

FREEDOM LEISURE
ANNUAL PERFORMANCE MONITORING REPORT
YEAR 7, APRIL 2022 TO MARCH 2023

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

AUTHOR: ROB TYLER, AREA MANAGER



Contents

1.	Circulated To	2
2.	Freedom Leisure Executive Team Introduction	3
3.	Governance Arrangements- Group Structure	4
4.	About the Business.....	6
5.	The Year In Reflection	7
6.	Financial Review	8
7.	Membership and participation data	9
8.	Healthy Communities.....	11
9.	Enviromental performance	16
10.	Repairs and maintenance.....	19
11.	Key Marketing data	20
12.	Quality assurance	22
13.	2022/23 results & 2023/24 targets.....	22

1. Circulated To

- Freedom Leisure
- Ivan Horsfallturner- Chief Executive Officer
- David Talbut- Chief Financial Officer
- Ian Morey- Business Development Director
- Nick Lambourne- Human Resources Director
- Matt Wickham- Chief Operating Officer
- Jeremy Rowe- Operations Director
- Emma Reeve – Commercial Director
- Lee Thomas – Regional Manager (South West)

- 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 110 leisure, heritage and cultural facilities on behalf of 28 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.

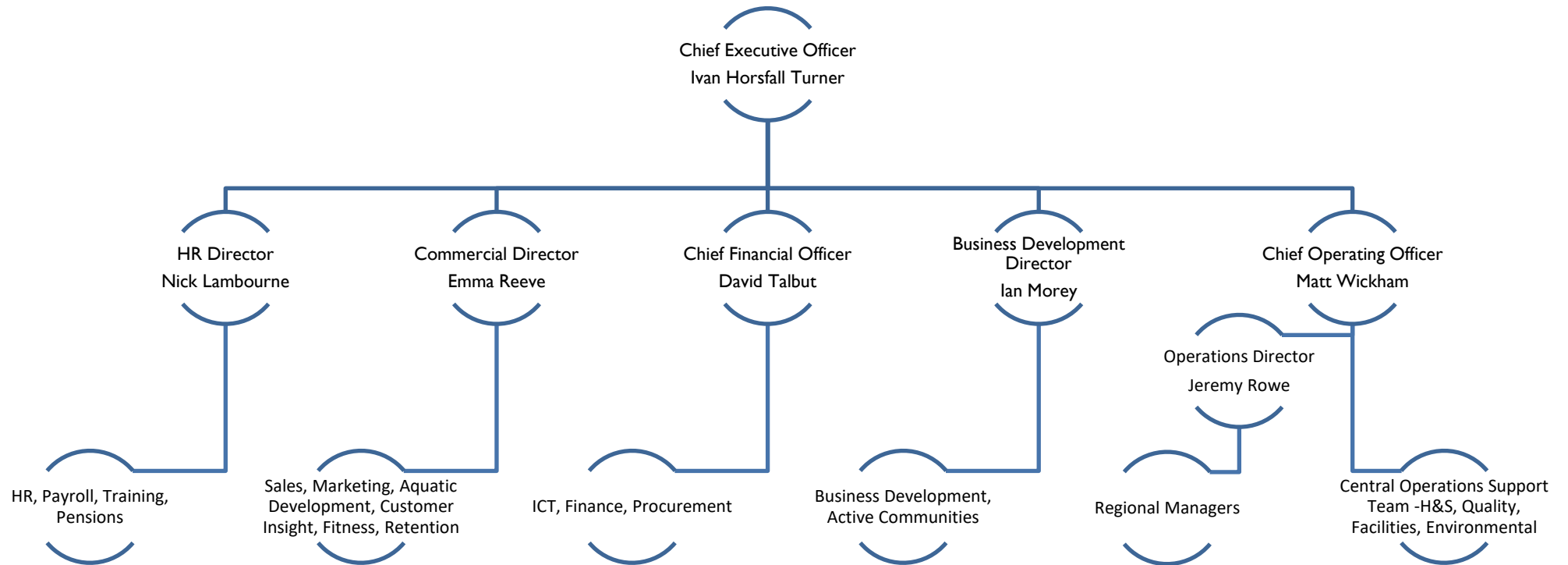
We achieve this through well-operated, well-resourced facilities that adapt to changing local needs. We recognise that our leisure service delivery must provide good quality, inclusive, accessible, affordable sport, leisure and cultural activities that improve overall health and well-being.

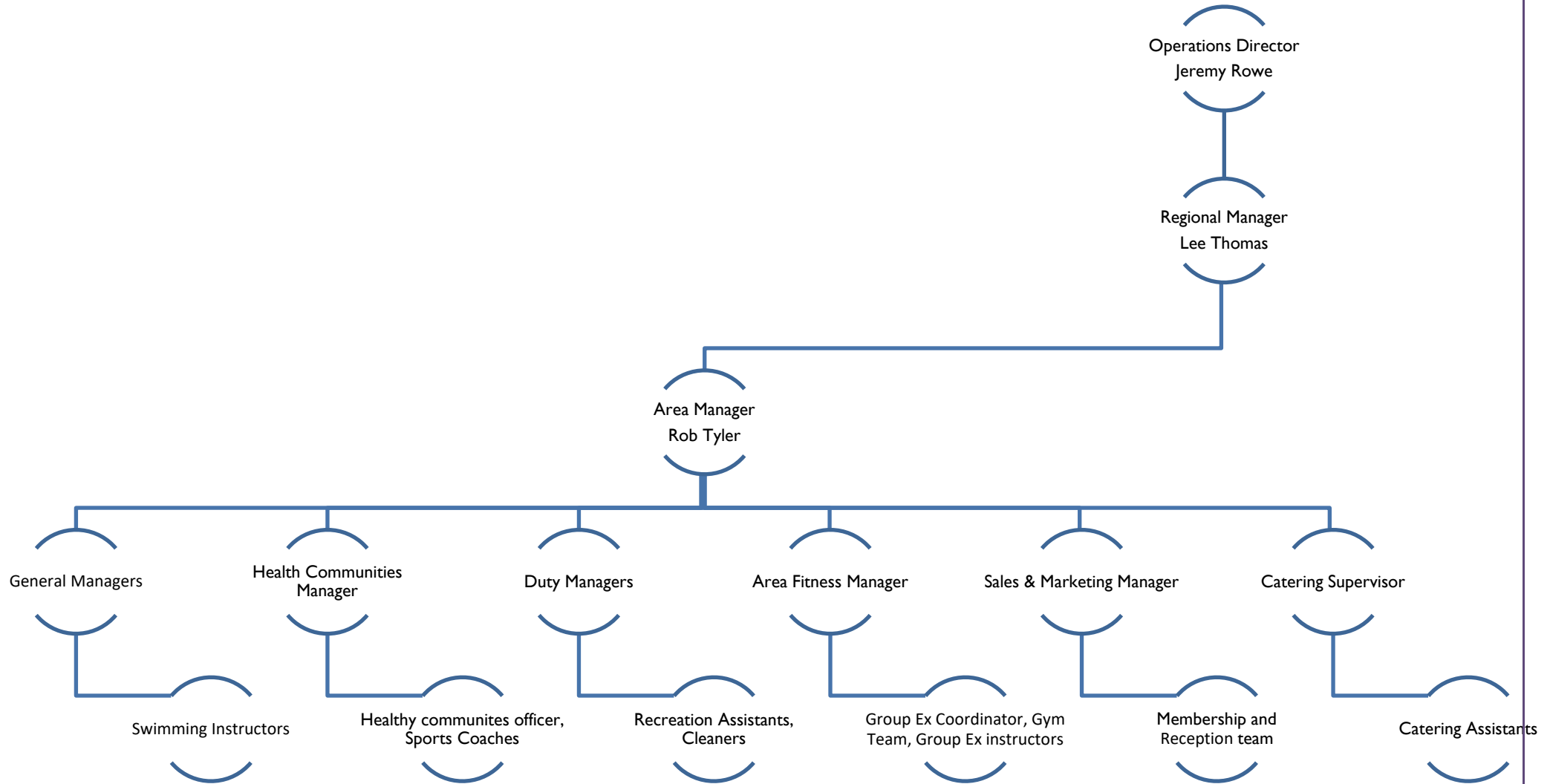
The 2022-23 financial year has again been a challenging year for the sport and leisure sector as a whole predominantly with the alarming increases in energy prices but Freedom Leisure, with significant support from Worcester City Council, has continued to provide the best possible service for its customers, offering value for money and accessible leisure facilities in the communities we serve.

In 2023-24, the team in Worcester will continue to work tirelessly to 'improve lives through leisure' and have a positive impact on both the physical and mental wellbeing of all its customers in Worcester.

Ivan Horsfall Turner | Chief Executive Officer - Freedom Leisure

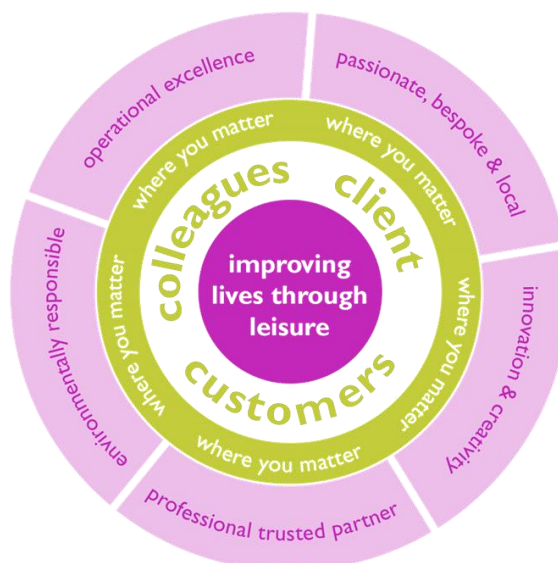
3. Governance Arrangements- Group Structure





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"> • Management of swimming lesson programme – ending the year with 2,574 weekly members. • Achieved a 7% increase in active participation year on year • Successful management of utilities -18% reduction YoY. • 326 tonnes of Co2 reduced compared to 19/20 • Fitness equipment investment made at SJSC enhancing the experience for customers. • Squash court refurbishment made at NWSC, enhancing the customer experience. • Group exercise classes +10% year on year. • Successful delivery of free multi sports and inclusive sports. • Community engagement at events throughout the city 	<ul style="list-style-type: none"> • Loss of £210k mainly from an incomplete membership return following the impact of the pandemic, and high inflation increasing our cost base
Opportunities	Threats
<ul style="list-style-type: none"> • Apprentice roles to be used across the contract • Build on health partner referral schemes • Pivot to wellness • Expansion of centre based and HC programmes • Workforce training programmes • Deliver HAF funded holiday camps for children with highest needs. 	<ul style="list-style-type: none"> • Swim teacher national shortage • Shortage of coaches to support our programme delivery • Economic outlook/cost of living crisis

6. Financial Review

The table below displays the partnership accounts April 2022 – March 2023

6.1. Summary

April 2022 to March 2023	Actual	Bid	Bid
	12m	12m	12m
Income	3,419,504	3,673,120	3,673,120
Contract Support	126,012	0	0
Management Fee	(580,049)	(503,337)	(503,337)
Total Income	2,965,467	3,169,783	3,169,783
Expenditure	3,176,311	3,111,399	3,111,399
Total Surplus / (Deficit)	(210,844)	58,384	58,384

We finished 2022-2023 financial year with a deficit of £210,844. This was inclusive of:

- Management fee paid to WCC, £580,049.
- Utilities support via WCC, £126,012+vat.
- Perdiswell pool closure loss of income claim £286,582+vat.

6.2. Income

Income	Perdiswell	St Johns	Nunnery Wood	SAPD	Total
Membership	848,895	370,226	160,070	0	1,379,191
Swimming	890,601	(7)	0	0	890,594
Catering	196,458	10,191	2,770	0	209,419
Main Hall	58,625	22,550	21,907	0	103,082
Studio	14,931	2,518	2,291	0	19,740
Outside	52,806	96,712	58,376	0	207,894
Fitness	38,543	9,821	268	0	48,632
Children's Activities	34,473	20,441	0	0	54,914
Events	14,457	0	0	14,713	29,170
Goods for Resale	35,964	341	231	0	36,536
Room Hire	7,950	12,673	11,284	0	31,907
Other	312,815	44,471	49,640	1,499	408,425
Turnover	2,506,518	589,937	306,837	16,212	3,419,504
Management Fees	(404,189)	(242,736)	(21,288)	88,164	(580,049)
Contract Support	126,012	0	0	0	126,012
Total Income	2,228,341	347,201	285,549	104,376	2,965,467

6.3. Expenditure

Expenditure	Perdiswell	St Johns	Nunnery Wood	SAPD	Total
Staffing Costs	1,035,201	296,190	160,474	62,017	1,553,882
Other Employee Costs	11,482	888	84	1,074	13,528
Repairs and Maintenance	146,113	38,729	44,314	0	229,156
Utilities	426,349	72,609	22,627	0	521,585
Cleaning	22,897	7,760	3,959	0	34,616
Administration	4,366	1,626	496	0	6,488
Marketing and Advertising	33,318	9,597	4,106	0	47,021
ICT	24,113	14,741	10,255	0	49,109
Events	22,940	0	(2,650)	0	20,290
Goods For Resale	11,974	223	143	0	12,340
Equipment	44,115	9,148	15,041	179	68,483
Catering	79,603	6,578	1,437	0	87,618
Contract Costs	0	0	6,517	0	6,517
Rent & Rates	26,617	15,462	14,848	0	56,927
Insurance	21,927	5,124	4,547	1,380	32,978
Finance Charges	195,005	25,059	26,067	120	246,251
Professional Fees	19,638	8,984	7,512	0	36,134
Central Overhead Recovery	109,668	27,884	13,924	1,912	153,388
Total Expenditure	2,235,327	540,601	333,701	66,682	3,176,311

7. Membership and participation data

7.1. Contract membership data

The contract ended the financial year with 5,171 members, which was a net gain of 482 members during the year. The leisure contract recovered well, especially during Q4. The contract ended the year on 95% of the pre-pandemic membership levels and the split by centre can be seen below.

Centre	March 2020 pre covid	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Current Percentage
PLC	3360	2819	2843	2839	2694	2682	2834	2773	2763	2732	2917	2928	2984	89%
SJSC	1506	1256	1273	1318	1330	1374	1399	1417	1444	1424	1595	1582	1588	105%
NWSC	593	608	611	636	641	646	651	636	602	590	603	601	599	101%
Total	5459	4683	4727	4793	4665	4702	4884	4826	4809	4746	5115	5111	5171	95%

7.1.1. Group swimming lesson data

Group swimming lesson growth was impacted during 22-23 due to the 12-week closure of the swimming pool, which was required in order to refurbish the swimming pool and changing village tiles.

In partnership with WCC we secured local swimming provision at New College Worcester and Worcester Citizens Pool, which helped support us to continue to provide as many of our lessons and public swimming as possible, throughout the 12-week swimming pool closure. Though we were unable to provide lessons for all children and adults on the scheme, we were delighted to be able to offer swimming lessons to over 1,500 children. Learn to swim members were given the option to either continue swimming lessons where spaces were available, or freeze their membership free of charge over the 12 weeks. The project was a success with over 650 children taking the opportunity to continue to learn to swim.

Despite the closure, we recovered well and ended the 22-23 financial year with 2,574 weekly members, which was net gain of 30 members over the course of the year.

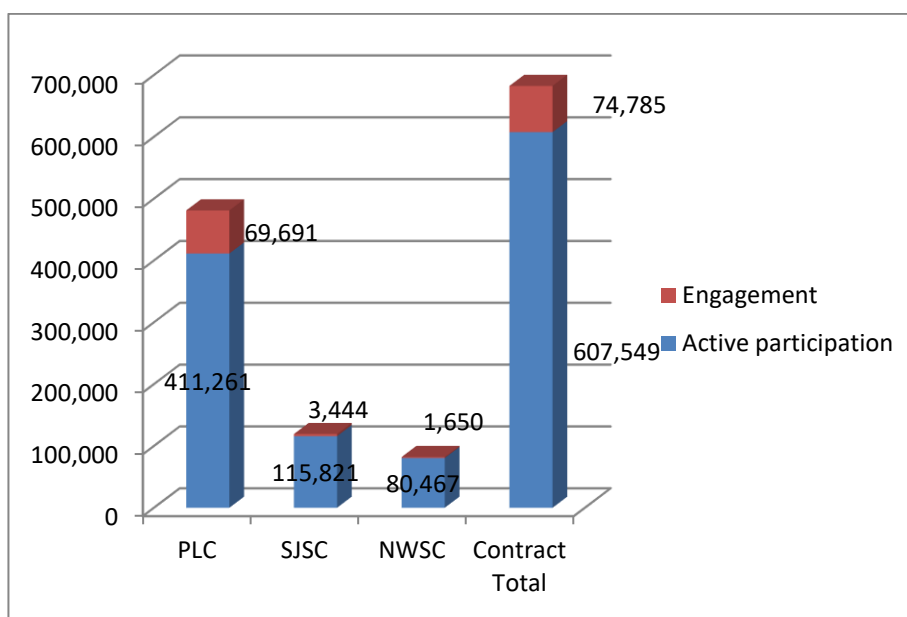
Since the pandemic we have grown the swimming lesson programme by 489 members and our scheme is now operating at our highest ever level.

PLC	Swim School Units - pre-pandemic	Swim School Units - April 22	Current Weekly Units	Growth / Deficit to pandemic	Growth / Deficit to LY	Current Programme Capacity	Current % Occupancy (Target 85%)
	2,085	2,544	2,574	489	30	2,870	90%

7.1.2. Total Participation

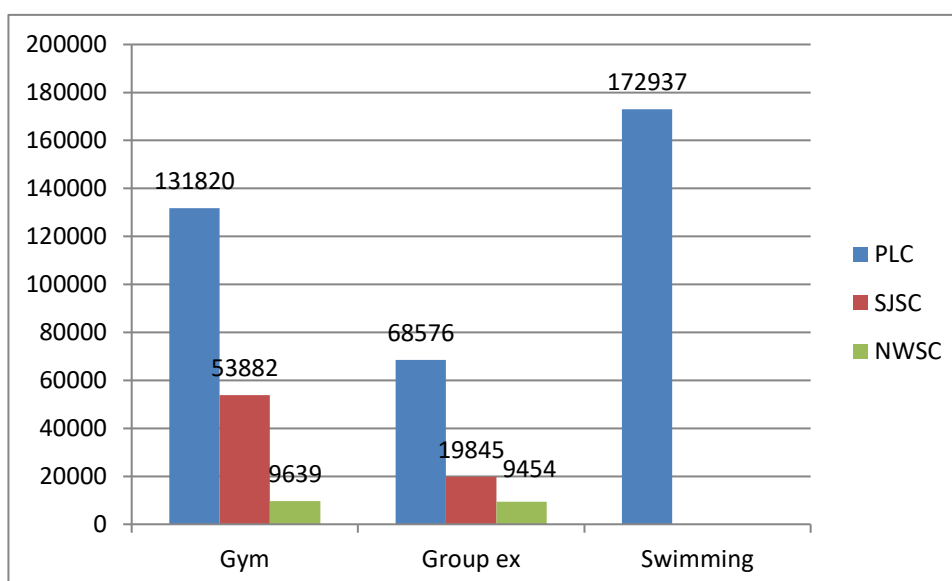
Total participation (includes engagement) across the 3 leisure centres throughout the year was 682,344. The totals are based on active participation, non-sport events and spectators. The graph below shows the split between active participation and engagement within the leisure centres.

Participation data	PLC	SJSC	NWSC	Contract Total
Active participation	411,261	115,821	80,467	607,549
Engagement	69,691	3,444	1,650	74,785



7.1.3. Active Participation

Active Participation across the leisure centres was 607,549. The graph shows the active participation key activity areas by centre.



8. Healthy Communities

Our approach has, and will continue to focus on underrepresented target groups within our communities, as we share the Sport England ‘Uniting the Movement’ belief that ‘every person should have an equal chance to benefit from living an active life’. We wholeheartedly believe that sport and physical activity has the capability to level up our communities and support those most disadvantaged as we recover from the pandemic. Freedom Leisure’s community strategy aims to impact underrepresented target groups. These stubborn characteristics for higher levels of inactivity are common across all of our contracts and are the foundation of our community engagement work.

These groups are; Health, Young People, Older Adults, Special Educational Needs and Disability (SEND), Women and Girls, Low Socio-Economic Families, Ethnically Diverse, Sport.

8.1. Programmes Developed to Reduce the Participation Gap

Health

After noting that similar to other districts 63.2% (Public Health England Local Authority Health Profile) of Worcester residents are considered either over weight or living with obesity, Freedom Leisure launched a weight management bootcamp. This was an 8-week programme designed specifically to educate participants on the benefits of exercise and nutrition. Feedback from the programme has alluded to participants continuing their health journey and sustaining their new habits.

We continued our regular monthly Worcester Oncology Walking Football Club (WOW FC) sessions twice a week. Adapted Pilates and Strength sessions continued throughout the year.

Young People

Working with Worcester Community Trust, we continued to deliver a comprehensive youth programme; supporting to deliver to 9 weekly sessions, on a regular basis.

We have continued to provide free multi sports programmes during the school holidays engaging with children, across 14 different venues.

School engagement was also successful with our team delivering 9 sessions per week across 3 schools.

In preparation for 23-24, we submitted a grant application to Sutton Croft to provide Holiday Activity and Food. Our grant application was successful during 23/24 we have provided HAF programmes at PLC and SJSC during April and the Summer Holidays. Children accessing Free School Meals will have the opportunity to attend existing holiday clubs, focusing on healthy habits and moving more, inclusive of their lunch, for free.

Special Educational needs and Disability (SEND)

Within the current learn to swim programme, it has been established that children with SEND often fall out of mainstream learning due to the adaptations required to better support learning. With this in mind, a SEND specific learn to swim offer was developed. Currently, with 4 lessons a week, smaller group offerings with a higher teacher to swimmer ratio are delivered with improved communication, and carer/guardian adaptations. With a clear need, we will be looking to grow this offer in the new financial year.

SEND football has remained a large part of the Healthy Communities delivery this year with coaching delivered in collaboration with local charities/groups Monday Night club and Aspie. Sessions are currently taking place both at St Johns Sports Centre and within the community at KGV. Continued delivery at Headway (the brain injury association) remains popular, with adapted sports being delivered by our coaches within the headway venue. Activities have been made inclusive and accessible ensuring all participants can engage.

Woman and Girls

As stated by Sport England and many other national governing bodies, it is noted that Women and Girls are often more likely to be inactive. In order to break some of the barriers to exercise, a women's women's only swimming and 'Ladies that lift' gym club was introduced. Ladies that lift is designed to encourage women into the gym, making use of all of its equipment. Each session ladies will learn how to safely perform a range of exercises to target the major muscles of the body, improving strength, tone,

bone density and most of all, build confidence. These sessions are delivered in small groups helping to support the social aspect of training and introducing ladies to like-minded and hopefully longstanding gym buddies.

Low Socio-Economic Families

We continued to provide another year of free multi sports delivery, supporting free access to exercise for Worcester City's young people. Sessions were offered across the city, inclusive of venues within IMD 1-3 areas, supporting those facing financial barriers. Through the multi sports delivery we were able to promote the wider benefits of exercise through social interaction, growing confidence and utilising outdoor space.

Sport

Working alongside Disability Sport Worcestershire, we continued to deliver the 4 weekly inclusive sessions that have been a mainstay in our programme for a number of years. These were Headway seated games, Aspie Football and both Monday Night Club's male and female teams.

We supported Worcester Disability Football Club with Powerchair and Frame football sessions at the University. December saw us attend a taster event where 22 young people trialled powerchair and frame football.

8.2. Case Studies- Supporting case studies attached

- Case Study Q1 2022-23 – Community events we have supported
- Case study Q1 2022-23 – FREE tennis Wimbledon Campaign
- Case study Q1 2022-23 – School engagement Nunnery Wood High School
- Case Study Q2 2022-23 – Worcester County Cricket
- Case Study Q2 2022-23 – Adult sports day
- Case study Q3 2022-23 – Good Boost
- Case study Q3 2022-23 - WOWfc
- Case Study Q4 2022-23 – Ladies that lift
- Case Study Q4 2022-23 – Walking Sports

8.3. Events supported

We supported local events across the city during 22-23, such as:

- Spring in the park at fort Royal Park
- Gheluvelt Park's St Georges Day Celebrations
- Queen's Jubilee celebrations at Ronkswood, Diglis and at the Christopher Whitehead school
- SJSC open day
- PLC open day

8.4. Free tennis

Aside from the 15 hours of weekly free tennis we provide as part of the bid commitment, we also provided a range of free tennis initiatives to help increase tennis participation further. We provided free tennis as part of our summer multi-sports programme at Cripplegate park which saw a positive up take in usage.

We supported the Queens Baton relay event by opening up the courts free of charge for families to take part in free tennis and during the October half term we provided an additional 6 hours of free tennis at Gheluvelt Park.

Our biggest initiative to help increase tennis participation was the 'are you Wimbledon ready' campaign. The campaign in collaboration with WCC saw all 5 courts opened Cripplegate Park, completely free of use in the two weeks build up to Wimbledon. The free courts were available at peak times, Mon-Fri 3-9pm and 12-8pm on Sat-Sun. The courts were available for everyone. Our colleagues were on hand to support with tips and equipment (if it was needed). The campaign was a success with 650 people taking part.

8.5. **Launch of good boost**

A new health and fitness consortium have launched a two-year research project to investigate how to transform leisure facilities into musculoskeletal (MSK) hubs which can be accessed in every community. Over 20 million people in the UK have a problem relating to an MSK condition such as arthritis, chronic pain or a knee replacement. The COVID-19 pandemic has led to a backlog of people, primarily over 50-years-old, who would benefit from support to manage their condition due to physical inactivity and limited access to non-emergency appointments. Good Boost, ukactive, Orthopaedic Research UK, ESCAPE-pain, and Arthritis Action have joined forces to tackle the issue, securing £1.4m of funding from UK Research and Innovation (UKRI) as part of the Healthy Ageing Challenge. PLC are just 1 out of 2 freedom leisure centres who are taking part in the 9-month pilot scheme. The programme started PLC on Monday 31 October. Good boost is suitable for people with a wide range of health conditions, including: Musculoskeletal conditions, Osteoarthritis, Before and after hip and knee joint replacement, Hip and knee pain, Rheumatoid arthritis. Programmes are designed for, aqua rehab, aqua fitness aqua-natal & land exercise, enabling our swimming pool to support diverse populations to be more active. The programme was a success with 15 unique users taking part during the programme.

8.6. **Elevate launch SJSC**

Freedom Leisure has introduced a unique functional fitness training studio at St John's Sports Centre, becoming the only facility of its kind in the Worcester area. Embracing the growing trend of bodyweight training, the innovative new fitness experience accommodates a wide range of users allowing the centre to attract a broader demographic.

Known as the Elevate Experience, the facility has been developed in conjunction with leading health and wellness brand, Ethics Leisure. However, instead of integrating it into the existing gym, we believed a separate studio would maximise the impact of the equipment. Our former party room underwent renovations, including new lighting and flooring as well as the new kit.

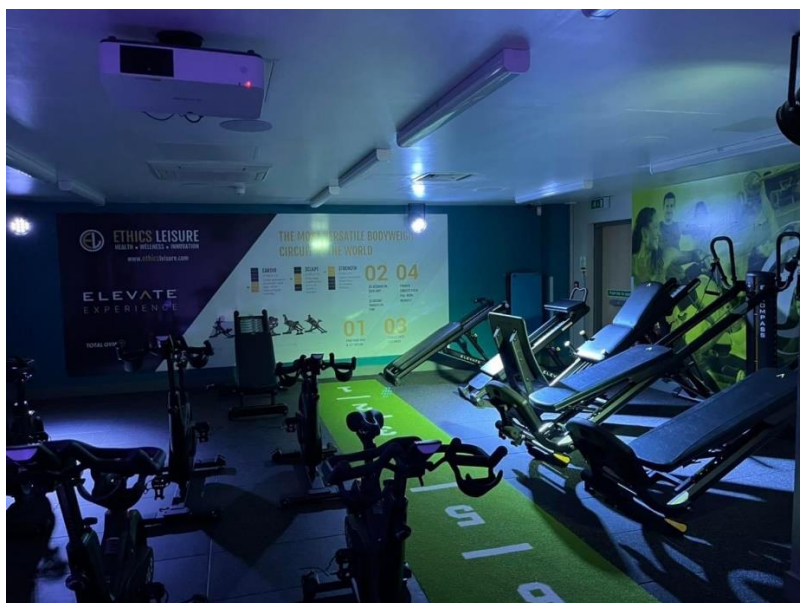
The result is the Elevate Experience, which offers a dynamic and engaging fitness experience for all ages and abilities throughout the day. Mornings primarily serve older adults aged 50+, as well as mums who have finished the school run. In the afternoons from 3:30 pm to 5:30 pm, juniors aged 14 and above can use the equipment after an initial introductory session, while the evenings tend to attract users in their 20s to 40s.

The studio offers something completely different from other gyms in the area. With a focus on safe bodyweight movements, it serves as an ideal starting point for beginners and a stepping stone into the main gym. It is also popular with experienced exercisers looking for efficient and time-effective workouts, customers can complete a quick circuit in just 30 minutes.

The studio offers a variety of instructor-led classes, ranging from 45-minute sessions to the 20-minute Elevate Blast and Elevate Core classes.

Elevate Experience has increased monthly participation in our group exercise classes and provided the leisure centre with a unique selling proposition.

Customers have responded positively to the new studio. They appreciate its simplicity, ease of use, and the variety of exercises they can do on each piece of equipment. The low-impact nature of the workouts is particularly appealing to the morning demographic of older adults. The studio has also helped to develop a sense of community and camaraderie among participants, who often gather for coffee after classes.



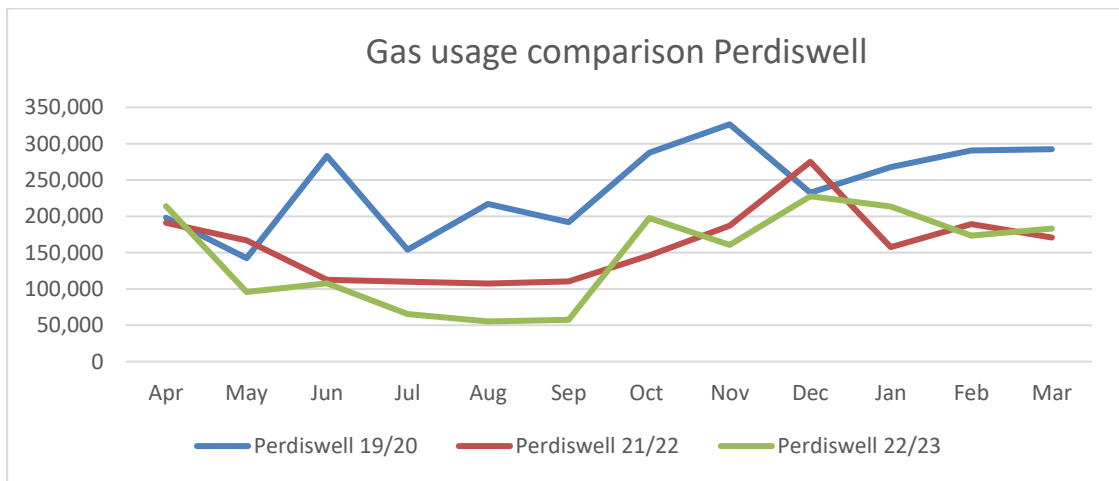
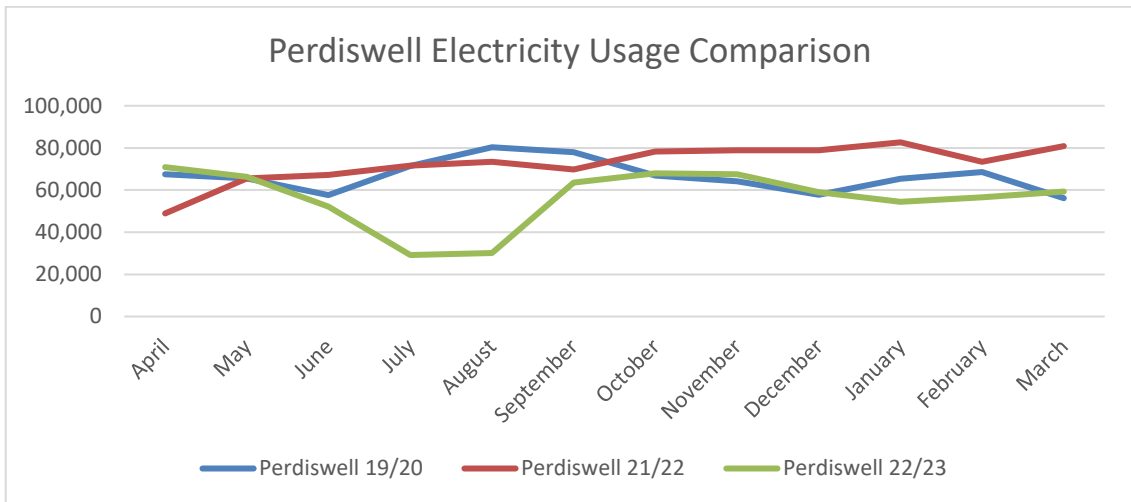
9. Environmental Performance

To support our energy management performance during the 22/23 operating year we launched a 26-point energy non-negotiable plan which helped us reduce our energy consumption further. A selection of the actions has been provided in the table below.

Actions Taken	
Swimming pool temperatures reduced	Reduction in air handling sports halls
Where possible, gym equipment off during off peak times	Pool cover to be used in between sessions
Mandatory environmental training provided for colleagues	Lights switched off where there is natural light
Slight reduction in boiler temperatures	Air con temperatures set no lower than 20 degrees

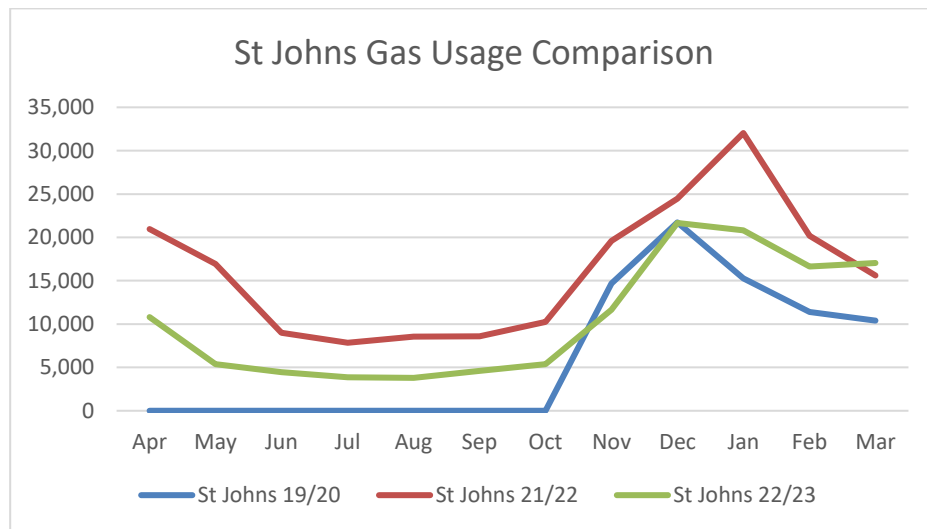
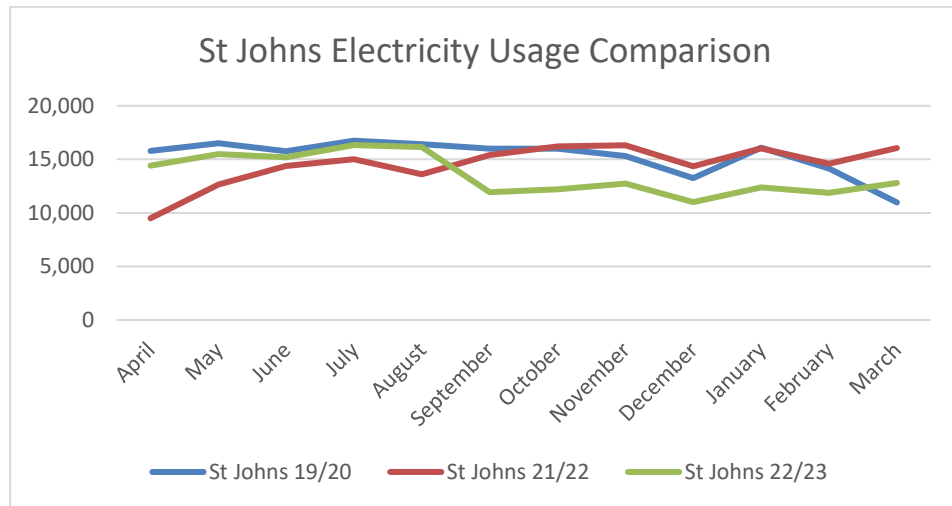
9.1. PLC utility performance

Perdiswell Leisure centre achieved an electricity usage reduction of 24.9% when compared to the previous year. This was helped in part by the 12-week closure of the wet side facilities. We have estimated without the closure the level of reduction for the year would have been 13.5%. Gas usage reduced across the year by 9.3%, again this was helped by the summer closure, we have estimated without this closure that figure would have been 5.1%.



9.2. SJSC utility performance

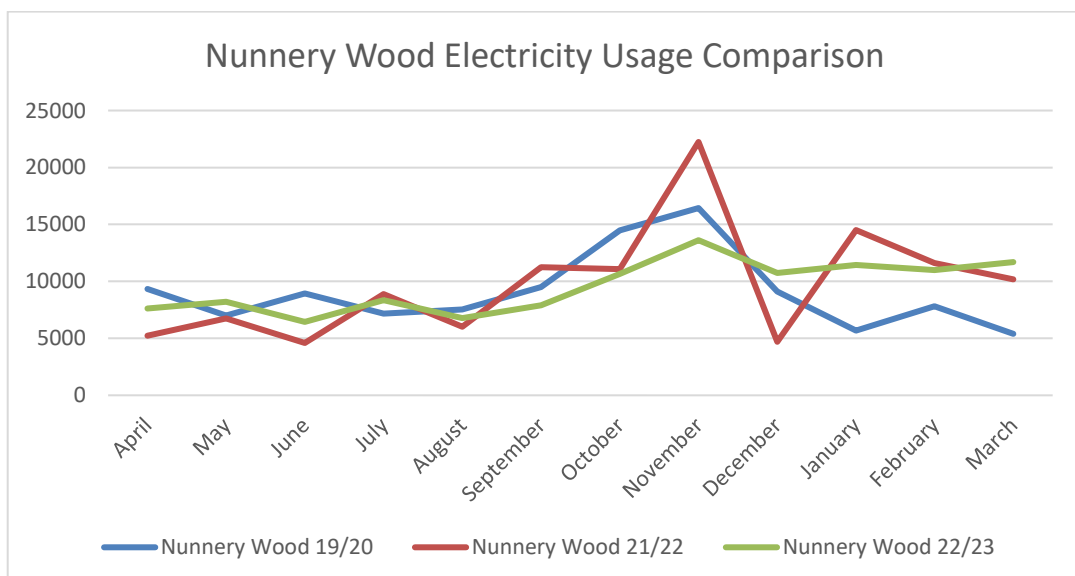
Electricity Usage at SJSC saw a 6.6% reduction and Gas 34.9% reduction when compared to the previous year.



9.3.

9.4. Electrical Consumption year on year comparisons NWSC

At NWSC we saw a 2.2% reduction in electricity when compared to the previous year.



9.5. Carbon reduction

As a contract during 22/23 Worcester saved 117 tonnes of Co2 when compared to 21/22. Compared to 19/20 we saved 326 tonnes of Co2.

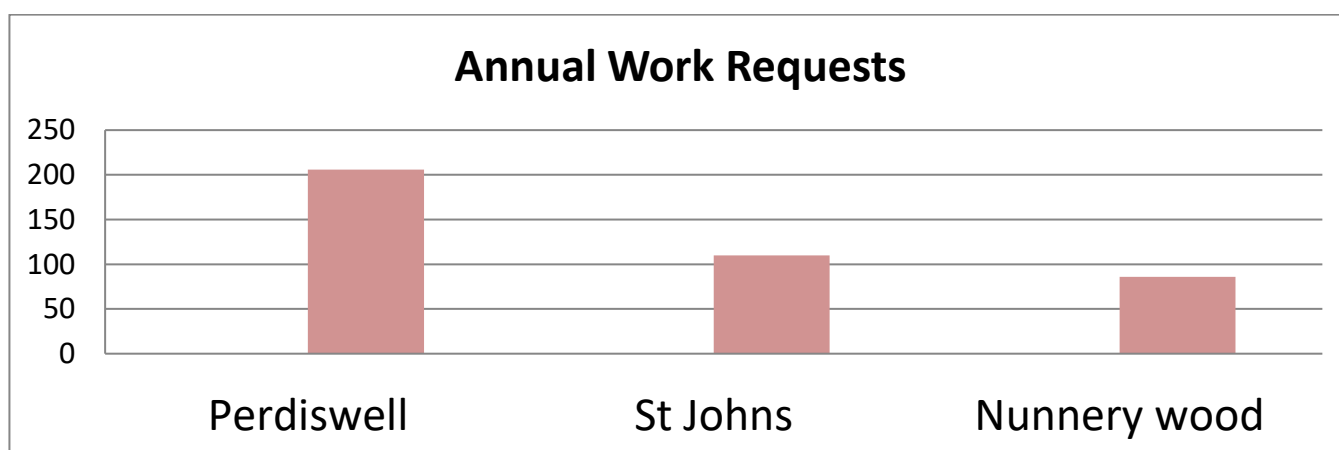
10. Repair & Maintenance

10.1.1. *Planned Preventative Maintenance (PPM)*

Annual PPM					
Centre	PPMs	Incomplete	Completed	OnTime	Late
Contract	185	0	185	185	0
PLC	71	0	71	71	0
SJSC	60	0	60	60	0
NWSCC	54	0	54	54	0

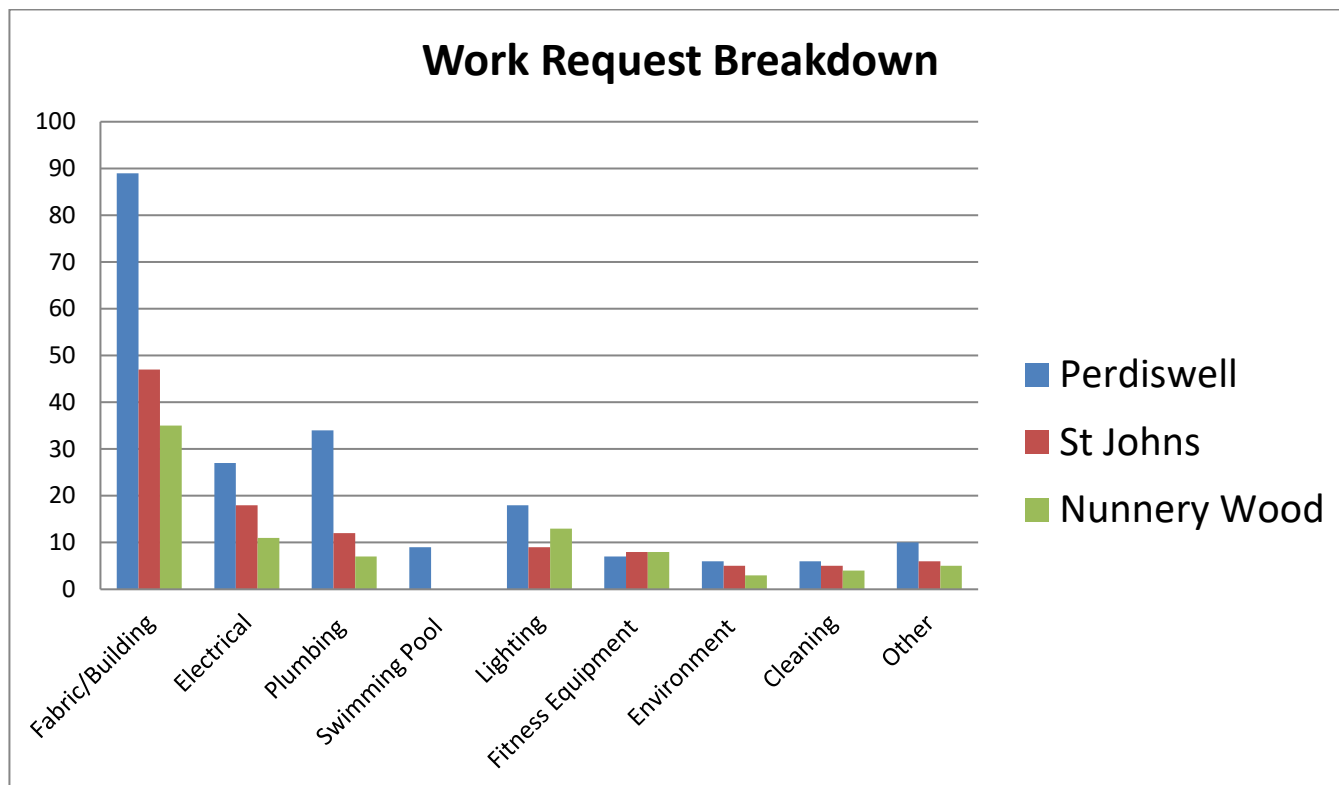
10.1.2. *Reported maintenance tasks*

- 206 reported tasks at Perdiswell leisure centre
- 110 reported tasks at St Johns sports centre
- 86 reported tasks at Nunnery wood sports complex



10.1.3. Reported maintenance task breakdown

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



11. Key Marketing Data

Marketing highlights	Campaign Heading	Results	Impact
Membership Promotion	Black Friday deals	179 new members	Supporting growth of membership and encouraging active participation.
	Dive back in campaign – join for FREE (re-opening of PLC swimming pool)	317 new members	
	Join for £10	110 new members	
	December FREE	171 new members	
Swimming	Dive back in campaign (re opening of PLC swimming Pool)	411 sales made	Supported growth of swimming lesson programme and contributed towards active participation growth at PLC.

Children's Activities	Holiday camps at PLC/SJSC	1,371 participation	Supported young people active participation.
Miscellaneous	Less mills launches	900 participants	Wider engagement between non-members, members & staff.
	Free tennis two weeks build up to Wimbledon	648 participants	Active participation contributor
	Open days PLC, SJSC	434 participants	Active participation contributor targeting a wide audience
	Fitness through the ages - Jubilee Celebrations	120 participants	Active participation contributor
	Launch of new website and app	5,029 app downloads	Improved customer experience

12. Quality Assurance

12.1. *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.

Area Technical Audit		
Perdiswell Leisure Centre	98%	Target 85%
St Johns Sports centre	100%	
Nunnery Wood Sports Complex	97%	

13. 2022/23 results & 2023-24 targets

13.1. *2022-23 targets vs Results*

Target	Results
Achieve budget	£210k
Membership recovery to 100% pre-pandemic levels	95%
Learn to swim 2,650 by March 2023	2,574
3% reduction in utilities	18%
10% year on year increase active participation	7%
Quality audits above benchmarks	Area tech audits achieved
Healthy community engagement of 12,966	14,097
Deliver a health partner referral programme	Achieved 'good boost' programme and diabetes group

13.2. **2023/24 targets**

Target
Achieve bid budget
100% completion on colleague appraisals
Achieve a 10% reduction in energy usage year on year
All audits to be above the benchmark
NPS above the national average for customer feedback
Grow our health partner referral programmes

13.3. **Why are we here and what else do we want to achieve?**

- ✓ To improve lives through leisure!
- ✓ All services delivered provide is social value.
- ✓ To have a great reputation with customers, clients and our teams.
- ✓ To continue to improve the facilities and services we operate.
- ✓ To minimise impacts of our delivery on the environment.
- ✓ To measure our success by the impact we have, and not just by our financial results.
- ✓ To continue to grow the business, delivering highly valued community leisure services to an increasing number of areas.