



Watford Leisure Management

Annual Report

1st April 2016 – 31st March 2017

30
mins
activity

5

days a
week



everyone ACTIVE



TIVE



everyone ACTIVE



everyone ACTIVE

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COMPANY INTRODUCTION

Sport and Leisure Management (SLM Ltd) was established in 1987 and is the longest established leisure contractor in the UK. SLM's consumer brand is Everyone Active, which is the name that can be seen at over 150 leisure and cultural facilities across the UK. We successfully manage these facilities in partnership with over 40 different local authorities. Our centres stretch from Sunderland in the North, to Mid Suffolk in the East, Fareham in the South and Plymouth in the South West.

SLM Ltd. has won numerous awards in recent years, including being the first leisure operator to win UK Active Flame 'Operator of the Year' for three consecutive years including the recent success in 2016. We are recognised in the industry as an example of best practice, thanks to our quality management systems and procedures

SLM Employees over 10,000 colleagues with 468 in Watford and is recognised as the industry leader and the most established leisure operator. Everyone Active teaches over 90,000 children and adults learn to swim each week with over 3900 across the Watford sites

Our brand, mission and values

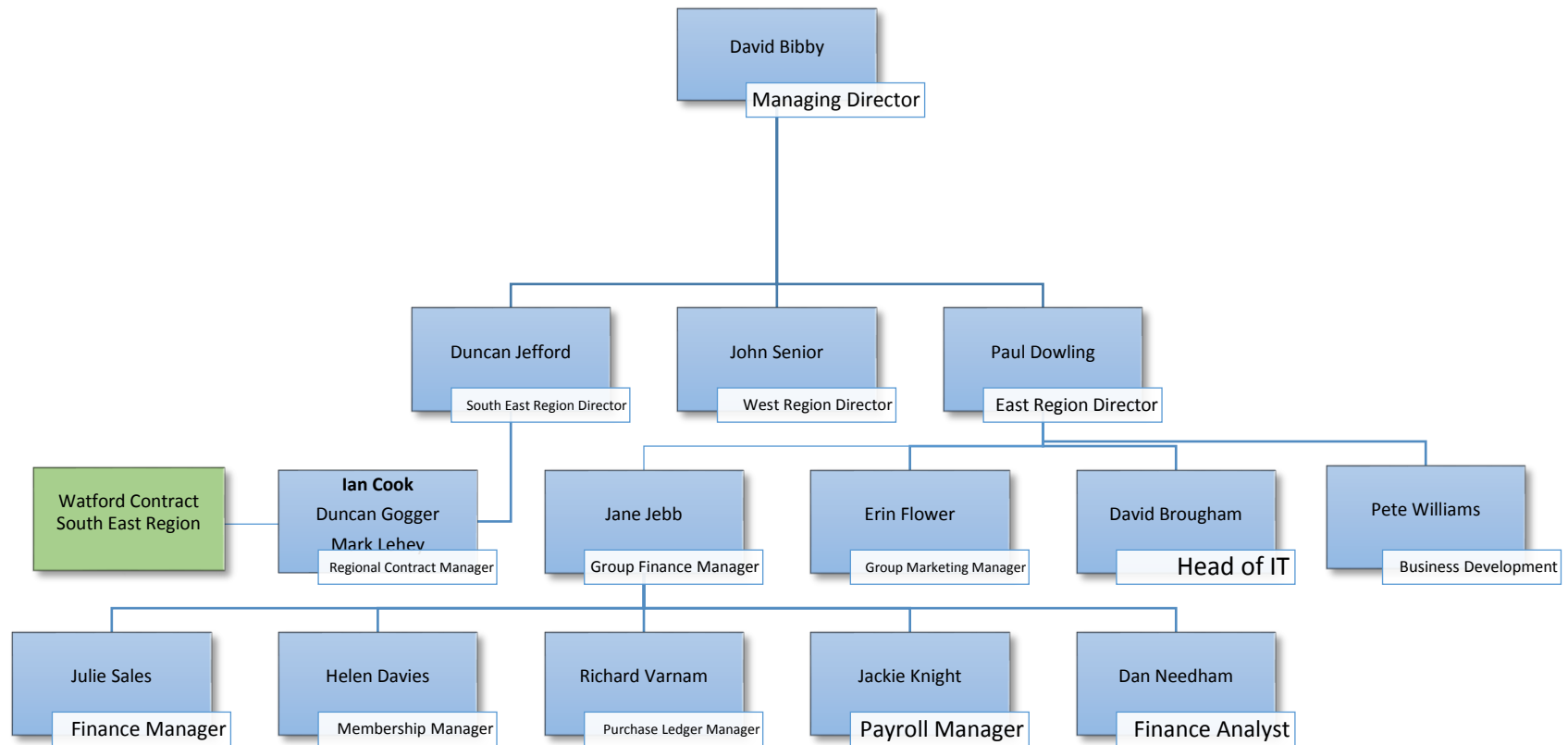
Everyone Active has built a strong reputation for delivering well-managed leisure facilities, which have successfully proven to encourage everyone to be more active. Whether it is the most state-of-the-art gym equipment, sports facilities, ASA accredited swim programmes or fun activities for children; we have something for the whole community. We are enthusiastic about being active and staying healthy, we have made it our mission to encourage more people to 'Get more people more active more often' and sits directly in line with central government and Sport England's agenda of **30 minutes of moderate physical activity five times a week** either in our centres, outdoor spaces or online.



David Bibby – Managing Director

David Bibby has been with the company since 1992. He was previously the Finance Director, taking over as MD in June 2006. David is particularly proud of the growth the company has achieved since he became MD. Turnover has grown four fold since 2006 and today stands at over £100m, this is at a time when the business has also focused on quality of service delivery and has won numerous awards.

SPORT & LEISURE MANAGEMENT SENIOR STRUCTURE



ANNUAL SUMMARY

Everyone Active Watford Woodside and Watford Central Leisure Centres achieved another successful year by recording its highest ever footfall figures. Between 1st April 2016 and March 31st 2017, we recorded 1,235,703 visits to the leisure centres in Watford, an increase of 24,272 (5%) visits, which included an overall increase of Watford residents utilising the facilities when compared to the same period last year. This is particularly impressive when considering the ongoing challenges we face from the high number of budget clubs in Watford.

Solid growth has been achieved in key areas such as Swimming Lessons, Sports School, Corporate Business, Disability Sports and Events. This is a direct reflection that the contract is delivering a wider variety of activities when compared to the limitations of the budget clubs and Everyone Active is engaging with a wider audience. This is also demonstrated in the ongoing loyalty of our customers with exceptional attrition rates of 4.45% at Woodside and 4.98% at Central with an average combined length of stay being 24 months for memberships an increase of 2 months from the previous year. This achievement is apparent when benchmarked against the UK National average for local authority facilities of 6.57%. Additionally we continue to see a steady flow of fitness leavers returning to both Watford Leisure centres. The contract had over 5900 Fitness Members and over 3800 children and adults on our Learn to Swim Scheme per week at the end of March 2016.

Both leisure centres have shown growth in the events business with Watford Woodside successfully hosting four 'Ultra White Collar Boxing' (UWCB) events and has been the catalyst to grow this particular partnership across SLM. Watford itself has contributed over £118k charity money towards Cancer Research UK, UWCB in total has generated over £9.3m for this worthy cause. Due to this success, they are now expanding into Ultra Ballroom dancing events.

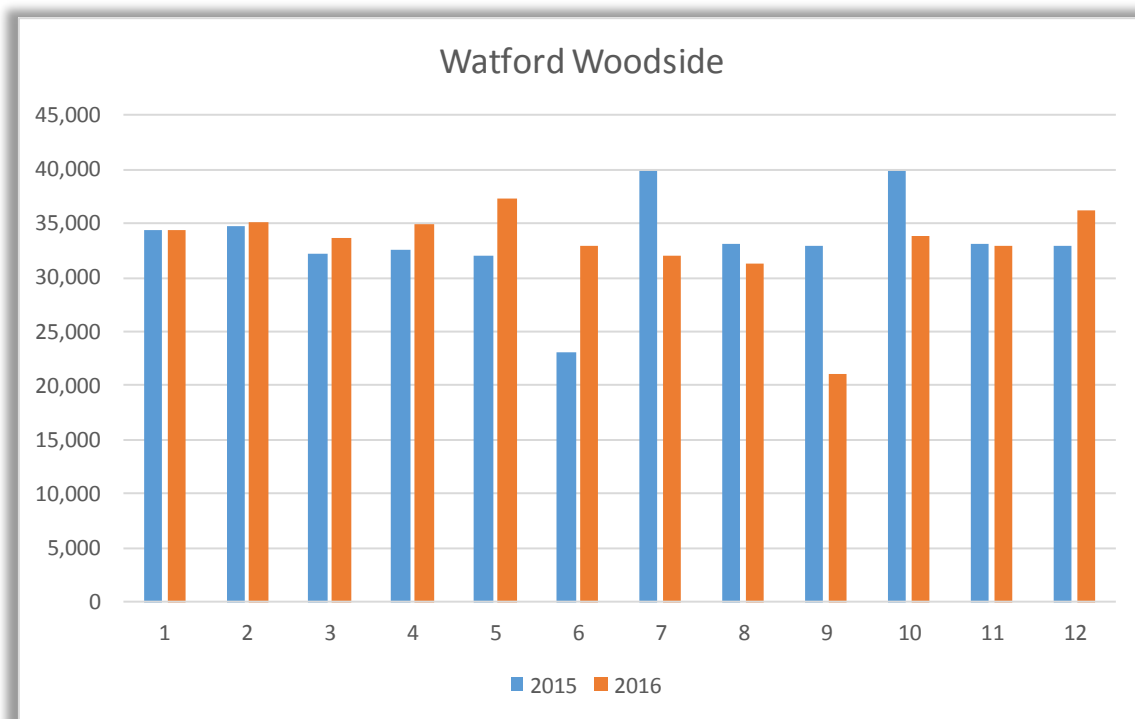
Further achievements for 2016-17 also saw Watford Woodside retain **Quest Excellent** for the second success time and Watford Central also achieving **Quest Excellent** an improvement from the previous 'Good' rating. Watford Central also demonstrated its continuous improvement by winning the 'Service Excellent Award – Leisure' at first Business Improvement District (BID) awards ceremony. Both results are exceptional achievements that again shows the level of professionalism and quality within the team which we are extremely proud of.

Karl Miles

Spelthorne & Watford Contract Manager

ATTENDANCE FIGURES

Watford Woodside



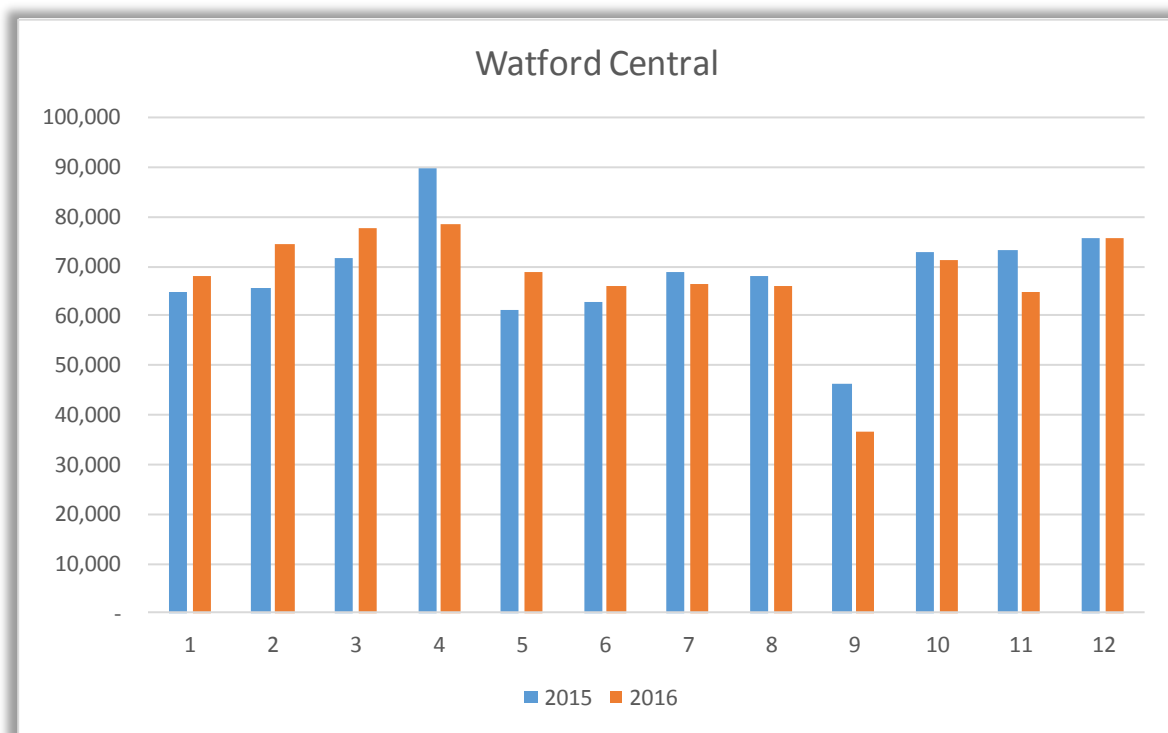
Watford Woodside has seen growth in overall attendance by 4,958 visits from a total footfall of 825,739 when compared to the previous year, this growth albeit slight was seen mainly in Q1 and Q2 demonstrating a strong start to the year when compared to the previous two years.

Positively, specific council KPI target groups have shown consistent levels of growth year on year Which continues to demonstrate the strong partnership between both parties in driving these target groups forward. We have seen an impressive 7% increase of Watford Residence and a 1% increase in concessionary usage with a 16% membership increase from the previous year.

Watford Woodside facilitates 83 local clubs including 8 disability clubs and a female only running session.

ATTENDANCE FIGURES

Watford Central



Watford Central has seen a significant growth in overall attendance by 19,314 visits (4.7%) when compared to the previous year, with a total footfall of 409,964 visits in the year. There has been a consistent increase each quarter when compared to the previous two years.

Again Central has shown similar trends as Woodside with Watford Residences increasing by 3.5% and the concessionary usage increased by 2.25%, pleasingly the climbing wall which has shown an overall increase of 29% (395 visits)

Watford Central facilitates 23 local clubs including disability and female only swimming sessions.

HEALTH & SAFETY

Watford Central has seen a 38% decrease in actual accidents, whilst Watford Woodside has seen a slight 6% increase when compared to the previous year although significant growth in footfall. This is a direct reflection to the effective Health & Safety Management delivered at both sites, which is reflected in the 100% audit scores and the ongoing continuous improvements in training, policies and procedures through the quarterly seminars.

Health & Safety Stats

	Woodside	Central	Stadium
H& S Audits	100%	100%	100%

	Total Accidents 2016-17	Accident Rate per 10,000 visits 2016- 17	Total Accidents 2015-16	Accident Rate per 10,000 visits 2015- 16
Watford Woodside	262	3.08	279	3.13
Watford Central	96	2.45	155	3.8

RIDDOR	2016-17	2015-16
	0	0

This impressive safety record is further demonstrated by the reduction in reportable accidents under RIDDOR regulations. Considering the 1.2m attendance during 2016-17 and the nature of the activities being undertaken, achieving zero reportable accidents is an excellent achievement.

Quest Health & Safety Declaration

Both centres passed the Quest H&S Declaration on their assessment days, the strengths recognised by the external Assessor identified that all relevant documentation are filed and organised well, the Fire Risk Ass review is managed well due to the size and complexity of the building to ensure that all areas are reviewed each year.

EXTERNAL ACCREDITATION

2016-17 has seen both sites achieve external accreditations as follows;

Quest

Watford Woodside 'Excellent' banding retained for the second time

Watford Central 'Excellent' banding achieved an improvement from 'good'



Swim 21

Swim 21 Accreditation Maintained

UK Active Code of Practice

Watford Central achieved this accreditation in March 2017

FIA Code of Practice

Both sites are fully compliant with the FIA code of practice

ISO 14001 & 18001

The company has again been successful in the compliance and achievement of awards for Environmental Management and Health & Safety Management respectively.

Track Accreditation

Woodside holds class A certificate, valid until 30th April 2018. This has been successfully reassessed at the start of the season and is a 5 year assessment by UKA. Assessed annually by Sport and Play

Food Hygiene

Watford Woodside – 5 star rating
Eat Out Eat Well – Gold Award



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QUEST - UK Quality Mark for Sport and Leisure

Quest is a tool for continuous improvement, designed primarily for the management of leisure facilities and leisure development. Quest defines industry standards and good practice and encourages their ongoing development and delivery within a customer focused management framework.

Quest Plus

This is a 2 year cycle made up of a mystery visit and a rigorous two day assessment in many aspect of leisure management including: Customer Care, Health & Safety, Maintenance, cleaning, staff training and Supervision, environmental management.

- The overall bandings range from Unsatisfactory, Satisfactory, Good, Very Good and Excellent.

Current bandings

- Watford Central –Excellent
- Watford Woodside – Excellent

Example of Excellent Modules

Watford Central

Planning to Improve – Excellent
Team & Skills Development – Excellent
Community outcomes – Excellent
Marketing, Research & Communications – Excellent
Swimming Lessons - Excellent



Woodside

Team & Skills development – Excellent
Environmental – Excellent
Contribution to health & wellbeing – Excellent
Swimming Lessons – Excellent
Safeguarding – Excellent
ASA Learn to swim accreditation – Excellent

Quotes from the Quest Assessors

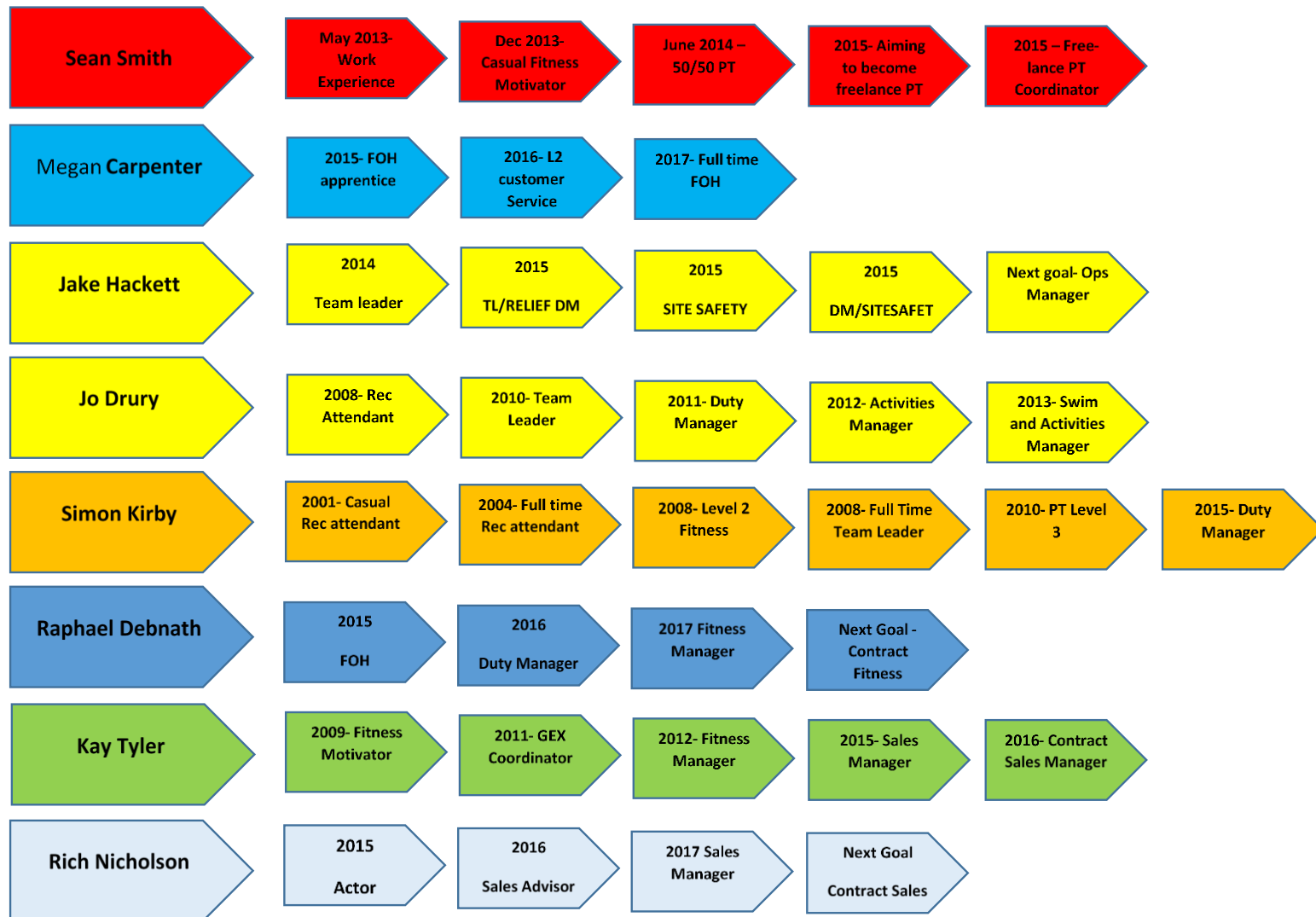
"I really loved the buzz of the centre; there was a lot going on and a lot of sweaty people leaving a class and people arriving for classes"

"The gym was busy and the majority of badminton courts were in use and there was a good atmosphere"

"I was greeted with a smile and served quickly"

COLLEAGUES CAREER PATHWAY

Watford Contract prides itself in the development of our colleagues from Entry to Executive. The below pathway demonstrates the pro-active approach to colleague development within Everyone Active Watford

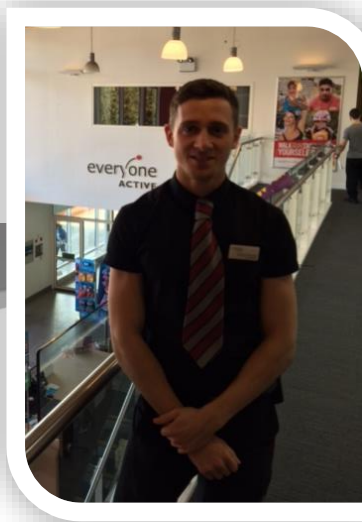


COLLEAGUES

The number of employed colleagues in each of the centres

Watford Woodside 234

Watford Central 127



Everyone Active is proud to be contributing to the economic value of Watford through its employment with over 60% of colleagues being Watford residents and with 15% being from a BME background an increase on the previous year.

Both sites have taken big steps in growing the apprentice scheme from the previous year to seven apprentices in 2016-17 with four now employed into continuous employment from Lifeguards, Fitness Professionals, Receptionists and Managerial positions. A good example of this is Raphael Debnath (pictured) who started as an apprentice on reception, he then progressed on to Duty Manager and more recently was promoted to Fitness Manager this has all been achieved within 3 years of employment

In addition to the apprentice scheme, have had 12 colleagues engage in continuous development and completed NVQ qualifications ranging from level 2 fitness to level 3 in Leadership and Management. The contract has also successfully run 6 NPLQ courses and 6 level 1 & 2 ASA Swim Teacher Courses, Woodside is currently an ASA accredited training centre

Everyone Active Colleagues Awards

Everyone Active celebrates its annual colleague awards event-rewarding colleagues who have performed 'above and beyond' throughout the year, colleagues were nominated by their peers and the regional management team. We had the following nominations from the Watford contract:

Health and Safety site of the year – Watford Central 16-17

Fitness Team of the Year 16-17

Jo Drury – Swim Manager of the Year 16-17

Food & Beverage Team of the Year 16-17

This was a great achievement to be shortlisted to the TOP 3 from 85 sites that are situated within the SE Region of the company

CUSTOMER EXPERIENCE

There are many methods of gaining customer feedback is encouraged Customer feedback, we have an array of different ways for the customer to do this:

- Face to Face - Meet the Manager, Single Customer View
- Customer Forums, Customer Comment Cards
- Verbal Feedback ,Email
- Letter
- Social Media

Our standard of response times in general feedback is 10 days however, on Social Media it is within 24 hours but as a contract, we strive to respond within 5 hours. This gives our Social Media Champion the opportunity to contact customers immediately and we find that this is the best means of communicating out any last minute changes to our programme.

When compared to overall footfall of 1,235,703 in 2016-17 the contract has only received 556 comments which is 0.04% - demonstrating the positive work achieved at both sites.

Total feedback has decreased at both sites when compared to 2015-16, this has been due to sites pro-actively seeking customer engagement to improve service. The most frequently commented upon items were cleaning, colleague praise, excellent activities and more recently the companies change in policy for the waiting list and cancellation policies for group exercise.

Quest “statement” customer service

“Management can attribute sound customer care practices with a steady increase of customer footfall into the centre”

“Management regularly carry out extensive customer care and sales training programme for most of the team.

The training is designed to enable the team to actively sell memberships and respond to customer enquiries and consistently provide an excellent service”

PR & COMMUNICATIONS

The Everyone Active Card database is now 251,820 strong, with a total 78% mobile numbers and 62% emails which has improved over the period 2016-17.

Social Media has shown good levels of growth over 2016-17 and is increasingly becoming the number one tool in promoting and engaging with our customers, the contract currently has 3907 FB Likes and 1981 Twitter followers as increase of 18% and 7% respectively when compared to figures last year. Analysis show that most of our followers are local, females between the ages of 25-44 and have a very commendable star rating of 4.2/5.

The Everyone Active APP is our latest venture into the Digital services and we currently have over 12,000 subscribers to the app, this enables our customers to easily view our centre information, book classes, activities and view timetables.

To promote the centres the total number of communications sent out during 2016-17 were in excess of 800,000, with varied messages to targeted groups such as swimming, membership offer and quarterly activity vouchers.

Everyone Active Watford has published numerous PR stories and been involved in varied initiatives and charity events such as Watford Council 'Big Events' programme, Peace Hospice- Push it for Peace event, Cancer Research – 5k & 10k run, Sport Relief Mile, Weight loss stories, Swimathon (£6.3k raised) and Anthony Nolan & JDRF (£10k raised)

Council Big Family Sports Day



Weight Loss story



Watford BID



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MAINTENANCE & INVESTMENT

The Work Asset Management (WAM) system continues to be used to good effect to manage defects, the system effectively assists in managing both reactive and planned preventative maintenance.

Maintenance and capital investment spend during 2016-17

	Maintenance Costs 2016-17	Capital Investment 2016-17
Watford Woodside	£204k	£39k
Watford Central	£141k	£17k
TOTAL	£345k	£56k

Key Maintenance and Investments

- LED Conversions £3k
- Gymnastics Equipment £9k
- Electrical Remedial £9k
- Flood Lights £3k
- Stadium £2.5k
- Gym & Studio Equipment £10k
- Solar Optimisation £3k
- Accessibility equipment £1k
- Drainage Replacement £3.7k
- Water Heaters £4k
- Boiler Repairs £8k



QUALITY SWIMMING POOL WATER - **ULTRAVIOLET FILTRATION SYSTEMS**

ULTRAVIOLET (UV) water treatment technology is now a recognised and accepted as the best method for swimming pool water treatment, so much so, that it is now fully available in easy to operate systems for small private pools as well as high-load recreation pools, and from hydrotherapy spas to Olympic size competition pools.

UV light provides non-chemical disinfection, giving effective primary control over waterborne bacteria, benefiting both public pools and private pools. UV is effective against virtually all known microorganisms, including bacteria, viruses, molds and their spores.

Both Watford Leisure Centre's use UV in conjunction with Chlorine, which has resulted in safe water and excellent bacterial results.

Advantages of UV water treatments:

- Pleasant bathing in a very low chemical environment
- Dramatically reduced chemical dosing (50%) and resulting in reduced chemical costs
- Unrivalled protection against contamination in filter media
- Safety-net protection against loss of chemical dosing
- Instantaneous disinfection at every pass
- Very low power consumption
- Economical – low purchase and running costs

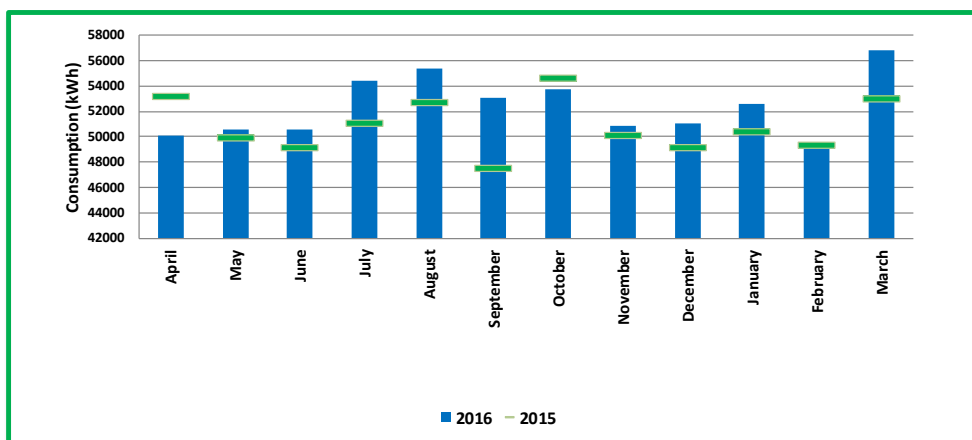


ENERGY

Watford Central

Electricity

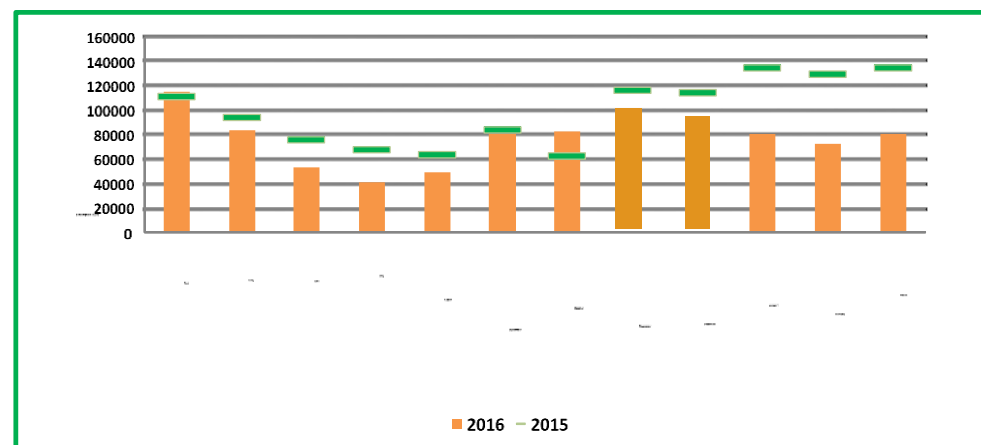
2-Year Comparison of Total Monthly Electricity Consumption



Annual Comparison and rate of change			
Fuel	Total kWh		
	2015	2016	Change
Electric	609,385	628,410	3%

Gas

2-Year Comparison of Total Monthly Gas Consumption



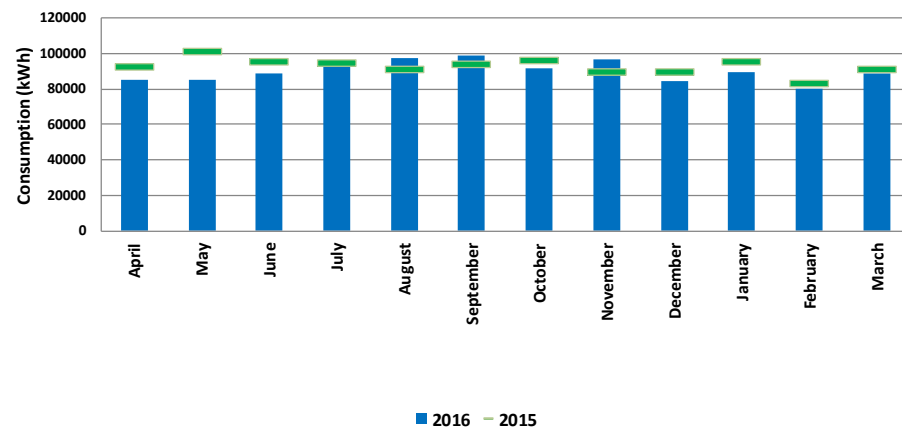
Annual Comparison and rate of change			
Fuel	Total kWh		
	2015	2016	Change
Gas	1,181,725	741,030	-37%

ENERGY

Watford Woodside

Electricity

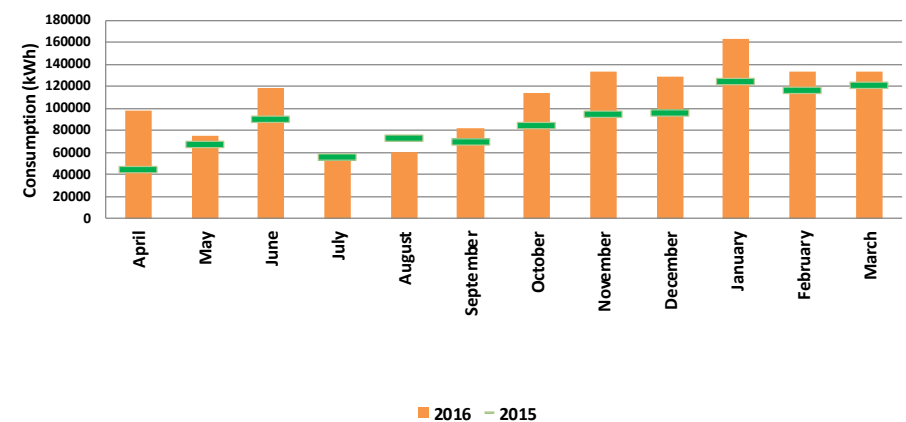
2-Year Comparison of Total Monthly Electricity Consumption



Fuel	Total kWh		
	2015	2016	Change
Electric	1,109,133	1,079,421	-3%

Gas

2-Year Comparison of Total Monthly Electricity Consumption



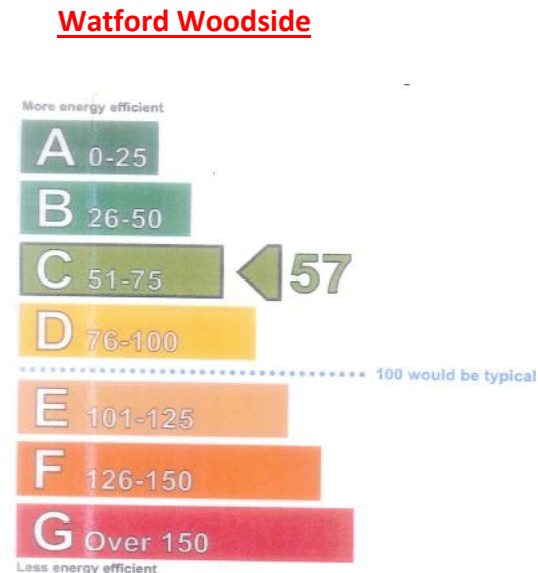
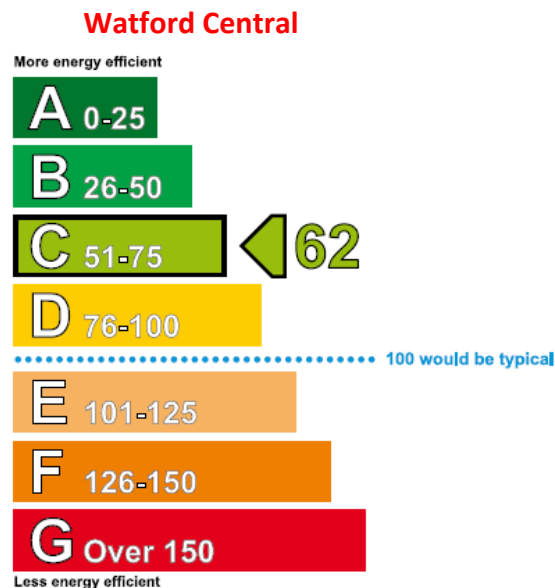
Fuel	Total kWh		
	2015	2016	Change
Gas	1,025,500	1,295,134	26%

DIGITAL ENERGY CERTIFICATE

Almost 40% of the UK's energy consumption and carbon emissions come from the way our buildings are lit, heated and used. Even comparatively small changes in energy performance and the way we use each building will have a significant effect in reducing total energy consumption.

The principle underlying the Directive is to make energy efficiency of buildings transparent through the provision of a certificate showing the energy rating of a building and recommendations on how to improve its efficiency. An Energy Performance Certificate (EPC) rates how energy efficient your building is using grades from A to G (with 'A' the most efficient grade).

Both leisure facilities have achieved excellent scores and considerable efforts have been made in reducing their energy ratings even further, Watford Woodside has improved from 72 to 57 and Watford Central has improved from 76 'D' to 62 'C' rating when compared to last year.



Generating social value in Watford

Everyone Active Watford is committed and recognizes the benefits of working with local business and continues to expand opportunities of supporting local suppliers.

Social Values

Everyone Active experiences positive relationships with the different aspects of Watford's community. The diagram below presents the interrelationships between Everyone Active and the different sections of Watford's communities.



Local Contractors

There has been a significant increase in utilising local businesses 2016-17, which has doubled when compared to the previous year

- JPM Cleaning Contractors
- Simcross Welding
- A1R Air con services
- DC Electrics
- Bridgewater Glass
- Jet & Drain
- ABN Window Cleaners
- Garston Electrics
- Giuseppe upholster
- Surface Medical local
- Trade UK
- B&Q Local
- Titanium Electricals
- Neil Adams – Handy man services
- Barnet Pools

FINANCIAL

Year End Client Accounts to follow



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