's plant and other energy efficiency initiatives are currently being explored following an independent audit by The Carbon Trust.

Despite the need to secure the facility's future direction and sustainability, commitment to customer care and management was rewarded in July 2008 with the centre achieving an improved QUEST score rising from 64% to 72%, awarding the facility a "commended" against this leisure industry quality standard.

Mildenhall (Dome) Leisure Centre

Mildenhall Leisure Centre is located at the Mildenhall College of Technology, is owned by Suffolk County Council, and is managed by ACL under a joint use Heads of Agreement. It has a sports hall, Gymnasium, 3 squash courts, activity room, small indoor soft play area and externally a floodlit synthetic multi-use games area (MUGA).

Over the past 12 month period (including 9 months under ACL), customer visits show a decrease of 6.6% to just under 76,000 attendances compared to the previous year. The decreases are across most facility areas, including the fitness studio. The centre has enjoyed a number of relocated activities from Newmarket Leisure Centre over the past year as a consequence of its redevelopment programme. However with their return to the new facility since opening, the usual post Christmas upturn has not been realised. In addition the muga was also been taken out of use in January due to its poor condition. In contrast the introduction of a range of new sports and club development activities is beginning to generate new use i.e. squash and badminton coaching, netball and ladies cricket club sessions plus an innovative youth orientated programme of roller skating and dance mats.

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Despite the above, the overall sale and retention of Active card memberships (monthly/annual) has increased by 9.5% to 275 "live" members. It is the casual "pay and play" business that has suffered. As well as seeking replacement of the MUGA, with an improved facility, ACL is seeking a review of the daytime programme with the college. The joint use nature of the facility has led to limited daytime access but it becoming increasingly essential that more "publically accessible" time needs to be made more available to enable ACL to maximise the use of the facility.

As in Brandon, the college is subject to the outcome of a local school's review and it is expected that the college will need to expand by 2011 to accommodate closures of the local middle schools. ACL therefore need to ensure they are involved in discussions as to the opportunities/implications of this. In the meantime reinvestment into the facility's plant and other energy efficiency initiatives are currently being explored with Suffolk County Council.

Despite the need to secure the facility's future direction and sustainability, commitment to customer care and management was rewarded in March 2009 with the centre achieving QUEST (accredited leisure industry quality standard) accreditation of 74%.

Studlands Park Community Centre, Newmarket

ACL provides a management and bookings service to FHDC for this community centre. Mainly accommodating a local play group and a range of uses by clubs and organisations, the facility is subject to a potential transfer of management to the playgroup sometime in the future.

Use by community hirers has, over the period generally remained stable although bookings reduced from 439 to 408 over the past year, mainly as a number of martial arts bookings relocated back to the new Newmarket Leisure Centre in January 2009.

Mildenhall (St. John's) Community Centre

ACL provides a management and bookings service to FHDC for this community centre. Mainly accommodating local clubs and organisations, the facility awaits the outcome of a potential redevelopment project being undertaken by FHDC.

Over the past 12 month period (including 9 months under ACL), the number of bookings has increased from 438 to 557 compared to the previous year. This included some relocated bookings from the leisure centre. However the WRVS stopped using the facility's kitchen to provide its local "meals on wheels" service in July 2008.

George Lambton Playingfield, Newmarket

ACL provides a management and booking service to FHDC for this local playingfield which currently hosts the Cambridgeshire Football Sunday League and casual use football pitch hires. The facility is also home to Newmarket Cricket Club who are due to relocate to a new facility within the town in Summer 2010 and a number of community events i.e. funfairs, whippet racing.

Difficult weather conditions over the winter period resulted in a reduced league football programme during the winter season and the boot fair programme ceased due to lack of demand, overall booking mainly for additional sports matches increased from 183 to 231 compared with the previous year. The car park area was also used by the neighbouring St. Felix Middle School, which was destroyed by fire and rebuilt during 2008. Otherwise community hires over the period generally remained.

Exercise on Referral/Active for Life

ACL manages and promotes the district wide Exercise on Referral (Active for Life) scheme which currently operates at the 3 leisure centres and Mildenhall Swimming Pool. The scheme was established in 1994 at Newmarket Leisure Centre and is now an important feature of ACL's emerging Active for Life health and wellbeing programme.

ANGLIA COMMUNITY LEISURE

**REPORT OF THE TRUSTEES
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Statistics and performance indicators continued...

The scheme achieved 280 referrals over the period. This is less than targeted mainly due to the delayed availability of the new Newmarket Leisure Centre facilities, but also due to the loss of a number of staff over the initial transfer period. With the redeployment of a new Leisure Lifestyle Co-ordinator and revision of the programme, the service has begun to re-establish itself.

Community Leisure Development

The Community Leisure Development Service is an emerging part of ACL's activities, focusing particularly on developing and increasing the range of sport, leisure and cultural activities, delivered within local communities.

Its initial establishment has been hampered by difficulties in recruiting the lead post. A temporary "sports based" post (up to 31 March 2010) has now begun to establish community networks, increase sports development within facility programmes and is working with school sports partnerships, Suffolk Sport etc to deliver a range of government funded sports initiatives.

New sports facilities are being developed in Red Lodge through major housing development within this growing village. However, although expected during the year, they have not as yet become available for use. ACL is therefore currently working with FHDC and the local Parish Council with a view to managing these facilities and developing local community sports and leisure activity programmes in the future. It is also planning to jointly work with FHDC Play Service to develop a range of village/community play area based activity programmes over future school holiday periods.

Working within the arts and cultural sector has begun over the year with Brandon Leisure Centre hosting touring arts theatres (Theatre Royal , Bury St. Edmunds and Eastern Angles), developing new dance (Salsa) sessions and supporting Brandon Buzz, the town's main community event, with youth music (Amplifier) workshops. This will be continued to be expanded as well as at Newmarket Leisure Centre which will be also be supporting the Amplifier project and hosting temporary local art exhibitions in 2009/10. Amplifier is also a current regular user of the Mildenhall Community Centre.

Involvement within local community events is also an emerging part of ACL's activities. In 2008, as well as the Brandon Buzz, it promoted sport and healthy activities at Lark in the Park (Mildenhall) and will be promoting healthy walks at the Barclay Challenge event in Newmarket in July 2009.

Overall Statistics

Leisure facility Customer Visits

Based on full year (3 months FHDC) to 31 Mar 09. Compared with 31 Mar 08:

Overall –	From 383,079 to 409,479	(+6.9%)
BLC -	From 75,236 to 78,019	(+3.7%)
DLC -	From 80,942 to 75,554	(- 6.6%)
MSP -	From 91,374 to 95,192	(+4.2%)
NLC -	From 135,527 to 160,714	(+18.6%) based on combining the original swimming pool and leisure centre.

The year ending 31 March 05 was the last full operational year of the original facilities which achieved an annual total of 193,767 customer visits. Initial target for the new facility is 300,000 customer visits.

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2009****Statistics and performance indicators continued...****Active Cards/Membership**

Based on full year (3 months FHDC) to 31 Mar 09. Compared with 31 Mar 08:

Total Active Cards on the system - From 8,639 to 12,092 (+40%)

Members who used facilities in the past year – From 6,073 to 7,533 (+24%)

Live monthly/Annual Members at 31 March 2009:

Overall –	From 1038 to 1691	(+63%)
BLC -	From 160 to 141	(-13%)
DLC -	From 251 to 275	(+9.5%)
MSP -	From 163 to 176	(+8%)
NLC -	From 460 to 1099	(+138%)

This reflects achieving 1253 (99%) the overall Sales target for the period of 1264.

FINANCIAL REVIEW

2008/09 has been regarded as a transitional year for ACL, due initially to the 3 month delay in the business transfer from FHDC but also the uncertainty of the timing in receiving the new facility because of construction programme issues. 2009/10 is therefore the “baseline year” for ACL’s future operational and financial planning. This will also include completion of a “value for money “exercise, being undertaken in conjunction with FHDC, which will confirm the basis for the Management Fee, payable by FHDC, for the next 3 year period commencing 1 April 2010.

Through the value for money exercise (to be completed by June 2009) a range of potential business efficiencies have been identified. These include the provision of HR and Payroll services (currently purchased from FHDC), review of energy procurement (currently purchased from FHDC and SCC), Repairs and Maintenance Services procurement and delivery, introduction of energy efficiency regimes through capital reinvestment and staff management, plus a general review of overall central charges and procurement. Being a new business, the achievement of credit history is currently a deficiency in procurement. Opportunities to procure together with the 2 neighbouring Trusts is being explored.

Controlling expenditure levels against achievement of income is and will be an important management control necessary to ensure the sustainability of ACL’s business. Over the period expenditure has therefore been carefully controlled with staffing costs generally matching projections. However confirming the condition of the facilities at handover, the implementation of facility repair and maintenance regimes and establishing baseline energy consumption levels have been subject to ongoing dialogue with FHDC. As a consequence expenditure in these areas has yet to be confirmed.

Reserves policy

As a new organisation Anglia Community Leisure commenced business operations with no financial reserves.

For strategic planning and budgetary control, whilst it does have limited historic information on which to base some forecasts for income, expenditure, and cash flows, does not have the benefit of any previous trading history.

It is therefore considered that, for the immediate future, a generally prudent approach should be maintained, whilst recognising that opportunities for growth and business development should be identified and investigated.

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2009****Reserves policy continued...**

With the above in mind, it is the Trust's intention to:-

- Establish and maintain reserves at a level that ensures that Anglia Community Leisure's core activity could continue during a period of unforeseen difficulty.
- Maintain those reserves in a readily realisable form.

In terms of building for the future, the aim is to achieve a surplus each year of 5% of all income generated. This element of our business plan has been so defined in order to provide a platform to support future development and expansion of the business.

Investment policy and objectives

Surplus funds held by Anglia Community Leisure will either be invested in the Co-operative Bank's public sector reserve or placed with the money market on a fixed term basis.

The decision to invest will have due regard to the liquidity requirements of the Trust and will depend on the amount, the return being offered and the associated risk.

All funds invested on the money market will only be placed with building societies with assets valued in excess of £1 billion, as these institutions carry lower risk.

PLANS FOR FUTURE PERIODS

The main priority for ACL in 2009/10 is to ensure that the operation and financial performance of the new Newmarket Leisure Centre is stabilised and achieves its management targets. This is essential to ACL's overall business objectives as the facility represents a significant percentage of the company's portfolio. ACL must also put in place the measures required to meet the reduced management fee payable by FHDC from 1 April 2010/11. The fee is to be reduced by £100,000 as a consequence of a value for money exercise undertaken in conjunction with FHDC.

To achieve these challenging goals will require close liaison with FHDC to ensure the outstanding construction works programme is satisfactorily completed with minimum of disruption. This also applies to any works to be undertaken at the Brandon and Mildenhall facilities as part of the refurbishment/energy efficiency programmes.

ACL must also consolidate the work it is currently doing to achieve business efficiencies through procurement and IT. These include a reduced cost for human resources and payroll services, improved energy and plant maintenance contracts and completion of the IT implementation programmes for repairs and maintenance and swimming lesson management. These must be matched alongside a general improvement in overall procurement activities and financial management monitoring resolution of risk areas. In particular the bar, catering and vending services supporting facility activities must achieve sufficient profitability to support its level of operations.

Early replacement of the Sauna at Mildenhall Swimming Pool and replacement of the multi use games area (MUGA) at Mildenhall Leisure Centre are required to reinstate reduced income streams.

Now that the overall branding of ACL and its core activity products have been established, ACL must be more pro-active in promotion and sales to maximise its potential. The Trustee Board has approved the principle of improving marketing performance through the increase of a specific staff resource. However this must be balanced between the achievement of both its charitable and community orientated activities as well as its commercial requirements.

The introduction of free swimming from 1 April 2009 will be carefully monitored. Opportunities will be taken to extend the range and quality of swimming and water based activities. The expansion of the swimming lesson programme at both swimming pools is critical and will be supported by the increased promotion and use of the Aquagym and water exercise programmes.

ANGLIA COMMUNITY LEISURE**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2009****PLANS FOR FUTURE PERIODS continued...**

The health and wellbeing programmes of group exercise and fitness studio use, together with the re-launch of the Exercise on Referral/Active for life programmes will provide wider public benefit through improved accessibility and health education.

The community leisure development programme will continue to work with Suffolk Sport, the county education service and school sports partnerships to expand the TDA pathfinder scheme for disadvantaged pupils, Sports Unlimited, Active Wellbeing and Get Back Into Sports programmes. The work across West Suffolk, in conjunction with the 2 neighbouring leisure trusts will focus on working with people with disabilities, further development of the Exercise on Referral programme as well as seeking to develop more outreach work within specific community/village settings.

It is recognised that the future of the Brandon and Mildenhall Leisure Centres and Mildenhall Swimming Pools will be determined over the next few years so the opportunity will be taken to engender public debate and interest as to the shape of future demand and facilities required. ACL's role as operator of such facilities must be prevalent in all discussions by FHDC and other interested parties.

ACL will continue to broaden and develop its range of activities within park and open spaces, arts and heritage. However its core sports and leisure facilities and services remain the priority for 2009/10, providing a solid financial basis for future years.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Anglia Community Leisure for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.