Business Plan 2019 - 2023
More people, more active minds and bodies, more often
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*With thanks to our Business Partners for their support:*

![Business Partners Logos]
1. Executive Summary

We are delighted to share Aura’s business plan which reinforces our vision and values, together with our key priorities for service delivery in the months ahead.

Aura has been trading since September 2017 and we have achieved a significant amount during this time. The transitional period of ‘leaving’ Flintshire County Council is now complete and the two capital schemes at Mold and Jade Jones Pavilion Flint leisure centres, a £2.4 million joint investment, have been implemented and continue to be well-received by customers. With the end of 2018/19, Aura now enters its next phase, one of developing and growing as a social business.

During 2019/20, income growth is forecast at 7% with expenditure at 1.2%. The plan is challenging in light of the reduction in funding received from the Council. Whilst the delivery of Aura’s vision of ‘more people, more active minds and bodies, more often’ remains our ultimate goal, the company’s focus over the next 12 months will be on improving the performance of all business areas to ensure we continue to protect and sustain those services currently funded by the Council. Our ability, as social entrepreneurs, to maximise all available potential to make a difference to customers is central to providing a solid, financially robust platform from which to improve and develop.

Our employees, as owners of the company, have a key part to play in displaying their personal enthusiasm and professionalism to ensure Aura delivers for all Flintshire residents. By enjoying coming to work and providing a clean, safe and welcoming environment our employees can help increase repeat visits and attract new customers. This, in turn, will generate growth in income which is key to protecting services and meeting our social objectives. Within Aura, we have a unique and fantastic opportunity to determine our own destiny. We look forward to our colleagues and customers joining us on the journey.

Colin Gilligan, Chair                                                     Mike Welch, Managing Director

2. Organisational Context

2.1 Background

Aura is a charitable, not-for-profit, organisation which, since 1 September 2017, has been responsible for managing the majority of leisure, libraries and heritage services previously operated directly by Flintshire County Council.

Aura is owned by its employees and operates for the benefit of local communities. The company’s legal model is a Community Benefit Society which means that any financial surplus generated is reinvested into facilities and services to improve the customer experience and to sustain and enhance the offer for future generations.
Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No.7610).

2.2 Vision

‘More people, more active minds and bodies, more often’

2.3 Purpose

To benefit the community by improving quality of life through the provision of culture, sport and leisure opportunities that improve mental health and physical well-being.

2.4 Values

Aura is committed to five core values which underpin its performance and customer service:

Inspiring
Inspiring the community to enjoy and get the most out of their leisure time; inspiring its staff to feel valued and empowered to be the best they can be.

Enjoyable
Employees enjoying their roles and being passionate about providing excellent services in order that participants have enjoyable experiences.

Quality
Aiming to create a reputation as the best possible leisure and library provider. Striving for consistently high standards of service in the varied activities it provides.

Professional
Services and facilities are always well organised, safe, fun, engaging and delivered by suitably trained and qualified staff and volunteers.

Enthusiastic
Employees have energy and motivation for what they do and are passionate about the services, facilities and opportunities they provide.
2.5 Social Aims and Objectives

Aura’s activities are exclusively charitable. To achieve its purpose and constitutional objects as a charity (as set out in Section 3 of the Charities Act 2011), Aura’s social aims and objectives are as follows:

- To provide cultural, sporting and leisure services for members of the communities it serves;
- To carry out special charitable projects for the benefit of the community;
- To improve the health and well-being of local residents;
- To improve skills and to provide opportunities for lifelong learning;
- To improve pathways into work (including but not limited to apprenticeships, coaching and access to IT provision);
- The relief of unemployment for the benefit of the public in such ways as may be thought fit, including assistance to local people in finding employment;
- To encourage reading for pleasure through reader development activities;
- To provide information and resources for self-development;
- To maintain so far as possible current free access to information technology and to support people to go online and to access employment opportunities;
- To assist people of all ages to identify and achieve their lifelong learning goals;
- To promote local heritage and cultural diversity;
- To sustain and develop leisure and library services which are popular amongst residents and a mainstay of local community life; and
- To work with schools, clubs, youth services and other partners to provide sporting activities in all communities.

2.6 Governance and Management

There are three elements (highlighted purple) to Aura’s governance structure:
• The Board of Non-Executive Directors is responsible for ensuring that Aura operates in accordance with its constitution and the Cooperative and Community Benefit Societies Act 2014.
• The Board is required to meet a minimum of four times in every calendar year though, to date, established practice has been to meet at least bi-monthly. Two sub-committees, for Finance & Audit and Performance, meet on a monthly basis.
• Aura’s Senior Management Team includes:
  ➢ Managing Director
  ➢ Finance & Commercial Manager
  ➢ Business Improvement & Performance Manager
  ➢ Leisure Development Manager
  ➢ Libraries Development Manager
• Aura and Flintshire County Council meet bi-annually at Partnership Board to monitor progress against the social outcomes identified in the Funding Agreement. Partnership Board is attended by Council Cabinet members, CEO and Chief Officer(s) for commissioning services, together with Aura’s Chair, Managing Director and other members of the Senior Management Team.
• Aura and the Council enjoy a positive working relationship and the formal Partnership Board meetings are complemented by frequent informal discussions between Aura’s Senior Management Team and the Council’s Chief Officer Team. Flintshire’s CEO is recognised as the sponsor and formal link between the Council and Aura; the Chief Officer for Housing & Assets fulfils the lead role for the Council in relation to the strategic review of Aura’s building portfolio and capital investment. The partnership working between the two organisations is based upon cooperation and collaboration, with both parties proactively seeking joint solutions to known shared risks.
• The ‘Voice’ is a group of 30+ Aura employees who meet periodically to ensure the view of the company’s ‘owners’ is reflected in decisions which have a material impact on the workforce.
3. Strategic Context

3.1 National

3.1.1 Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 is a significant piece of legislation from the Welsh Government which aims to improve the social, economic, environmental and cultural well-being of Wales. The Act is underpinned by seven ‘well-being’ goals:

Aura contributes significantly to four well-being goals:

1) A healthier Wales
   ✓ Creating opportunities for more people to enjoy sport and to participate in physical and mental well-being activities more often.
   ✓ Improving people’s health through the delivery and growth of the National Exercise Referral Scheme (NERS).

2) A more equal Wales
   ✓ Providing free of charge access to books, ICT, newspapers and local information to help bridge the social, digital and information divide.
   ✓ Providing free of charge access to children’s play areas to help encourage the next generation to develop physically active lifestyles.
   ✓ Providing access to sports activities and leisure centres at discounted rates to encourage participation from under-represented and targeted social groups.
3) A Wales of cohesive communities

- Providing community facilities where clubs, groups and societies can meet.
- Bringing people together to participate in and watch sports competitions and reading and other cultural events.
- Trading as an employee-led organisation which operates for the benefit of the local communities.

4) A prosperous Wales

- Employing 250+ colleagues, the vast majority of whom live in the County and contribute to the local economy.

The Welsh Government’s Connected and Ambitious Libraries: The sixth quality framework of Welsh Public Library Standards 2017-20 comprises 12 core entitlements and 16 quality indicators to monitor how well library services realise benefits for local people. The framework identifies the clear contribution libraries make to the Well-being of Future Generations Act through the delivery of outcomes and impacts for residents.

3.1.2 Sport Wales

As the national organisation responsible for developing and promoting sport and physical activity in Wales, Sport Wales’ Vision for Sport is to transform Wales into an active nation where everyone can have a lifelong enjoyment of sport. There are four ways in which individuals can be part of the vision:

1) Participate

- Being a participant - anyone who takes part, at whatever level.
  
  Nearly 30,000 individuals participate in physical activity in Aura’s facilities every year accounting for over 1.1 million recorded visits in 2017/18.

2) Support

- Being a fan or a parent - anyone who helps by being there, contributing time, energy and effort.

3) Deliver

- Being a volunteer or coach - anyone who helps by creating opportunities for others.
  
  Aura’s Sports Development Team boasts ten Tutors, four Assessors, four Trainee Assessors, two Internal Quality Assurers (IQA) and one Trainee IQA; during 2018, the team delivered a Year 5 & 6 playground leadership programme (640 pupils completed), Sports Leaders Level 2 (108 completed), UK Coaching Certificate Level 2 Multi-Skills (17 completed) and safeguarding training (over 100 completed).

4) Succeed

- Being the best you can be - anyone who achieves personal success.
  
  Aura is proud to support people of all sporting abilities to achieve their personal goals, from children learning to swim, to clients on the NERS programme becoming fitter and happier, to athletes that achieve national or
worldwide recognition. In 2012, the leisure centre in Flint was re-named the ‘Jade Jones Pavilion’ in honour of the town’s Olympian who was first introduced to Tae Kwon-Do via junior classes in the centre’s martial arts studio.

In late 2018, Sport Wales appointed the North Wales Sport Collaborative Partnership (NWSCP) as its preferred partner to establish Sport North Wales on behalf of the region. The NWSCP is a partnership which brings together a range of organisations from different sectors, including Local Authorities, Health, Universities, Disability Sport Wales and Housing Associations.

The next stage of the work is for NWSCP (working with Sport Wales) to develop the full business case for establishing Sport North Wales, to enable Sport Wales to formally approve NWSCP as the long term partner to deliver its vision across the region. The newly formed partnership will be the first in Wales and Aura is fully engaged, alongside its partners, in driving forward an innovative and collective approach to ensuring the region is active, healthy and happy in the years ahead.

3.2 Local

3.2.1 Public Services Board

The Flintshire Public Services Board (PSB) is a statutory body which was established on 1 April 2016 following the introduction of the Well-being of Future Generations (Wales) Act. The PSB, a partnership of public bodies working together to improve the well-being of the county, has developed a Well-being Plan for Flintshire 2017-23. The plan identifies five priorities and Aura can impact positively towards three:

1) Economy and Skills
   ✓ Developing skills for employment opportunities, reducing worklessness and the impact of social reform.

2) Resilient Communities
   ✓ Developing opportunities for residents to be more active in their communities which leads to improvements in health and well-being i.e. Get Flintshire Moving.

3) Healthy and Independent Living
   ✓ Providing information and support for people to take responsibility for their own health and that of their families.

Two other public sector bodies on the PSB, Betsi Cadwaladr University Health Board and Public Health Wales, have well-being objectives which Aura has the capacity to contribute positively to:

**Betsi Cadwaladwr University Health Board**

✓ Improving health and well-being for all and reducing health inequalities.
Public Health Wales

✓ Building capacity and supporting system change, to protect and improve health and reduce inequalities.
✓ Giving our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment.
✓ Maximising the potential of our natural and cultural resources to promote physical and mental health and well-being and contributing to a low carbon, environmentally resilient Wales.

3.2.2 Council Plan

Flintshire County Council is Aura’s principal partner. The Funding Agreement, effective from 1 September 2017, is for five years.

Flintshire’s Council Plan for 2017-23 identifies seven corporate themes which take into consideration the Well-being of Future Generations (Wales) Act by linking impact statements to the Act’s Well-being Goals.

Aura, and the leisure, libraries and heritage services it manages, makes a significant contribution to three of seven ‘Council’ themes:

<table>
<thead>
<tr>
<th>THEME</th>
<th>COUNCIL IN-YEAR PRIORITY 2019/20</th>
<th>AURA’S IMPACT</th>
</tr>
</thead>
</table>
| Ambitious Council    | Business Sector Growth and Regeneration | 1) Protecting and sustaining highly valued community buildings and services for leisure and library customers during an extended period of public sector austerity.  
2) Smarter, customer-led service provision which is affordable and sustainable.  
3) Extending and improving the Aura ‘offer’ through capital investment based upon market demand.  
4) Maximising the potential of all available resources and additional funding streams. |
| Learning Council     | High Performing Education        | 1) Free access to books, ICT and bibliographic services supports residents to fulfil their academic potential.  
2) Aura’s libraries provide a ‘safe space’ - an alternative to the formal classroom - for residents to improve their reading, to further their learning and to increase their knowledge and skills.  
3) Aura’s Sports Development Team provides formal training in schools and in the community. |
<table>
<thead>
<tr>
<th>Connected Council</th>
<th>Resilient Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Aura provides venues where local residents, sports clubs and voluntary groups can participate, meet and engage with each other in competitions and social events.</td>
<td></td>
</tr>
<tr>
<td>2) Aura provides sporting opportunities in communities where access to activity is limited by transport or socio-economic factors.</td>
<td></td>
</tr>
<tr>
<td>3) As a social enterprise, Aura is committed to operating a resilient trading model which sustains and improves local public services.</td>
<td></td>
</tr>
<tr>
<td>4) As an employer of choice, Aura is committed to providing quality jobs and career paths for local people with good terms and conditions of employment and a reasonable alternative to the LGPS.</td>
<td></td>
</tr>
<tr>
<td>5) Aura is committed to widening digital access to public services and reducing the social, digital and information divide.</td>
<td></td>
</tr>
<tr>
<td>6) Aura’s leisure centres and libraries provide an environment where residents can enhance their physical health and mental well-being.</td>
<td></td>
</tr>
<tr>
<td>7) Aura is working to become ‘Dementia Friendly’ with 4 of its 11 buildings awarded dementia friendly status in 2018.</td>
<td></td>
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</table>

During 2020-22, it is imperative that Aura identifies its optimum commercial and social value operating model in order to engage competitively and extend the Funding Agreement into Year 6 and beyond. Working collaboratively, Aura and the Council will determine those community services which can be operated from within the current financial envelope and those of increasing social value which Aura can no longer afford to operate but which the Council may wish to purchase and support via additional funding.
3.3 Financial

Financial sustainability is critical to the success of Aura’s social business. As a charitable, not-for-profit organisation, all monies raised by Aura are spent on delivering the best possible ‘leisure time’ experience for the residents of Flintshire.

Aura receives income from four principal sources. The table below highlights the percentage of income Aura will receive from its principal sources during the next three years of trading:

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers paying to use our leisure facilities</td>
<td>56%</td>
<td>59%</td>
<td>61%</td>
</tr>
<tr>
<td>Flintshire County Council paying for the delivery of services and outcomes</td>
<td>36%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Sport Wales paying for the local delivery of national sport and physical activity programmes (and other smaller income sources for libraries, heritage &amp; play)</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Public Health Wales paying for the delivery of the National Exercise</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Due to public sector austerity, and reductions in local authority funding from central government, Flintshire County Council has had to reduce the amount it pays for Aura’s services (circa 10% reduction per annum in recent years). Aura is committed to securing the future of Flintshire’s leisure, libraries and heritage services by increasing income from the more commercial elements of its business and by seeking additional funding from alternative sources. During 2019/20, Aura will determine its core business and network of managed assets in order to provide the platform for future growth.
4. **Aura’s Key Strategic Priorities**

1. **To improve the health and well-being of Flintshire residents**

   **What will success look like by 2023?**
   - Participation in leisure and libraries’ activities will have increased by 5% each year.
   - The number of individual users of Aura’s services will have increased by 5% each year.
   - Community sports participation for children (‘hooked on sport’) will have increased from 48% to 75%.

2. **To deliver community benefits for Flintshire**

   **What will success look like by 2023?**
   - We will know and be measuring our social impact on Flintshire.
   - We will know how and where we want to further develop our social impact.
   - We will have won a recognised social enterprise award.
   - We will be one of the Top 5 third sector organisations in Flintshire.

3. **To improve skills and to provide opportunities for lifelong learning and employment for local people**

   **What will success look like by 2023?**
   - All residents will have the opportunity to swim and read and have access to digital platforms.
   - In a pan-Wales context, Aura will be in the upper quartile for the national measure of ‘every child a swimmer’ and ‘every child a member of the library’.
   - We will be an employer of choice for Flintshire residents.
   - We will be a training provider of choice for UKCC, UK Sport and Sports Leaders’ qualifications.
   - We will be recognised regionally and nationally for our high quality volunteering programme and pathways to employment.
   - At least 75% of our customers will consider Aura’s customer service to be ‘Very Good’ or ‘Excellent’ in the annual survey.

4. **To grow in order to be financially sustainable**

   **What will success look like by 2023?**
   - We will have increased the number of subscribing members from 6,000 in 2018/19 to 7,500 by 2022/23.
   - We will have increased Aura’s total income derived from commissioned services to £250k by 2022/23.
   - We will be generating additional income in order to minimise our reliance on Flintshire County Council funding.
   - We will be ‘contract ready’ and well placed to submit tender bids.
5. **Action Plan 2019/20**

1. **To improve the health and well-being of Flintshire residents**

To support this strategic priority, the following actions are to be undertaken as part of the 2019/20 Delivery Plan (HWB = Health and Well-Being):

**HWB1.** Increase children’s Key Stage 2 *Learn to Swim* success rate to 85%; an increase of 10%.

**HWB2.** Improve fitness participation through increased retention (length of stay) of subscribing members.

**HWB3.** Increase ‘hooked on sport’ measures for both children and adults by 10% (by 2022).

**HWB4.** Advance the design and costs of a fitness capital development on the Elfed High School campus in Buckley with a view to the project being implemented in 2020/21.

**HWB5.** Re-design and refurbish Flint Library to develop a community hub.

How will Aura measure progress against Health and Well-Being throughout 2019/20?

<table>
<thead>
<tr>
<th>Measure</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>KS2 <em>Learn to Swim</em> measure</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Length of stay (in months) of subscribing fitness members</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Flint Library update report to Board</td>
<td>Quarterly</td>
</tr>
<tr>
<td>PI x 3 specified in MALD Transformation Capital Grant Programme application:</td>
<td></td>
</tr>
<tr>
<td>- to demonstrate 5% increase in use of resources;</td>
<td></td>
</tr>
<tr>
<td>- to increase visits to site by 10%;</td>
<td></td>
</tr>
<tr>
<td>- to increase usage of site spaces by 15%</td>
<td></td>
</tr>
<tr>
<td>Number of recorded participants in Dragon Sport and 5x60 activities</td>
<td>Tri-annual</td>
</tr>
<tr>
<td>(following Easter, Summer &amp; Xmas school terms)</td>
<td></td>
</tr>
</tbody>
</table>
2. **To deliver community benefits for Flintshire**

To support this strategic priority, the following actions are to be undertaken as part of the 2019/20 Delivery Plan (CB = Community Benefit):

CB1. Maximise Aura’s status as a Community Benefit Society to attract external funding for full cost recovery projects which are aligned to the company’s vision and strategic aims and objectives.

CB2. Develop a company energy statement targeted towards reducing utilities’ consumption and carbon emissions by 2% across all buildings within Aura.

CB3. Achieve Silver standard with *insport* development and disability inclusion programme.

CB4. Achieve accreditation for Aura’s Museums service as part of the nationwide industry standard.

CB5. Develop and manage the Mold Bailey Hill heritage project.

CB6. Facilitate independent survey of children’s play areas to support strategic direction of future investment.

CB7. Develop a digital roadmap with software providers with the aim of improving the customer experience.

CB8. Explore opportunities to embed employee ownership through relationship with Social Business Wales.

CB9. Embed the Council’s Youth Service provision in Sports Development, Deeside Leisure Centre and Jade Jones Pavilion Flint to support young people’s engagement in the design of, and participation in, Aura’s services.

CB10. Increase provision of community hubs from 9 to 12 in areas affected by anti-social behaviour, low engagement, deprivation and poverty.

How will Aura measure progress against Community Benefits throughout 2019/20?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative update report to Board</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Mold Bailey Hill heritage project</td>
<td>On-site works due to complete in May 2020</td>
</tr>
<tr>
<td>Museums Accreditation Scheme (Welsh Government is an Accreditation partner)</td>
<td>Annual (assessment every 3 years)</td>
</tr>
<tr>
<td>Social impact report</td>
<td>Project due to complete in Sept 2019</td>
</tr>
<tr>
<td>Social impact pilot projects x 2</td>
<td>Projects due to complete in March 2020</td>
</tr>
</tbody>
</table>

3. **To improve skills and to provide opportunities for lifelong learning and employment for local people**

To support this strategic priority, the following actions are to be undertaken as part of the 2019/20 Delivery Plan (IS = Improve Skills):

IS1. Meet the Welsh Public Library Standards' Quality Indicators for 2018/19 thereby maintaining Flintshire’s performance as reported by Welsh Government in 2017/18.

IS2. All employees to have undertaken a personal development review (PDR) aligned to individual performance.

IS3. Percentage of Aura employees who consider internal communications to be ‘Good’ or ‘Excellent’ to increase by 75%.

IS4. Recruit up to three new apprentices in September 2019 as part of Flintshire County Council’s trainee scheme.

IS5. Develop a fit for purpose volunteering programme which focuses on recruitment, retention, recognition and reward.

IS6. Deliver high quality training in areas such as safeguarding, inclusion, coaching and mentoring.
How will Aura measure progress against Improved Skills throughout 2019/20?

  Annual
- Employee Annual Appraisal update report to Board  
  Annual
- Employee Survey results  
  Annual
- Employee sickness absence as a percentage of contracted workforce  
  Quarterly
- Employee turnover as a percentage of contracted workforce  
  Quarterly
- Number of active volunteers within Aura  
  Quarterly
- Number of candidates attending Aura-run courses  
  Annual

4. To grow in order to be financially sustainable

To support this strategic priority, the following actions will be undertaken as part of the 2019/20 Delivery Plan (FS = Financial Sustainability):

FS1. Achieve a financial reserve of 3% of expenditure by Year End 2020/21 in order to take advantage of opportunities for growth or to protect against drops in income.

FS2. Evaluate current operating model for the ‘dry only’ sports centres at Flint, Hope and Saltney High Schools (all assessments to include consideration of alternative delivery models and views of partners in the Council and school governing bodies) to ensure viable future management arrangements are achieved.

FS3. Review current cost allocation and NNDR arrangements for all dual use sites and agree jointly with the Council a set of financial principles to underpin their future operation.

FS4. Evaluate current operating model for the Cafés at Deeside and Jade Jones Pavilion Flint to ensure 5% improvement in financial performance is achieved.

FS5. Evaluate current operating model for the Spa (at Deeside) to ensure 10% improvement in financial performance is achieved.

FS6. Early engagement with recognised trade unions to determine 2019/20 pay award to employees and the development of Aura’s pay policy for future years.

FS7. Early engagement with the Council to identify the funding formula for Years 4 and 5.
FS8. Implement staffing re-structure to complement review of opening hours and to ensure 10% improvement in operating costs.

FS9. Explore the potential to implement a two-tier workforce where strong economic, technical or organisational reasons exist (for new recruits only and not employees who transferred to Aura under TUPE).

FS10. Review existing service level agreements with Flintshire County Council in order to inform an options appraisal on future provision at the end of the formal three-year ‘buy back’ arrangement.

FS11. Review current agreement with Denbighshire County Council and Wrexham County Borough Council for North East Wales regional bibliographic service (Newnet) to ensure future cost effectiveness is achieved.

FS12. Review Book Fund spend to ensure Aura’s level of investment in new stock achieves parity with the other 21 local authorities whilst still meeting customer needs.

FS13. Evaluate the introduction of an annual leisure card charge for pay-as-you-go customers who use the facilities without a subscription.


FS15. Agree with the Council a strategic programme for sustaining and developing the leisure, libraries and museums’ building stock for the foreseeable future.

FS16. Invest 5% of income in Aura’s buildings in order to retain existing customers and to attract new clients.

How will Aura measure progress against Financial Sustainability throughout 2019/20?

| Analysis & presentation of management accounts at Finance & Audit Committee | Bi-monthly |
| Report against FS success targets | Quarterly |
| Initiative update report to Board | Quarterly |
| Agreed outcomes at Partnership Board meetings with the Council | Bi-annual |
Appendix 1: Public Accountability Measures

Aura currently reports the following achievement measures to the County Council:

- *PAM/017: number of visits to leisure centres per 1,000 population
- *PAM/040: percentage of Quality Indicators (with targets) achieved by the Library Service
- *PAM/041: percentage of NERS clients who completed the exercise programme
- *PAM/042: percentage of NERS clients whose health had improved on completion of the exercise programme

*Public Accountability Measure

National Indicators for Wales as required by section 10(1) of the Well-being of Future Generations (Wales) Act 2015 (and to which Aura can contribute):

- Percentage of people attending or participating in arts, culture or heritage activities at least three times a year
- Percentage of people participating in sporting activities three or more times a week
- Percentage of museums and archives holding archival/heritage collections meeting UK accreditation standards
### Appendix 2: Which buildings and services does Aura manage?

<table>
<thead>
<tr>
<th><strong>Leisure Centres</strong></th>
<th>Buckley Leisure Centre</th>
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<tr>
<td></td>
<td>Deeside Leisure Centre</td>
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<tr>
<td></td>
<td>Jade Jones Pavilion Flint</td>
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<td></td>
<td>Mold Leisure Centre</td>
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<tr>
<td><strong>Sports Centres</strong></td>
<td>Flint High School (community sports provision)</td>
</tr>
<tr>
<td></td>
<td>Hope Sports Centre</td>
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<tr>
<td></td>
<td>Saltney Sports Centre</td>
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<tr>
<td><strong>Libraries</strong></td>
<td>Broughton Library (service only, not the building)</td>
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<tr>
<td></td>
<td>Buckley Library</td>
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<tr>
<td></td>
<td>Connah’s Quay Library</td>
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<tr>
<td></td>
<td>Deeside Library (based within Deeside Leisure Centre)</td>
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<tr>
<td></td>
<td>Flint Library</td>
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<td></td>
<td>Holywell Library (service only within a shared building)</td>
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<td></td>
<td>Mobile Library</td>
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<td></td>
<td>Mold Library</td>
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<tr>
<td><strong>Heritage Displays</strong></td>
<td>Buckley Museum (within Buckley Library)</td>
</tr>
<tr>
<td></td>
<td>Connah’s Quay Museum (within Connah’s Quay Library)</td>
</tr>
<tr>
<td></td>
<td>Mold Museum (within Mold Library)</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>Inspection of Children’s Play Areas and Multi-Use Games Areas</td>
</tr>
<tr>
<td></td>
<td>National Exercise Referral Scheme (NERS)</td>
</tr>
<tr>
<td></td>
<td>Sports Development</td>
</tr>
</tbody>
</table>
Appendix 3: Directors and Company Information

Registered Office
Aura Leisure and Libraries Limited
Deeside Leisure Centre
Chester Road West
Queensferry
Flintshire
CH5 1SA

Company Registration
Aura is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610)

Bankers
NatWest Bank
15 Chester Road West
Shotton
Deeside
Flintshire
CH5 1DF

Auditors
Whittingham Riddell
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Board of Directors
Mr. Colin Gilligan (Chair)
Mr. Jay Davies (Vice-Chair)
Mr. Bill Dudgeon
Mrs. Christine Edwards
Mrs. Liz Grieve
Mr. John Hatton
Mrs. Tracey Jones
Mr. Simon Richardson
Mr. Dan Williams

Managing Director
Mr. Mike Welch

Company Secretary
Mr. Neil Williams