

One Leisure Business Plan

2019/20

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Executive summary

This Business Plan has been prepared by One Leisure. It sets out the policies, service aims and objectives for 2019/20

This document is the overarching corporate plan for One Leisure Facilities (including Burgess Hall) and draws from Department Service Plans created, managed and delivered by Department and Facility Managers and Key Performance Area (KPA) Activity Plans which give Duty Managers and Supervisors the guidance and direction at facility level.

One Leisure's aims have been influenced by the five year One Leisure Strategy document and the Local Authority's strategic approach to Leisure and Health.

The Business Plan is continuously reviewed and updated on a quarterly basis. For each service area, aims and objectives are set for the year with a number of key activities included to meet these objectives. These individual service plans are updated on a monthly basis, which then feed the business plan.

Centre and individual service area performance is monitored continually by the use of budgetary reports, key performance indicators and evaluation by the One Leisure Management Teams at all levels of the business.

General Description

Huntingdonshire District Council

Corporate Plan

Huntingdonshire District Council's Corporate Plan sets out our vision, strategic priorities and objectives for the fiscal year. These were:



One Leisure

Mission Statement

One Leisure aspires to be an outstanding provider of Leisure and Health opportunities that enables us to exceed the expectations of our customers and staff.

Vision

It is the vision of One Leisure to inspire our communities into more active, healthy and fulfilling lifestyles. This will be achieved through a varied programme that will include sport and recreational activities, entertainment and social events.

Key Strategic Themes

- To care about our PEOPLE
- To be a CUSTOMER focused organisation
- To provide the FACILITIES that meet and exceed customers expectations

Company History

One Leisure is the major provider of Leisure, Health and Fitness opportunities to the people of the Huntingdonshire District.

One Leisure has moved through a period of development where its trading losses were in excess of £1.5m per annum to a surplus [projected] of £380K by the end of 2019/20.

This has been achieved through some dramatic thinning of employee numbers, re-establishing realistic pay grades and the management of expenditure with very tight controls in place.

Income generation has risen to a point where an operating profit is projected every year moving forward.

The leisure industry is still growing both nationally and locally. With various changes to the population both demographically and vocationally, it is anticipated that leisure time will continue to grow. Huntingdonshire District Council has historically invested heavily in its leisure provision. Recent budget tightening brought about by Central Government capping of taxation has meant that this heavy investment has been reduced. However Members and Officers still recognise the role that leisure plays within a community and continue to try and progress the service within the constraints currently applied.

The service is aimed primarily at the local population of Huntingdonshire. Facilities can be found in Huntingdon, St Ives, St Neots, Ramsey and Sawtry but the service also targets the numerous outlying villages in a generally rural district.

It is noted however that the service has unique selling points which attract visitors from a much wider area, particularly the Burgess Hall Events and Conference Centre and the sports specific St Ives Outdoor Centre with its athletic facilities.

Specific target markets differ significantly depending on each particular activity. General target markets for the whole service are under 18's, and especially 13-17 year olds and over 60's. St. Neots also actively targets disabled people due to the host college being a designated disabled site and all buildings are single storey.

The key to success for One Leisure has been categorised into 3 main strategic themes and these themes will be a golden thread that will run through the business:

- To care about our PEOPLE
- To be a CUSTOMER focused organisation
- To provide the FACILITIES that meet and exceed customer expectations.

Realising these goals will allow One Leisure to be commercially successful in delivering its business and meeting the strategic objectives of the plan.

The One Leisure core strategic themes will be broken down into a set of smaller actions designed to deliver improved and improving services to fulfil strategic objectives.

These actions will form part of the service delivery plans moving forwards which will be monitored and adjusted to suit business and economic conditions.

Focusing our efforts towards retaining existing customers and seeking to target new markets which includes niche segments like cycling, younger people, the family unit and older people, we will achieve the growth and success required to deliver the financial performance and quality service for the people of Huntingdonshire.

One Leisure will:

- Continuously improve its existing business (programmes and activities) to create new opportunities to generate additional income from existing and new business
- Expand health and fitness facilities where feasible to generate additional membership revenue
- Work in partnership with organisations to support the growth agenda and create mutually beneficial relationships
- Continue to develop the Burgess Hall product through improved bar and catering services
- Identify where niche opportunities exist to grow the business and develop specialist activities / facilities for specific market segments

Staffing Structures

Staff Profile

The One Leisure full staffing structure can be found on the HDC Intranet under the Human Resources section (Insert hyperlink)

| | No of FTE staff |
|---|--|
| Senior Management and Corporate Support | 7 FTE Contracted |
| One Leisure Huntingdon | 20.9 FTE Contracted, 10.1 non contracted |
| One Leisure St Ives | 23.1 FTE Contracted, 17.9 non contracted |
| On Leisure St Neots | 20 FTE Contracted, 14.2 non contracted |
| One Leisure Ramsey | 6.5 FTE Contracted, 5.25 non contracted |
| One Leisure Sawtry | 6 FTE Contracted, 3.75 non contracted |
| Burgess Hall | 2 FTE Contracted, 2.9 non contracted |

Staff are employed in a wide variety of jobs:

- Management
- Supervisory
- Reception
- Administration
- Leisure Assistants
- Fitness Consultants / Personal Trainers
- Catering Assistants
- Fitness / Aerobics Instructors
- Coaches
- Swimming Teachers
- Children's Activity Leaders
- Crèche Assistants
- Cleaners
- Maintenance staff

The essential qualifications and training for each post is illustrated in each job description which can be found in the One Leisure Quality Management System

The Leisure Centre's comprehensive documentation of operating procedures and work-based manuals form the basis of induction and ongoing training for staff.

Additional training needs are identified in the evaluation and development process, which occurs through Personal Development Reviews (PDR's) every six months supplemented by one to one meetings on a quarterly schedule (minimum). The results contribute to a development programme specific to the individual comprising in house learning as well as specific additional training where there is a need and or a business benefit to be derived. Finance for training events is held centrally by HDC's Corporate Team and requests with business reasons must be submitted to secure this funding.

One Leisure delivers training needs through the following priorities.

- a) Essential Job Specification Training Needs – examples NPLQ / First Aid at Work / Pool Plant Operators Qualification

- b) Essential Corporate Training Needs – these are training events such as Customer Care Training and IT based training (VDU Assessments) that apply to all members of staff
- c) Desirable training needs specific to the post – these may include things such coaching qualifications that may enhance the job role.
- d) Training needs for future career development. Potentially academic based qualifications that may allow the individual to progress their employment inside or external to the organization.

In 2019-20 a review of these priorities across all job roles will be undertaken to create a full training matrix and subsequent training programme for all members of staff.

Assets and Resources

Facilities

One Leisure operates 6 facilities in 5 Huntingdonshire towns and villages. These facilities are either owned by Huntingdonshire District Council or on long term leases from the educational establishments that the facilities co-habit. There are no current plans to expand this offering.

| | Huntingdon | Ramsey | Sawtry | St Ives | St Ives Outdoor | St Neots |
|--|------------|----------|----------|------------|-----------------|--------------------|
| Swimming Pool | 25m | 20m | 20m | 25m | - | 25m + lagoon |
| Sports Hall | 3 courts | 3 courts | 3 courts | 6 courts | - | 5 courts |
| Gym (last refresh) | Yes (2008) | Yes | Yes | Yes (2013) | - | Yes (2012) |
| Studio | 2 rooms | 1 room | 1 room | 3 rooms | - | 2 rooms |
| Squash Courts | 2 courts | - | - | - | 4 courts | 2 courts |
| Tennis / Netball Courts | - | - | - | - | 2 courts | 6 courts |
| Crèche | Yes | Yes | Yes | Yes | - | Yes |
| Leo's Funzone | Yes | - | - | - | - | Yes |
| Café / Bar | Yes | - | - | Yes | Yes | Yes |
| Heat Experience Suite | Yes | Yes | - | Yes | - | Yes |
| Outdoor Synthetic Pitch (sand dressed) | - | 1 small | 1 small | - | 1 large - | 1 large 1 small |
| 3G Synthetic Pitch | 2 small | - | - | - | 1 large | - |
| Grass Pitches | - | - | - | - | 10 pitches | - |
| Cricket Greens | - | - | - | - | 2 greens | - |
| Athletics Arena | - | - | - | - | Yes | - |

Add Burgess Hall to above (HM)

The Athletics Track is the only purpose built facility in Huntingdonshire and is currently home to Hunts Amateur Athletics Club.

A Condition Survey (programme of replacement and upgrade of leisure facilities) is now in its 2nd year of a new 5 year programme. A full detail of the previous and current Condition Survey Programmes can be found on the One Leisure QMS file system.

A number of service contracts are in place with companies for specialised equipment and can be found in the contracts file on the One Leisure QMS System.

IT Systems

A CRM system (MRM+2) is operated at the Centre with front of house and back office terminals running: -

- Point of Sale
- Bookings
- Direct debits
- Membership databases
- Invoicing
- Management reports
- Membership analysis and campaign creation / communication
- Access Control
- A mobile device application (Android and Apple)

Impressions fitness activities and programmes are supplemented by systems from kit manufacturers (Technogym and Matrix) that allow activity tracking and performance outcomes both in the gym (on the kit) and away from the facilities (via a smartphone app)

Business Intelligence software (Tableau) is used to connect to various data sources to identify performance and trends which necessitate interventions, new initiatives

The computers are also linked to the HDC server network which also gives access to a range of other software/systems:

- Microsoft word
- Excel
- PowerPoint
- Publisher
- Access
- Outlook
- Internet
- Intranet
- Shared data drives
- Tech1 (financial management system)

There is a rolling programme of software replacement by the shared 3CICT department. Plans to deliver an improved flexible working platform and a move to Office 365 are being delivered into early 2019 for relevant staff.

Members of staff have varying levels of access and privileges depending on their work requirements.

Financial Profile

One Leisure operates at a surplus which helps fund Huntingdonshire Districts Councils operating cost. The aim of each One Leisure facility is to generate a surplus and investment has been delivered into all sites to ensure that this continues. The only 2 sites currently operating at a deficit are One Leisure Sawtry and One Leisure St Ives Outdoor Complex and plans within the next 12 months will set out to remove these deficits also.

The agreed baseline budget for 2019/20 is set out below:

| | |
|-----------------------------|--------------------|
| One Leisure | £280,168 (Surplus) |
| One Leisure Huntingdon | £169,442 |
| One Leisure Ramsey | £22,308 |
| One Leisure Sawtry | -£78,062 |
| One Leisure St Ives | £555,268 |
| One Leisure St Ives Outdoor | -£79,221 |
| One Leisure St Neots | £276,475 |
| One Leisure Corporate | -£121,299 |
| | -£464,742 |

As further savings or growth is required, One Leisure will review the scope of its facilities and resources and submit proposals to Huntingdonshire District Council.

Capital Programme

Huntingdonshire District Council operates an annual Capital Programme and One Leisure currently has 4 major schemes that draw on that investment. These are a new Fitness facility at the St Ives Outdoor Centre, replacement of all of the facilities Fitness Suite equipment, a new full sized 3G synthetic pitch at Ramsey and an upgrade in wetside changing facilities at St Ives.

Equipment

One Leisure has access to a wide range of specialist equipment and vehicles that support service delivery. These include sports equipment, state of the art fitness equipment, grounds maintenance vehicles, catering equipment and various IT equipment.

Programming & Pricing

During opening hours each individual area is programmed to provide specific activities such as...

- Swimming Lessons
- Pool Inflatable sessions
- Fitness Classes
- Parties
- Childrens Activities
- Adult Activities
- Exercise referral and rehabilitation

Most of these activities are provided directly by One Leisure and the One Leisure Active Lifestyles Team.

However there are also a number of organisations that hire centre facilities to provide leisure opportunities.

Fees and charges are set by the One Leisure Management team (and ratified by Full Council) and are reviewed annually in preparation for changes in April of each year.

Membership options which offer discounts on fees and charges for regular users are available. Categories include: -

| | |
|-----------|--|
| Platinum | For age 16 plus, unlimited use of Impressions, Swimming pool, crèche, Fitness Classes, Cyclone and use of one off-peak court per day. |
| Solo | Single Site Impression Only Usage |
| Business | For companies with more than 5 employees: Offers discounted rates on the Platinum membership package. |
| Corporate | For large companies who want to pay an invoice on behalf of a negotiated number of staff: As agreed by Group Fitness Manager. |
| Student | Membership exclusive for students in full time education. Includes the use of the gym only at their chosen site. This can be purchased as a 10 session pass, a monthly direct debit or pay as you go. A 16+ only 1 month Platinum Block is also available, entitles the customer to full platinum usgage. And a student aqua membership for use of the swimming pool only. |
| Pure | Use of Heat Experience rooms at One Leisure StIves, St Neots or Huntingdon |
| Cyclone | Dedicated use of the Indoor Cycling Studios (excluding instructor led classes) |
| Aqua | Use of all One Leisure Swimming Pools |

Annual and six monthly passes are also available for discounted activity use where demand necessitates.

Membership fees can be paid monthly (by direct debit) or annually (by cash, cheque or card)

Food and beverages are available from the Zest bar and café as well as vending machines and the hire and purchase of sports equipment is from reception. Ticket sales are also available from reception for Burgess Hall functions and events.

Operations

Quality Management System (QMS)

The One Leisure QMS provides a broad range of documentation so as to effectively support all One Leisure staff. It can be easily accessed and is presented in a simplified format so as to ensure it can be navigated efficiently. The QMS has been populated with all key documentation and can be added to by staff members as required in terms of sharing best practice and policies/procedures to be applied throughout One Leisure.

The QMS is made up of four main sections:

- 1) Policies
- 2) Customers
- 3) Staffing
- 4) Operations

The QMS is regularly reviewed and updated by nominated staff so as to ensure it stays in an acceptable order and date relevant.

Operations – Maintaining Standards

The key aspects in operational delivery are:

- Staffing resource
- Facility and equipment maintenance
- Cleanliness
- Customer service
- Customer feedback/insight
- Monitoring and review
- Programming

The highest standards of operational delivery are required to ensure that One Leisure achieves its key performance targets. Each facility must strive to maintain a strong positive reputation in all key areas but in particular with safety, service delivery, cleanliness, and maintenance.

Whilst the accountability sits with each Facility Manager they require their delivery teams to drive performance and exceed customer expectations.

Effective recruitment, induction and ongoing training are vitally important to ensure that teams are equipped to deliver, and required training is identified via the training matrix.

A planned approach is taken to Facility Maintenance via the PPM schedule (planned preventative maintenance). The schedule is strictly adhered to so as to ensure that general and mechanical/electrical equipment are maintained to the required standards therefore reducing the level of risk to staff and customers as well impact on service delivery.

Despite the planned approach it is inevitable that numerous issues will arise with facilities and equipment which requires a swift reactive action to minimise impact on safety and service delivery. In such instances staff are required to make all efforts to rectify the issue quickly and ensure the effective communication to customers.

Quality facility presentation is key and all efforts are made to provide clean and well maintained facilities for the benefit of all users. Comprehensive cleaning schedules are adhered to and standards are monitored through the following methods:

- Daily inspections by Facility Manager
- Weekly inspections by the Chief Operations Manager
- Monthly audits conducted by cleaning contractor Area Manager
- Monthly feedback from Councillor Champions following regular visits
- Mystery shopper visits
- NPS (Net Promoter Score) customer feedback and scores

One Leisure Direct and Administration Support

One Leisure Direct (Call Centre) receive calls on behalf of all the Leisure Centre's, Active Lifestyles and Burgess Hall. The management of external e-mail inboxes on a daily basis, assisting One Leisure sites with daily queries and problem solving on behalf of both customers and staff.

The management of unpaid sales for both swimming lessons and prepaid memberships, retention calls for annual memberships and management of membership cancellations.

Training is carried out by One Leisure Direct for new employees of One Leisure or where training requirements are identified.

There is a growing need to respond to social media and instant messaging to meet the demand of our customers, with direction from the Marketing Team this is an area expected to continually change and grow and will require the resources of the One Leisure Direct Team.

There is need to provide sales training to improve on the ability to upsell on memberships, products and activities.

The Administration Team Continue to offer essential support to the Leisure Sites and act as the essential link between One Leisure and Financial Services Team.

Continuing to work and learn the new financial management system (Tech1), understanding the challenges it creates for Leisure and adapting working processes in line with this relatively new software.

Service aims and Objectives

Development of Aims and Objectives

The aims and objectives in this Business Plan are derived from those individuals with a vested interest in how we deliver our service. These include the tax payers (both centre users and not), Huntingdonshire District Council (including employees) and partner organisations. The aims are derived from the Council's perspectives in the Corporate Plan, which are broken down into more specific objectives for One Leisure in the "Growing a Healthy Business" 5 Year Strategy.

One Leisure's mission statement is *"to be an outstanding provider of Leisure and Health opportunities that enables us to exceed the expectations of our customers and staff"*.

Offering progressive and value for money services can be seen as our aim to exceed those expectations with frequent use being measured as part of the businesses admissions and PI's illustrating our success.

Key Objectives

Huntingdonshire District Council's Leisure and Health key objectives as they relate to One Leisure are.

- More People
 - *Increase the number of individual users*
 - *Unique Users*
 - *%of the population using the service*
 - *To provide good quality customer service*
 - *NPS Score*
 - *To improve financial performance through income generation and expenditure control*
 - *Income*
 - *Expenditure*
 - *Net Position*
- More Active
 - *Improve Access to Leisure Services*
 - *Capital Developments*
 - *Make the Centres as safe as possible*
 - *Reduce number of accidents attributable to the Centre*
 - *Improve the number of sessions available*
 - *Occupancy – Fitness Classes / Courts / Pitches*
- More Often
 - *Increase the use of the district's Leisure Facilities*
 - *Admissions*
 - *Retention*
 - *Attrition*

For full details of the SMART objectives and targets for each action please see Appendix 1

In seeking to deliver these priorities the Leisure Services key actions will be:

- Priority A – Capital Investments
 - One Leisure St Ives Outdoor Centre Fitness Facility
 - One Leisure Ramsey 3G Facility
 - One Leisure Sawtry handover to Sawtry Community College
 - Impressions Fitness Equipment
 - One Leisure St Ives Swimming Pool Changing Facilities

- Priority B – Corporate Developments
 - Burgess Hall Management & Strategy Development
 - Hospitality Financial Performance
 - One Leisure Huntingdon Financial Performance
 - Fitness Classes
 - Junior Activities including parties
 - Impressions Membership Review
 - Marketing Strategy Development
 - Summer Holiday Activities
 - Website Development (including API integration)
 - Business Intelligence / KPI Data Delivery
 - Concessionary Pricing Scheme
 - Staff Awards
 - CRM System Upgrade

- Priority C – Centre and Service Developments
 - Marketing Promotional Calendar / Schedule
 - Fitness Promotions
 - Holiday Activities
 - Cyclone
 - Pure
 - Club and Partner Organisation Development
 - Cleaning Contract review

Critical Success Factors

The critical success factors that will determine the continuous improvement and services the Leisure Centre provides have been broken down into the following service areas.

Centre Wide

- The successful implementations of individual KPA Activity Plans and Departmental Service Plans
- Effective budgetary control of expenditure
- Receiving and responding to customer feedback (NPS) as well as improving mechanisms to receive feedback
- The training (through consistent induction), organisation and motivation of staff through relevant team and focus meetings.

Programming and Marketing

- Improvement in the quality and corporacy of our promotional material through the post of Marketing and Communications Manager and Digital Marketing Assistant.
- Consistent review of the centre's programmes including the pool, fitness and junior activity programme to ensure that we offer new, fresh opportunities in keeping with leisure trends. These reviews need to be synchronised and in readiness for the updated marketing material, which goes out at strategic times of the year.
- Develop further links with the One Leisure Active Lifestyles Team and offer a wider variety of opportunities to receive sports coaching in a structured session.
- Continue to promote and provide sessions for our targeted segmented audience within our programme. (Sport England Segmentation Model)
- Continued marketing support for the Zest Hospitality Service and Burgess Hall events and functions facility linking with the new Digital Marketing assistant to ensure wide publicity of both what the facility has to offer but also the wide and varied event and function programme now available.
- Utilise local, regional and national campaigns to the benefit of One Leisure including Stronger for Longer, This Girl Can, Lets Get Moving and One You.

Facility/Service Operation

- Provide consistent standards of cleanliness and environmental conditions, with systems in place to monitor and ensure consistency.
- Continuous risk identification by all staff and through communication with our health and safety representative and the Leisure Centres Health and Safety Officer continued updates of our Risk Reduction Action Plans.
- Provide a consistent standard for maintenance, having a proactive rolling prioritised programme of work.

- To have systems in place (through the Group Fitness Manager) to ensure the ongoing improvement in retention levels, enquiry conversion rates and the quality of the Impressions brand experience.
- The ongoing development of the Impressions Brand through facility development ensuring that the facility exceeds the expectation of the customer thus placing Impressions strongly within the market place and ensuring growth over the medium to long term.
- Ongoing support for the Exercise referral scheme and Physio Follow On through training of Impressions staff to deliver and maintain the current programme.
- Ongoing support and development of sport and physical activity opportunities to fill dead times and get more customers (new and old) into the centres.
- Ongoing development and improvement (through the Leisure Business Systems Manager) of the operation of our management software and an ongoing increase in the knowledge of our staff regarding front of house operation but also back office reporting and administrative functions.
- The ongoing maintenance of the changing and spa facilities to match the the customers' expectations of their all-round leisure experience.
- The ongoing facility maintenance and development of the pool areas to keep the facilities up to date and in line with customer expectations in other areas.
- To implement fully findings of the annual Leisure Centre audit review ensuring improvements are made and that the audit report gets updated appropriately.
- To ensure that each Duty Manager has a KPA Activity Plan for development of each area he or she is responsible.

Service Targets

The business's overall performance is broken down into budget and improvement targets for the centre or service. These targets are monitored on a weekly/monthly/quarterly basis and reported throughout the business to all staff

| Service Ref | Service Objective and Outcome | | | | | Lead Officer(s) | | | | | |
|---------------|---|---|--|--|--|---|----|----|----|----|------------|
| OL1 | More People, More Active, More Often | | | | | Paul France | | | | | |
| Action Ref No | ICARE | | Action | Responsible Person(s) | Key Contributors and Partners | Performance Measure / Indicator | Q1 | Q2 | Q3 | Q4 | RAG Status |
| OL1A | Inspiring, Collaborative, Accountable, Respectful, Enterprising | MORE PROUD - We want more people to undertake sport and physical activity to benefit their health and wellbeing | Increase the number of Individual Users | Paul France Phil Lisseman Dan Gammons Chris Keeble | Hayley Morris Kate Bryant Corporate Team (Dan Buckridge) | Unique users of the facility in the last 12 months Under 8s 8-16 17-39 40-59 60+ % of the population using the service | | | | | |
| | | | To provide good quality Customer Service | Phil Lisseman Hayley Morris Dan Gammons Kate Bryant | One Leisure Direct All OL Facilities Ops Staff | NPS Score | | | | | |
| | | | To improve financial performance through income generation and expenditure control | Paul France Phil Lisseman Dan Gammons Chris Keeble | Facility Managers Allison Butler | Income Expenditure Net Position | | | | | |
| OL1B | Inspiring, Collaborative, Accountable, Respectful, Enterprising | MORE ACTIVE - We will provide more opportunities for people to be more active within the District (including improving quality of life through burgers hall events) | Improve Access to Leisure Services | Paul France | Martin Grey Pete Corley Dan Gammons Chris Keeble | Deliver Capital Developments One Lesiure Ramsey 3G One Leisure St Ives Training Shed One Leisure St Ives Pool Changing One Leisure Ramsey Pool Changing | | | | | |
| | | | Make the Centres as Safe As Possible | Phil Lisseman | All OL Facilities Ops Staff Pete Corley | Number of Accidents attributable to the Centre | | | | | |
| | | | Number of Sessions Available | Dan Gammons Phil Lisseman Phil Lisseman | Facility Managers | Fitness Classes Occupancy of Fitness Classes Number of Fitness Classes Sports Hall Occupancy Pitch Occupancy | | | | | |
| OL1C | Inspiring, Collaborative, Accountable, Respectful, Enterprising | MORE OFTEN - We will encourage people to participate more regularly to sustain their health and wellbeing, improving retention and encouraging | Increase Use of the District Leisure Facilities | Paul France Hayley Morris | Kate Bryant | Productive Admissions Swimming Fitness Impressions and Classes) Indoor Activities (Sports Hall, Funzone, Bowling, Pure, Squash, Cyclone) Burgess Hall Retention Attrition | | | | | |

Service Expenditure and Income Budgets

Monthly Expenditure and Income budgets are provided by the Tech1 Financial Management System at a Centre and/or Service level and cascaded to the team in individual departmental meetings/reports ensuring that service objectives are met within effective budgetary control.

An up to date budgetary picture can be found at on the One Leisure Finance Sharepoint page within the corporate intranet structure

Customer Engagement

Customer and Employee Feedback

Feedback on the service provided from customers and staff is actively encouraged.

The following methods are currently used

- The nationally recognized Net Promoter Score (NPS) question is delivered to around 1000 users a month which give a snapshot on customer feedback at each facility.
- User (and non-user?) surveys are undertaken annually.
- Leavers survey are undertaken for (all?) membership types
- Mystery Visits are undertaken on a quarterly basis
- Results are analysed and used to shape department key activities.
- Customer comments are recorded in all main reception areas with feedback on actions via You Said We Did displays
- The Staff Awards events collates customer responses to identify individuals who have gone over and above expectations to make customers visits memorable
- Ongoing customer satisfaction surveys are completed in areas to include
 - Birthday parties
 - 12 week reviews for Impressions customers.
 - Swimming Lessons
 - Fitness Classes.
 - Various Courses

Regular feedback is encouraged by groups using the Leisure Centre and include a quarterly user forum.

Staff are encouraged to give feedback on performance and ideas for improvement through regular team meetings for management staff, Full and part time leisure assistant's, Impressions fitness consultants, receptionists, catering staff, swimming instructors and Burgess Hall staff. A full strategic delivery day is held during January of each year where each member of staff has a voice in shaping service delivery.

Staff also provide feedback on the performance of other staff members in the centre's 360 degree feedback forms, which are used in the performance review process. Performance reviews are carried out for all full time and contracted staff every 6 months.

All research and feedback is circulated and cascaded to staff through the following: -

- Internal notice boards, includes statistics and graphs
- Staff notice boards, including the above plus trend analysis
- Leisure Centre newsletter
- Social Media Channels
- Minutes

- Copies of all customer comments available for all staff to see in the customer comments file.

Customer Expectation

It is fundamental to realise the needs and, where possible, exceed the expectation of customers.

One Leisure aims to provide: -

- A safe, accident free environment
- Clean and hygienic changing, toilet and hospitality facilities
- Friendly, welcoming atmosphere
- Consistent standards of service
- Appropriately qualified, motivated and motivating staff
- Comfortable environment conditions
- An environment conducive to socialising as well as participating
- Reliable equipment and facilities
- Introduction of new activities to match demand and leisure trends
- Education on lifestyle and well being to those who want/require it
- Accessible facilities and staff trained in meeting disabled customers needs.
- Enjoyable, welcoming childcare and children's activities

Customer Benefits

It is essential both to understand the benefits of our product to the customer to enable us to tailor what we provide to meet their expectations whilst also improving the sales skills and confidence of our staff.

One Leisure aims to provide and sell the following benefits: -

- Fitness and Health Improvements
- Cardiac rehabilitation / Cancer rehabilitation / Pain Management
- Older Adult Activity Classes (Right Start)
- Weight loss and gain programmes through informed nutrition advice
- Reduced price and extra care for those referred by their Health Professional
- Opportunity for disabled members of the public to access leisure facilities.
- Relaxation
- Competition
- Social opportunities and events
- Learning and development
- Childcare in a warm friendly environment
- Clubs and community benefits through block bookings and private hire