

FREEDOM LEISURE
ANNUAL PERFORMANCE MONITORING REPORT
YEAR 5, APRIL 2020 TO MARCH 2021

For the
Worcester City Council, Leisure Facility Management Contract

Covering

- Perdiswell Leisure Centre
- St. Johns Sports Centre
- Nunnery Wood Sports Complex
- Active Communities Worcester
- Tennis

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1. Circulated To

- Freedom Leisure
 - Ivan Horsfallturner- Managing Director
 - David Talbut- Finance Director
 - Ian Morey- Business Development Director
 - Jackie Robinson- Human Resources Director
 - Matt Wickham- Operations Director
 - Jeremy Rowe- Head of Operations (Wales & West)
 - Emma Reeves – Group Commercial Manager
- Worcester City Council

2. Freedom Leisure Executive Team Introduction

Since 2002 we have successfully expanded our partnership working with local authorities and charities and now operate over 100 leisure, heritage and cultural facilities on behalf of 27 valued partners across England and Wales.

Wealden Leisure Limited is a genuine not for profit organisation with HMRC approved exempt charity status. We have no shareholders and as an exempt charity we re-invest all our surpluses back into the services we operate.

Our objective is the provision of high quality and affordable community leisure, heritage and cultural facilities for the local communities which we serve and we are committed to their on-going improvement.

We achieve this through well-operated, well-resourced facilities that adapt to changing local needs. We recognise that our leisure service delivery must provide good quality, inclusive, accessible, affordable sport, leisure and cultural activities that improve overall health and well-being.

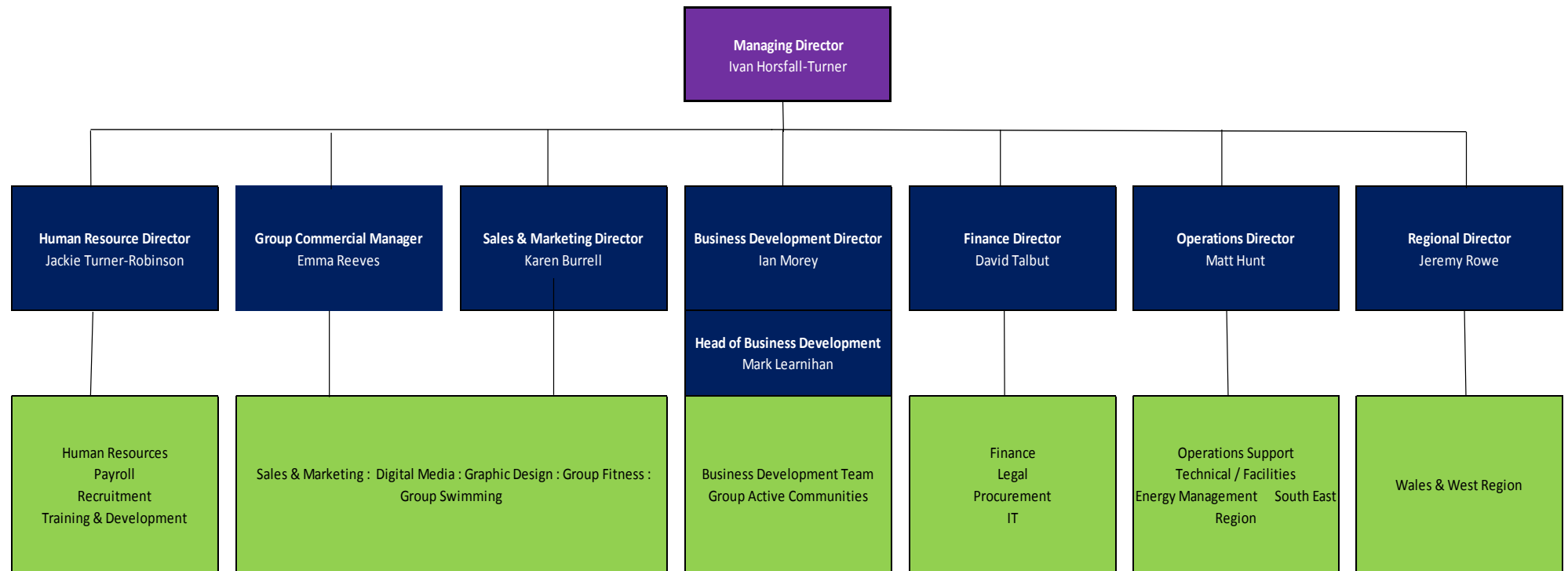
Freedom Leisure commenced a 10 year partnership in December 2015 to manage Perdiswell Leisure Centre, St Johns Sports Centre, Nunnery Wood Sports Complex, Active Communities Worcester and now Tennis at Gheluveld and Cripplegate parks.

2020/21 has been an extremely challenging year for the sport and leisure sector as a whole, but Freedom Leisure has worked closely with their local authority partners to provide the best service possible during this unprecedented time. Nationally Freedom Leisure were selected as the preferred operator of 2 new leisure contracts, increasing their portfolio to exceed 100 leisure, heritage and cultural facilities, 27 individual clients and over 3,500 employees.

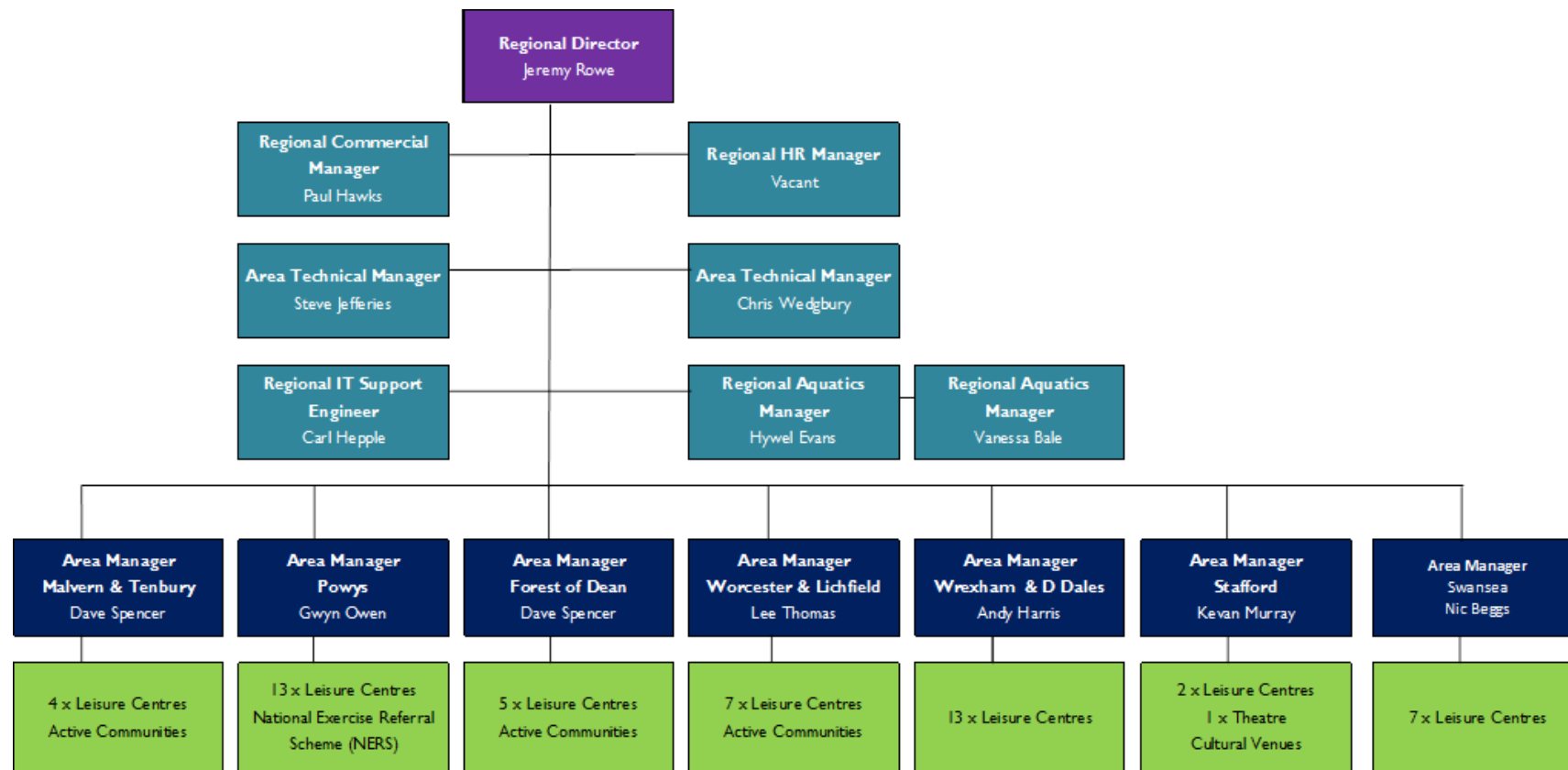
Freedom Leisure would like to thank Worcester City Council for their ongoing financial support for their leisure services throughout 2020-21 and into 2021-22. This should put the service in a sustainable situation for the future.

3. Governance Arrangements- Group Structure

3.1. Central Structure

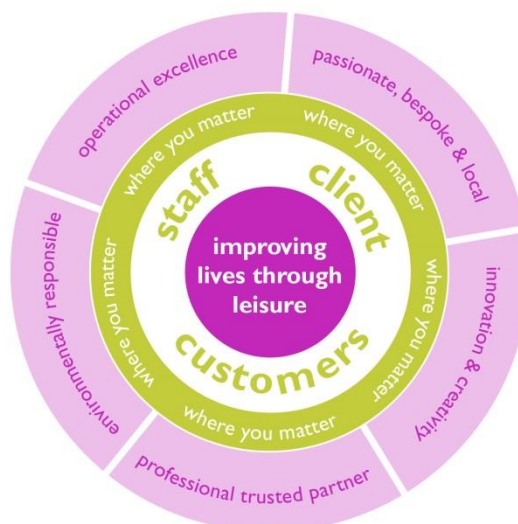


3.2. Regional Structure



4. About the business

4.1. *The Company Vision & values*



- Developing a real partnership, with a can-do 'spirit' and bold goals, using the respective strengths of all partners.
- Creating a challenging and 'very special' environment in which innovation and creativity from all parties in relation to the service is expected, encouraged, enabled and supported.
- Mutual trust, honesty, transparency and a collaborative approach to decision-making.
- Focus on forming a single, seamless, joined-up service, designed to respond to changing needs, educational requirement, expectations and market demands.
- Sharing of risk, successes and learning.
- Shared respect and understanding of the wider community and economic issues relating to the service.
- Sharing of knowledge and data for the good of the partnership.
- Synergistic pursuit of strategic outcomes, based on the needs of existing and future customers.
- Joint performance management and continuous value improvement.
- Relishing the worth of what we do – creating a real 'buzz' with a real 'wow factor' - enjoying it and celebrating success.

4.2. **Our objectives**

- To provide affordable, accessible leisure and sport opportunities for everyone.
- To have a positive impact on the local communities in which we operate and inspire people to be more active more often.
- To deliver on our partners' objectives on participation, accessibility, inclusiveness, health and social cohesion.
- To deliver our service in a way that is customer focussed, professional, quality driven, and safe; and yet is enjoyable, fun, and life enhancing, for all our customers.
- To create an environment that makes us good and fun to work for, and that, in turn, helps us recruit and retain the very best staff. We empower them to deliver a service that will exceed our customer's expectations.

5. The Year in Reflection

Strengths	Weaknesses
<ul style="list-style-type: none"> • Re-activating the leisure centres on 3 occasions • Team work/staffing across the contract • Swim school recovery from covid19 • School swimming lesson recovery from covid19 • Successfully operating the covid secure facilities • Positive customer feedback & satisfaction • Successful marketing campaigns • Midnight launch on sky TV • Online virtual classes during national lockdowns • Energy reduction 	<ul style="list-style-type: none"> • Online bookings process
Opportunities	Threats
<ul style="list-style-type: none"> • Staff development through modern apprentices • Swim teacher trainee roles • Group wide website development plan • Active ageing open days • Resuming work in care homes • Continue with free multi sports in key areas 	<ul style="list-style-type: none"> • Swim teacher national shortage • Active ageing group returning from covid19

6. Capital Investment

6.1. Worcester

Perdiswell				
Supplier	Description	Class	Date	Amount
Elite Entrance Systems	New Fire Doors	Leasehold improvements	Aug-20	14,154.24
Airspace Solutions	SeaWorld Bounce & Slide	Fitness equipment	Sep-20	£2,311
				16,464.78

6.2. Outstanding bid commitment update

6.2.1. **Sand filled pitches at NWSC**- No action required following contractor service inspection. We will continue to complete a service every 2 months and replace the surface when required.

6.2.2. **Replace pitches at SJSC** – No action required following contractor service inspection. We will continue to complete the pitch service every month and will replace the surface when required.

7. Financial Review

The below highlights the client accounts for the period of 12 months from April 2020 to March 2021. Finances are usually presented by calendar year but for this annual report, the financial review covers the above period.

7.1. Summary

Freedom Leisure					
April 2020 - March 2021					
Worcester	Perdiswell	St Johns	Nunnery Wood	SAPD	Total
Contract support	£220,492.00	£0.00	£0.00	£0.00	£220,492.00
Management fee	£0.00	£0.00	£0.00	£0.00	£0.00
Total Income	£1,250,779.00	£268,595.00	£162,394.00	£56,695.00	£1,738,463.00
Expenditure	£1,241,996.01	£332,275.40	£204,790.21	£72,921.40	£1,851,983.00
Total surplus/Deficit	£8,782.99	£-63,680.37	£-42,396.21	£-16,226.00	£-113,520.00

Due to COVID-19, the 2020/21 financial year has been an extremely challenging year for the sport and leisure sector as a whole, and indeed the Worcester contract. Freedom Leisure, with significant support from Worcester City Council, has continued to provide the best service possible during these unprecedented times. The team in Worcester has worked tirelessly to welcome everyone back to their local leisure centre; motivated by the goal of improving lives through leisure.

7.2. *Income*

April 2020-March 2021	Surplus / Deficit Report				
Worcester Contract Income	Perdiswell	St Johns	Nunnery Wood	SAPD	Total
Membership	237,145	83,047	37,927	40	358,159
Swimming	178,056	0	0	0	178,056
Catering	21,182	324	395	0	21,901
Main Hall	4,412	4,000	5,386	0	13,798
Studio	2,227	529	369	0	3,125
Outside	10,249	28,922	20,246	0	59,417
Fitness	8,838	1,488	105	0	10,431
Children's Activities	-83	-691	0	0	-774
Events	-1,687	0	0	6000	4,313
Goods For Resale	5,328	26	46	0	5,400
Room Hire	1,644	1,231	3,359	0	6,234
Other	562,976	149,719	94,561	50655	857,911
Turnover	1,030,287	268,595	162,394	56695	1,517,971
Management Fees	0	0	0	0	0
Contract Recharges	220492	0	0	0	220,492
Total Income	1,250,779	268,595	162,394	56695	1,738,463

7.3. Expenditure

April 2020-March 2021	Surplus / Deficit Report				
Worcester Contract Expenditure	Perdiswell	St Johns	Nunnery Wood	SAPD	Total
Staffing Costs	760,735	213,460	113,141	67,475	1,154,811
Other Employee Costs	3,659	434	-75	301	4,319
Repairs and Maintenance	56,773	20,817	24,505	25	102,120
Utilities	148,736	24,505	17,490	0	190,731
Cleaning	10,098	3,291	2,047	0	15,436
Administration	2,407	714	246	22	3,389
Marketing and Advertising	0	0	0	0	0
ICT	17,933	11,280	7,676	0	36,889
Events	0	0	400	797	1,197
Goods For Resale	1,853	84	47	0	1,984
Equipment	94,975	21,288	11,682	1,447	129,392
Catering	5,393	846	805	0	7,044
Contract Costs	0	0	2,908	0	2,908
Rent & Rates	0	0	0	0	0
Insurance	20,552	4,124	3,036	1,380	29,092
Finance Charges	40,631	9,679	9,688	232	60,230
Professional Fees	6,967	3,629	2,144	0	12,740
Central Overhead Recovery	71,284	18,125	9,051	1,243	99,703
Total Expenditure	1,241,996	332,275	204,790	72,921	1,851,983

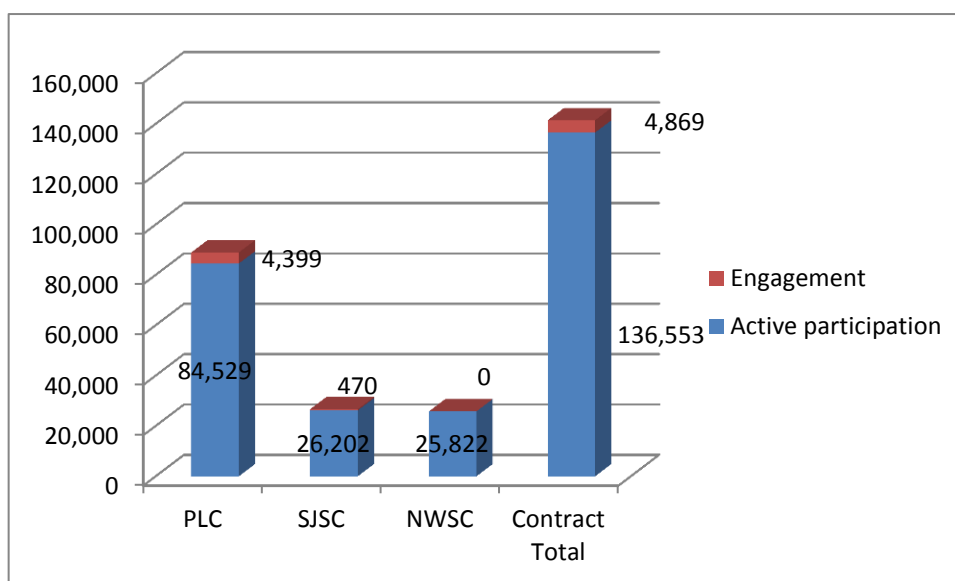
8. Operational Review

8.1. Participation data

8.1.1. Total Participation

Total participation (includes engagement) across the 3 leisure centres throughout the year was 141,422. The graph below shows the split between active participation and engagement within the leisure centres. The impact caused by the coronavirus pandemic meant the leisure centres were forced to close for 8 months throughout the 2020/21 period. There were also significant social distancing and activity restrictions in place for the months we were able to operate the leisure centres.

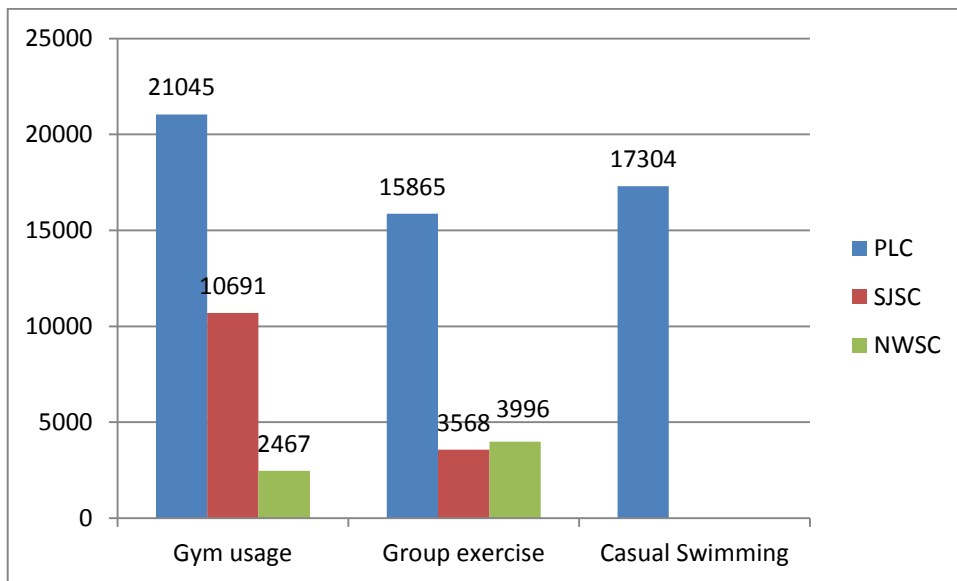
Participation data	PLC	SJSC	NWSC	Contract Total
Active participation	84,529	26,202	25,822	136,553
Engagement	4,399	470	0	4,869



8.1.2. Active Participation

Active Participation across the leisure centres was 136,553. The graph shows the active participation key activity areas by centre.

Active Participation	PLC	SJSC	NWSC	Worcester Total
Actual	84,529	26,202	25,822	136,553



9. Customer Intelligence

9.1.1. Sample of customer comments from 2020/21

Worcester comments			
The Good	The Bad (<2 Comments)	The ugly (>3 Comments)	Actions Taken
<p>Thank you for the way you have handled the Covid 19 crisis. Suspending payments during lockdown was a fantastic gesture and the organisation since opening the pool has been brilliant. Super well organised allocation of cubicles & lockers, well managed pool, friendly reception staff and great booking system. Well done and big thanks to all at Freedom Leisure</p>	<p>The noise levels at the moment due to outdoor classes are too high. Multiple residents have asked for this to be reduced as we are working at home. I would appreciate a response to confirm what Freedom leisure intends to do in order to be more considerate of its neighbours. I applaud the outdoor classes but there is no requirement for the noise to be that loud that we can all hear it with our windows closed.</p>	<p>Booked to go swimming, family session. The website is awful, to register, each child needs a different email address and mobile number!! Anyway, after paying three times, once for each person, with my credit card, I managed to book.</p>	<p>When returning from the first national lockdown our approach was to operate all public swimming under bookable sessions. Up until this point advanced booking was only available to members and advanced booking card holders. To ensure non-members had the opportunity to swim, we ran free advanced booking cards throughout the year. Non-members were then able to book for their swim.</p>
<p>Since August we have played badminton regularly on a Monday and Thursday afternoon. We appreciate the effort the staff have put in to make the whole environment as safe as possible. The staff have always been friendly and welcoming and we will return at the first opportunity. We just want you to know that we do appreciate all that you have done in these difficult times</p>			<p>Following the re-activation of the leisure centres from the first national lockdown, we were only able to operate exercise classes outdoors, due to covid19 restrictions. For a short period of time classes took place at the front of the centre. We reviewed the feedback and made changes to the noise levels and relocated the classes to behind the facility, adjacent to the all-weather pitches.</p>

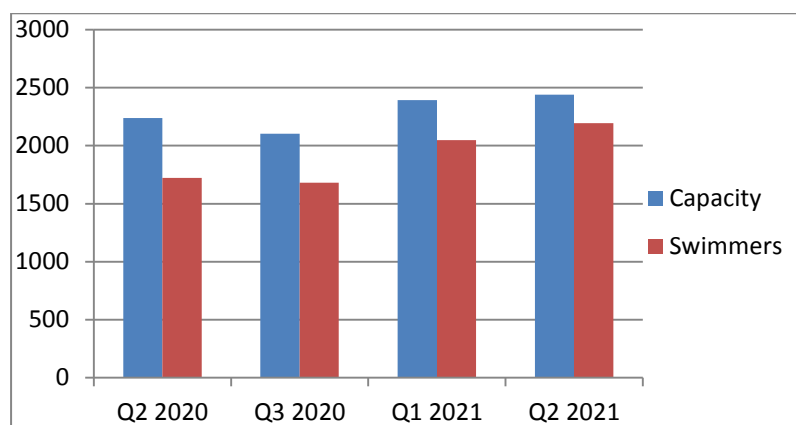
I think the way swimming lessons are run are brilliant especially the way you have adapted to covid. I am super impressed with my son's swimming teacher, I'm sorry I don't know her name. I don't know if you have staff nomination awards but I think she deserves to be praised in some way. She is so energetic, funny, and very interactive with the children in a way whereby they learn so much and enjoy their session. I think she is so good at her job. I don't often feedback my experience but I thought I needed to for this reason. I definitely rate Perdiswell far more than Droitwich leisure centre.

Terrible with names but the short haired blond lady on reception is always so lovely and amazing with kids and adults too. Had the usual reservations joining a gym - would I go / would I feel out of place / would there be spaces available on the classes / would it be too much money etc. It's surpassed all my expectations - have had no issues joining, booking classes or feeling insecure at the gym or classes as everyone has been so lovely, friendly and helpful. The class instructors are so friendly and full of energy and fun. Jamie and the crazy guy who does combat classes (not good with names) make me want to go again and again. Definitely worth it and very good parking, Covid regulations, facilities etc. Can't fault it. Definitely recommend to anyone local. My daughter also has been doing swimming lesson (on and off due to Covid restrictions) for a couple of years and couldn't be happier with that too and we both look forward to going every Saturday. Very clean - lady who cleans the changing facilities is so lovely too. Costa ladies are always very very friendly and great with kids too. Really great atmosphere from all the staff mentioned above. Definitely recommend.

10. Swim school

The table below demonstrates the quarterly performance for the months we were open in 2020 vs our current performance. We closed Q3 2020 on 1,682 weekly swimmers, -400 compared to pre-covid19. The national lockdown in January forced the closure of the leisure centres for a 3rd time, and swimming lessons resumed on 12th April 2021.

Through integral marketing campaigns and team endeavour, the learn to swim programme is now performing ahead of our pre-covid19 numbers, and at its highest ever levels with a total of 2,193 weekly swimmers. The capacity of the programme is currently operating at 90%.



11. Group Exercise

During the national lockdown periods, Freedom Leisure Worcester had developed a Members-Only Facebook Group (for all Worcester sites) for Virtual Classes that were streamed LIVE from the PLC Class Timetable. It meant that those who didn't feel comfortable in returning to the centres, or those who were isolating could still do their favourite classes from home.

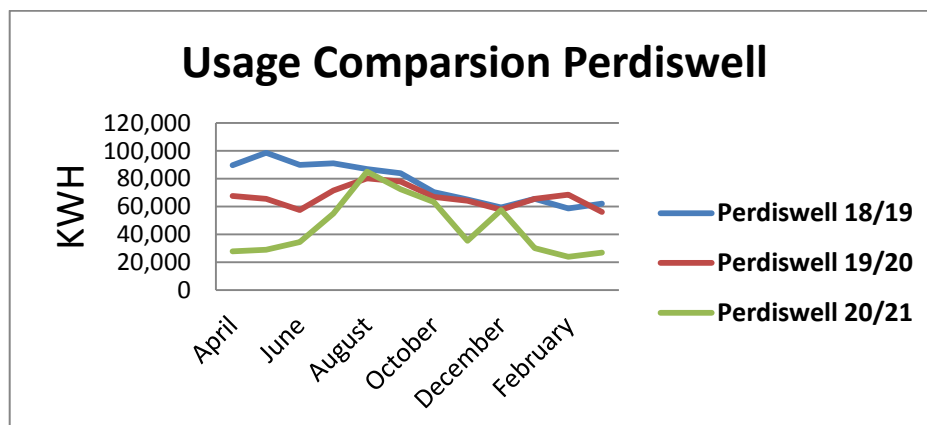
Instructors streamed live classes to the Facebook Group from their own homes. Kitchens, dining rooms, garden and garages were transformed into class studios. We started with offering a small timetable of classes, and this then grew to 40 weekly. The timetable included classes to suit everyone, including Body Combat, Body Attack, HIIT, Barre, Zumba, Salsa, Body Pump, Pilates, Body Balance, Yoga, Core and Cycle/spin classes.

The Freedom Leisure Worcester Facebook Group grew to over 2000+ members.

12. Environmental Performance

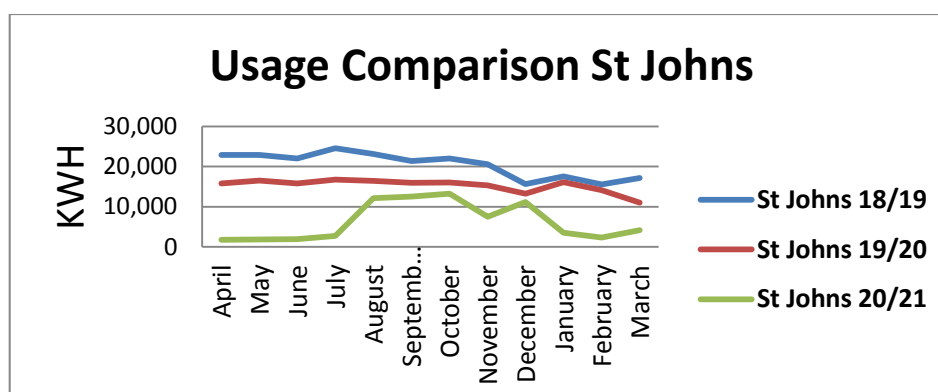
There is not data available for Nunnery Wood Sports Complex as this is the responsibility of Nunnery Wood High School.

12.1.1. Electrical Consumption year on year comparison PLC



Following 3 national lockdowns and closures, PLC energy usage over the year was significantly reduced with only essential plant in operation, this resulted in an annual reduction of electricity at the centre of 258,000kwh

12.2. Electrical Consumption year on year comparison SJSC



Similar reductions in usage were made at SJSC during site closures with the annual usage at the centre reduced by 108,055kwh.

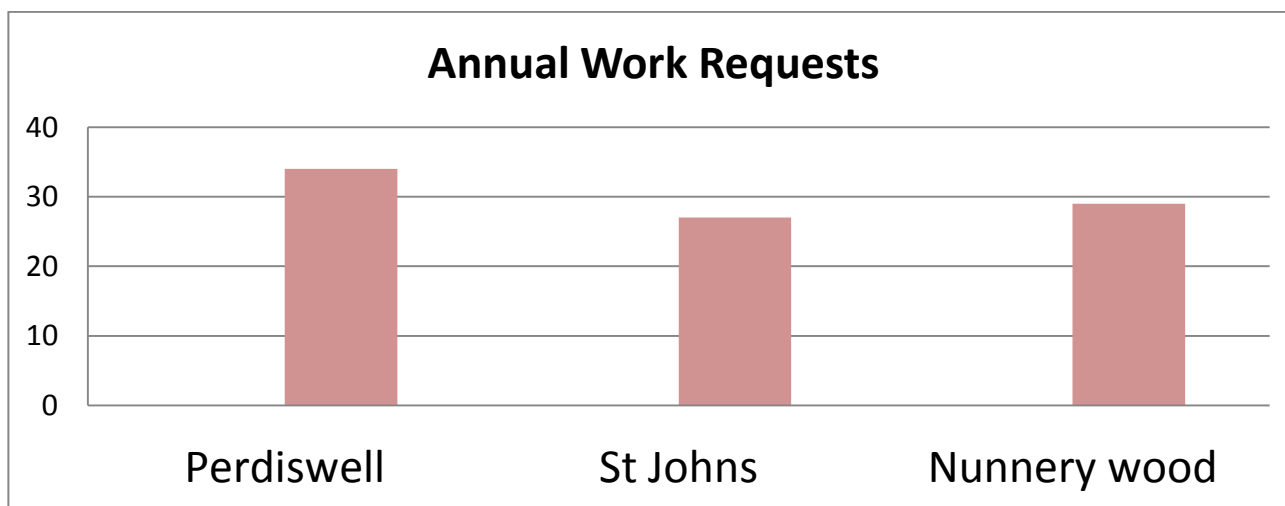
13. Repair & Maintenance

13.1.1. Planned Preventative Maintenance (PPM)

- PPM tasks scheduled at each centre during the year faced huge disruption due to multiple closures with a number of tasks being cancelled and rescheduled as a result.
- 226 PPM tasks were scheduled during the year.
- 167 tasks were completed by the end of the financial year on time in line with the amended schedule.
- 59 tasks were delayed.
- All overdue PPM tasks are now resolved.

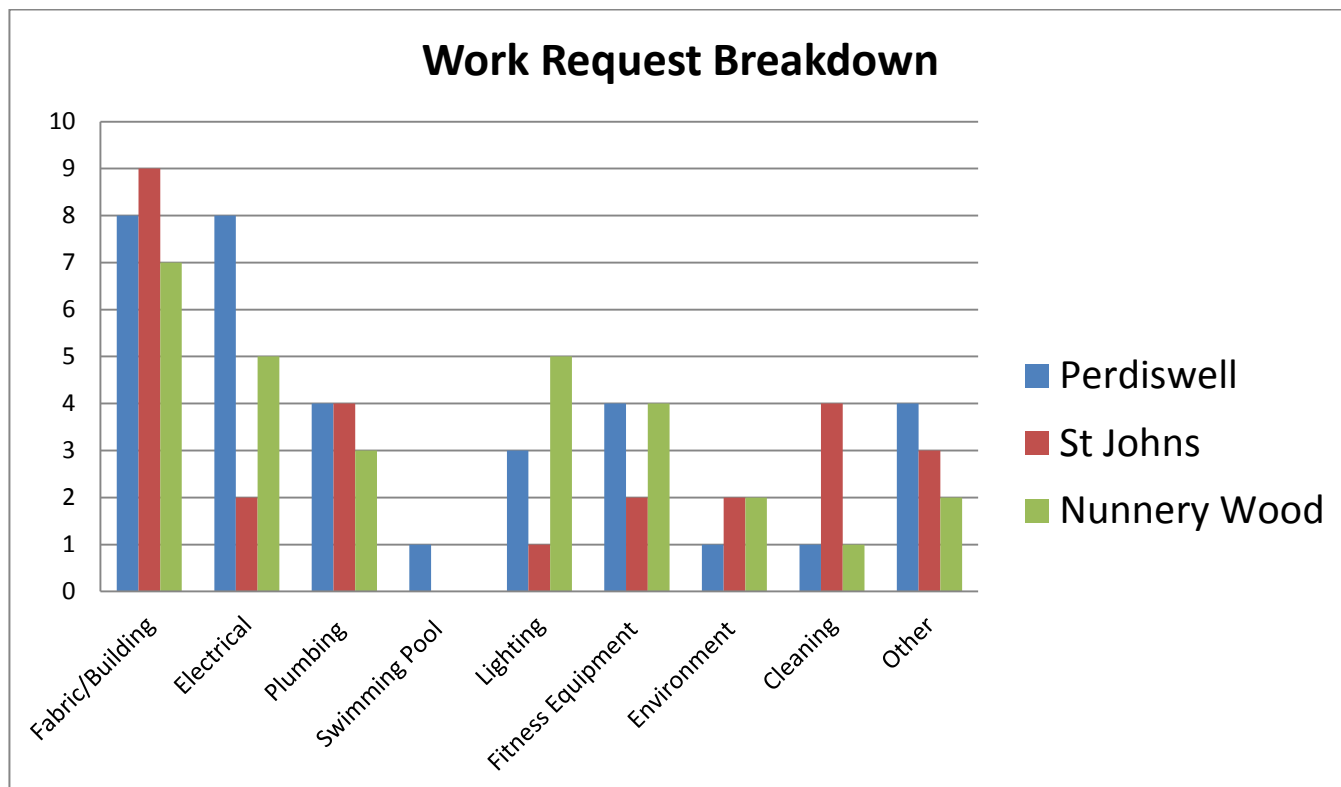
Annual PPM					
Centre	PPMs	Incomplete	Completed	On Time	Late
Freedom Leisure	226	59	167	103	59
Perdiswell Leisure Centre	98	27	71	42	27
St Johns Sports Centre	66	20	46	32	20
Nunnery Wood Sports Complex	62	12	50	29	12

13.2. Reported maintenance tasks



13.2.1. Reported maintenance task breakdown

The below highlights the type of maintenance task Breakdowns at each of the centres during this reporting period.



14. Incidents & Accidents

There were a total of 29 accidents across the year, none of which required RIDDOR.

14.1.1. Benchmarking

Worcester as a contract performed significantly above the National Benchmark for all leisure organisations as seen below. The national accident percentage of monthly usage is +0.03% greater than Worcester, therefore we are performing better than the national benchmark for monthly usage. The accident % of monthly staff hours is +0.21% greater than Worcester, therefore we are performing better than the national benchmark for monthly usage. Accident % monthly usage ratio has improved when compared to the previous year.

Benchmarking	Total Accident	Reportable	Non-Reportable	Usage	Accident % of Monthly Usage	Number of Monthly staff hours	Accident % of Monthly Staff Hours
Worcester	29	0	29	141,422	0.02%	11,696	0.02%
Freedom leisure	407	0	407	1,798,004	0.02%	503,296	0.00%
National	3,568	40	3,528	7,090,511	0.05%	1,531,499	0.23%

15. Active Communities

15.1. ***Worcester Activity levels (2019/20 Active Lives survey information)***

Sport England's November 2019/20 Active Lives Survey was carried out from November 2019 to November 2020. The results showed that 23,400 (28.3% of Worcester's adult population) are inactive, taking part in sport or physical activity for less than 30 minutes a week. This is above the county's inactivity level of 25.7% and above the national inactivity level of 27.1%. This shows that Worcester's inactivity levels have increased by 3.2% in the last year. Much of this year was spent in national lockdowns and with government guidelines and restrictions to adhere to.

In 2020-21 Active Communities Worcester contributed towards promoting physical activity in Worcester City by achieving an annual participation of 1534. This was despite the impact of the pandemic and the national lockdowns and tight restrictions that came with it. This fell short of the yearly target of 6858 which was set with the idea of many restrictions being lifted a lot earlier than they were. The service was shut down for large parts of the year so the real focus was on maintaining and restarting any programmes and activity sessions that were permitted in line with the Government guidelines.

15.2. ***Programmes Developed to Reduce the Participation Gap***

Despite the pandemic, the Community Sport and Physical Activity programmes that were delivered during 2020/2021 included: Youth sports activity sessions at Dines Green Community centre, Warndon youth centre and Ronkswood youth centre, school sport sessions at St Joseph's primary school, walking football sessions, free multi sports activity programme during the summer, disability sport sessions at headway, football with the ASPIE centre, Monday night club football and the inclusion project at Perdiswell Young Peoples Leisure Club, health programmes such as the Worcestershire Oncology Centre (WOW FC) walking football session and the seated games programmes in partnership with community connectors. This totalled 23 programmes across the year despite the many restrictions we were all subjected to throughout the ongoing pandemic. It was important to keep the programmes running that were able to continue to keep participation amongst certain groups up. Many specific sports and activity sessions were not permitted due to differing sport's national governing bodies' guidelines. The free summer multi sports programme engaged 382 children in sport and activity during the summer holiday, 22% of these children came from the most deprived areas in the city.

15.3. ***Case Studies- Supporting case studies attached***

- Case Study Q2 2020-21 – Summer Multi-Sports
- Case Study Q3 2019-20 – Multi sports – Lower wick green

15.4. **Delivery of Disability Sport**

Disability sport provision in Worcester City is mainly delivered through Disability Sport Worcestershire, a charity we have always worked very close with in developing disability sport programmes. Because of the pandemic, the national lockdowns and restrictions during the year meant that many of these programmes were heavily impacted. However, in partnership with Disability Sport Worcester, we managed to ensure that disability sport provision was still available for those who required it. In between national lockdowns, the service managed to continue with 6 regular inclusive and disability sport programmes weekly. Some sports sessions were not permitted to take place due to Government guidelines and specific sport national governing bodies rules and regulations throughout large periods of the year. Active Communities and Disability Sport Worcestershire were focused on ensuring as many programmes as were allowed were continued. We managed to continue with two sessions at the Headway centre, two disability football teams and two sessions at the inclusion club based at Perdiswell young people’s leisure club. Activities provided at these programmes include seated games, seated exercise, and football and multi sports among others.

16. Key Marketing Data

Marketing Highlights	Campaign Heading	Results	Impact
Membership Promotion	Join for free	98 new members	Support to increasing overall active participation
	Join for £6.66, Halloween offer	66 new members	
	Join for £10, December campaign	163 new members	
Casual swimming	FREE non-member booking card – December offer	655 non-member booking cards	This offer has given non-members the opportunity to book in 7 days in advance for their swim. Advanced booking was required due to covid19 restrictions and this campaign gave non-members the opportunity to book.
Miscellaneous	Re-launch 00:01, 2 nd Dec 2020 – PLC - midnight launch case study submitted to WCC	36 participants	Support to increase active participation and to raise awareness that the leisure centres were back open and ready for the local community. Sky sports attended the event and publicised a video of the activities taking place, along with customer interviews. There was also engagement through Hereford and Worcester radio, as well as Worcester news
	Online virtual classes – November national lockdown	650 members	On-going support to increasing active participation during the November National

			Lockdown
Tennis	Free tennis taster day	39 participants	increase in active participation
	The Great British week of sport	52 participants	increase in active participation

17. Quality Assurance

17.1. Area Technical Audit

Technical Audits were conducted by Chris Wedgbury, Area Technical Manager throughout Worcester. The Technical audit looks at 4 areas of each centre, those areas being: Statutory compliance, Remedial works, General servicing & Certification and Legionella & pool dosing. The audit was carried out in Q2.

Area Technical Audit		
Perdiswell Leisure Centre	88%	Target 85%
St Johns Sports centre	94%	
Nunnery Wood Sports Complex	97%	

18. 2021 target vs performance to date

18.1. Results are up to 31st August 2021.

- Membership contract recovery, 80% by October 21 – **Achieved 78%**
- Membership contract recovery, 100% by March 22 – **Achieved 78%**
- Weekly swim school recovery to 100% by Sep – **Achieved 105%**
- Leisure Centre Active Participation target for 2021/22 - 542,237 – **Achieved 194,750**
- Community active participation target for 2021/22 - 6,000 – **Achieved 4,635**
- Tennis active participation for 2021/22 - 7,641 – **Achieved 10,884**
- Weekly school swimming of 20 schools by Sep 21 – **Achieved 20**
- Inclusive program target of 7 by Jan 22 – **Achieved 4**
- -5% Reduction in combined Gas & Electricity, compared to 2019/20 – **Achieved 19.75%**