



BRIMHAM^S *active*

Progress report August 2021 to summer 2022
and priorities for the year ahead

Foreword

Our new local authority controlled trading company, Brimhams Active, successfully launched on 1 August 2021 and I am delighted it is going from strength to strength.

Launching in the wake of a pandemic was less than ideal, but the team has risen to the many consequential challenges and they are achieving remarkable success.

As our company strategy states, we are committed to enabling people to enjoy physical activity in ways which meet their needs. To do this we have an unprecedented level of capital investment to upgrade our facilities, coupled with an incredible team working towards the delivery of an ambitious vision and strategic plan.

It is clear from our early success, identified in this first report that we are on track to achieving our goals.



Councillor Stanley Lumley
Chair Brimhams Active

Introduction

After a year of operation this report articulates the remarkable progress we have made towards developing a unique new service offer around our novel 'Five Ways to Wellness' model.

This model will drive exceptional levels of participation and consequentially be financially sustainable, whilst also delivering unprecedented outcomes in relation to improved health and wellbeing. This cannot be achieved without an incredible team and investment necessary to provide incredible facilities, both of which we possess.

Early indications are that we have successfully embarked upon our three year transformational journey that will take us through the phases of enabling and then embedding new ways of working, before we achieve our unique version of excellence.

Our initial enablement work is focussed on upgrading our facility assets, developing our people, designing our new service model and implementing new systems and processes fit for a modern agile organisation.

We are delivering our strategic objectives through four theme groups and a team approach involving our new look leadership team.

We are delighted with our progress which is articulated in this report under each of our themed areas of work. We have also articulated the priorities we are committed to delivering in the year ahead 2022-23.



Mark Tweedie

Managing Director Brimhams Active



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Our **vision**

"a healthier more active population living longer more independent and happier lives"

Our **mission**

"we help people to move more, live well and feel great across the Harrogate district"



Our **strategy objectives** and how they are **managed**

Company strategy objectives are aligned to theme groups as follows:

Strategy objectives		Theme groups				
		People development	Customer journey	Customer experience	Finance and performance	Operations team
1	To provide opportunities for participation in a wider range of places and spaces, at local level, using for example, community centres/halls			♡		♡
2	To develop and provide new opportunities to be active through innovative programming and services	♡	♡	♡		♡
3	To work in partnership with HBC and other partners and stakeholders to develop additional facility provision where need is evidenced, for example, as a result of population growth				♡	
4	To optimise the investment in facilities to provide optimum benefit for the local community.				♡	
5	To ensure flexibility in operational approach	♡	♡	♡		♡
6	To operate and grow sustainably and reduce the cost of leisure provision to the council			♡	♡	♡
7	To ensure the requirements of all safeguarding, health and safety and other statutory legislation are met	♡			♡	♡
8	To provide an excellent customer service for all service users	♡	♡	♡		♡

Progress is managed through strategic theme groups as follows:

<i>Customer journey theme group</i>	<i>Customer experience theme group</i>	<i>People development theme group</i>	<i>Finance and performance theme group</i>
<p>Marketing and communications</p> <p>Sales</p> <p>Joining cycle</p> <p>Induction</p>	<p>Service design</p> <p>Membership architecture</p> <p>Pricing and programming</p> <p>Partnerships</p>	<p>People engagement</p> <p>Service modelling</p> <p>People development plan</p> <p>Volunteering</p>	<p>Business plan</p> <p>Quality management system</p> <p>Monitoring and evaluation</p> <p>Audit</p>

Our company details



10

facilities (3 wellbeing hubs,
2 swimming pools, 1 nursery,
1 spa, 3 leisure centres)



120,000

**visits per
month**



691

**opening hours
per week**



375

**members
of staff**



52

strategic partners



£7 million

turnover

Our facility **investment** programme



Jack Laugher Leisure and Wellness Centre Pool opened in March 2022

- Six-lane 25 metre pool
- New main entrance and lobby area with poolside view
- Sauna and steam thermal suites
- Changing village with level access
- 55-station state-of-the-art gym with the latest Technogym equipment
- New car park with a sheltered cycle rack
- Electric car charging points
- New play area



Knaresborough Leisure Centre started on 26 April, opening late summer 2023

- Six-lane 25 metre pool
- Activity pool with flume
- Sauna and steam room
- Fitness suite
- Large group exercise studio
- Group cycling studio
- Café
- Electric car charging points
- Bicycle storage
- Large modern play area



The Hydro refurbishment started April 2022

- **Extension to provide a 400sqm fitness suite**
- **New sauna and steam thermal suite**
- **Improved reception and café area**
- **Refurbishment of pool area/changing rooms**
- **Decarbonisation and replacement of plant and machinery**
- **New extended group exercise facilities**



Fairfax Wellbeing Hub

- New sports hall floor
- New community gym
- New Reach Wellness equipment
- New Total Gym equipment
- New group cycling studio at Jennyfields WH



How we've improved our **customer journey** and the year ahead

Customer journey achievements

- Designed and implemented a new vibrant Brimhams Active brand
- Based upon an audit produced a plan to create a consistent, frictionless customer journey
- Introduced a new company website rated 10/10 for accessibility including timetables and a comprehensive repository of service information
- Implemented a new software system (Gladstone) to improve customer engagement, experience and management information
- Reviewed membership tariffs, fees/charges and approach to sales, marketing and tone of voice
- Introduced a new community membership type to support and retain customers/instructors during the Hydro closure
- Redesigned the member induction and member journey to introduce a more personalised approach around the Brimhams five ways to wellness
- Worked with the council to provide an enhanced corporate health and wellbeing offer for employees



Customer journey priorities for the year ahead

- Complete rebranding roll out
- Introduce online joining and booking capability for membership subscriptions, learn to swim and group exercise classes
- Introduce new customer app and optimise engagement with online booking and payment functions
- Introduce and optimise engagement with the learn to swim home portal
- Implement telephony service improvements following review
- Complete the roll out of the personalised member induction around the Brimhams five ways to wellness
- Introduce a leading new corporate wellness offer
- Introduce a more commercial and behaviour change driven approach to marketing
- Introduce a more content driven and interactive approach to social media
- Embed a more competitive/ dynamic pricing strategy and target driven sales process



How we've improved our **customer experience** and the year ahead

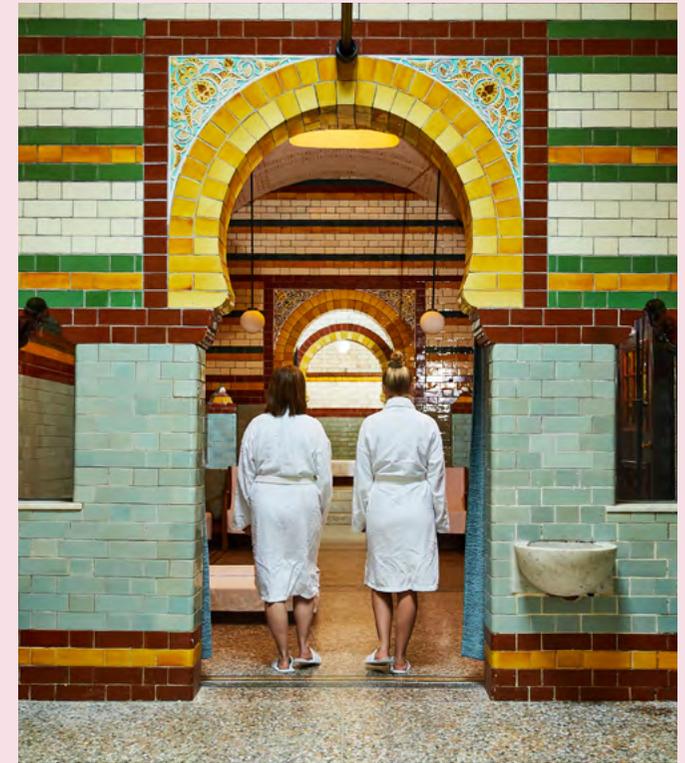
Customer experience achievements

- Pool, learn to swim and group exercise services successfully reprogrammed to accommodate facility closures pending upgrades
- Introduced a comprehensive new group exercise offer at the community wellbeing hubs, including Total Gym and group cycling
- Introduced a neurodivergent diving programme
- Achieved an extension to the successful weight management contract to 2024
- Expanded and further developed the successful Fit4Life service
- Installed new state of the art gym equipment at the Jack Laugher Leisure and Wellness Centre, Total Gym equipment at Fairfax Wellbeing Hub and a group cycling studio at Jennyfield Styan Wellbeing Hub
- The first leisure provider to introduce the Thrive App to support mental wellbeing, the York food allergy test to support optimal nutrition and the Welcome App to improve access for people with disabilities and additional needs
- Introduced a CQUIN compliant fully managed vending solution at two facilities
- Worked with Harrogate and District Swimming Club and Swim England to produce a partnership agreement to maximise grass roots to excellence swimming opportunities



Customer experience priorities for the year ahead

- Introduce and embed a fully developed five ways to wellness offer
- Introduce an industry leading healthy catering and extended vending offer
- Improve the retail offer working with Zoggs to optimise satisfaction and sales
- Further develop the group exercise offer including the introduction of Les Mills
- Complete the options appraisal to highlight Turkish Baths development opportunities
- Further develop partnerships locally and nationally to support service improvement



How we've **developed our people** and the year ahead

People development achievements

- Worked with the council to make adjustments to behaviours associated with values
- Delivered company strategy introduction webinars
- Introduced new look monthly Team updates
- Reconfigured the leadership team structure
- Carried out bespoke monthly leadership team development workshops
- Delivered bespoke appraisal training
- Delivered a bespoke Board CPD programme
- Developed employee consultation groups to inform service developments
- Completed a comprehensive learning and people development audit



People development priorities for the year ahead

- Fully embed company strategy, values and behaviours
- Implement a comprehensive people learning and development plan
- Review teams to efficiently enable the shift from a fitness to a wellness service
- Introduction of Wellness coaches
- CPD to drive the personalised wellness induction and service offer
- Seamlessly transfer to the unitary authority on 1 April 2023
- Introduce an industry leading corporate wellness programme for employees





How we've **improved our performance** and the year ahead

Performance at a glance



68 schools
950 school swimming lessons to over
8,000 children per term



9,000 swimming lessons delivered



2,480 members



3,690 active health classes delivered



1,668 GP referrals

Finance and performance achievements

- Produced a unique company strategy and business plan to deliver the vision
- Established a company Board and Finance/Risk Management Sub Committee
- Achieved remarkable return rates to services in the wake of Covid-19
- Controlled costs to significantly reduce the anticipated additional revenue subsidy to mitigate the impacts of Covid-19
- Begun to develop a more robust performance management framework and regime
- Achieved Quest Prime quality management accreditation, demonstrating a quality service in the wake of Covid-19
- Completed environmental audits of all facilities ahead of achieving Swim England Water Wellbeing accreditation



Membership performance comparison year on year

	June 2021	June 2022	% change
Memberships	1491	2480	+66%
Learn to Swim	489	1773	+262%
Turkish Baths Admissions	1182	3645	+208%
Facility Admissions	22,136	120,000	+442%

Finance and performance priorities for the year ahead

- Implementation of the Quest quality management process
- Achieve Water Wellbeing accreditation at all pools
- Further develop and embed the performance management framework at every level
- Review goals based upon insight to maximise membership and learn to swim scheme performance
- Recruit to and retain establishment whilst achieving cost efficiencies when possible
- Audit financial procedures

The **impact** we've had

Andrea's story

Fit4Future exercise after Cancer Class Fairfax Wellbeing Hub

Stage four lung cancer spread to liver and lymph nodes. I had no surgery, just chemotherapy and radiotherapy. The treatment made me feel very tired, and I actually couldn't do any exercise at all. I found everyday activities a real struggle, due to lack of energy, motivation and just feeling weak all the time.

The exercise sessions have helped me enormously. My fitness levels and muscle strength have increased. I feel stronger and more confident to do everyday things.

I've made lots of new friends through the exercise classes, and believe the social aspect of the sessions are just as important as the exercise itself. I find the sessions fun and enjoyable, and this motivates me to keep attending. It's good to be around others who have gone through similar things to me, and I don't feel silly if I can't do something in the session.

Although I won't recover fully from my cancer, I can cope better with it, and I'm sure the exercise plays a big part in this.



John and Karen's story

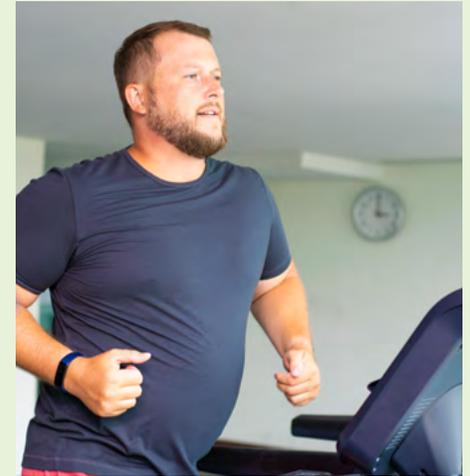
Fit4Life adult weight management programme

Both being very overweight, we spent a year walking everyday, up to seven miles, and controlling what we were eating. There was no weight loss which resulted in us giving up. After speaking to the doctor, it was suggested that we join Fit4life, on the understanding that we would commit to losing a pound in weight a week.

This resulted in an interesting phone call with Matt. We downloaded the nutrition booklet which is full of useful information, advice and recipes. We tuned in to the exercise classes with all three leaders which kept us motivated and improved our expectations. We made notes on all our measurements and keep a weekly weight chart.

We averaged one pound a week loss, which gave us much encouragement. After 12 weeks Matt informed us that because we've lost five per cent of our weight we could attend the gym free for 12 weeks. This offered us a great incentive to try even harder. We alternate the gym and swimming every day and cannot express how grateful we are to have this opportunity.

Having lost my parents within weeks of each other two years ago I have been feeling very low. However, exercising with Matt, and the daily gym and swimming, has helped my mood enormously. I had almost forgotten how to laugh. We have every intention to join the gym permanently, we still have weight to lose but believe we're on the right path for the first time in a long time.





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