



Annual Report

22/23

Brimhams Active Ltd is a community health & wellbeing company owned by North Yorkshire Council



Introductory Remarks



Nic Harne
Chair of Brimhams Active
and Corporate Director
Community Development
North Yorkshire Council

As incoming Chair following the North Yorkshire local government reorganisation, I'm delighted to see the clear progress and successes of Brimhams Active to date.

As the Annual Report sets out there is much to celebrate as Brimhams continues its journey in developing new ways of delivering and improving health and wellbeing outcomes for residents in the area. With a number of new facilities opening this year it is an exciting time for leisure and wellbeing, and I'm looking forward to working with the dedicated team to ensure this success continues.



Cllr Simon Myers
Exec Member for Culture
Arts and Housing North
Yorkshire Council

I've been following the progress of Brimhams Active with very keen interest, because I believe leisure services has the potential to support wider council objectives, including maintaining and improving the physical and mental health of North Yorkshire residents. It's heartening to see that the Brimhams strategy is working to achieve this potential.

I have no doubt that work that the council and Brimhams have done, with partners, to deliver unprecedented investment into new and refurbished facilities will optimise Brimham's operational efficiency, and significantly reduce carbon emissions.

I am looking forward to seeing Brimhams develop to become a market leading, sustainable service.



Mark Tweedie
Managing Director
Brimhams Active

I'm delighted with our achievements as a result of a fantastic whole team effort.

We have made progress across all business areas to redesign and improve our services, and in less than two years Brimhams has achieved multiple industry accreditations for quality and impact.

Our strategy outlined a three year progressive journey, and less than two years in we are well on the way to achieving our very ambitious strategic goals, which will mark the shift from a conventional leisure service to a commercially effective wellbeing company.



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planning and performance



Triple Bottom Line Impact

| | | 2022-23 | Forecast 2023-24 |
|----------------------|-------------------|---|------------------------------|
| Commercial | Cost of operation | Forecast 2023-24 | £900K reduction from 2022-23 |
| Social | Social value | £191 per person (industry average £111) | £235 per person |
| Environmental | Carbon reduction | Investment to achieve a +50% reduction | |

Our Vision:

“A healthier more active population living longer more independent and happier lives”

Our Mission:

“We help people to move more & live well across the whole Harrogate district”

We adjusted our
strategic objectives in
January 2023 to create a
more coherent thread to
our business plan

Revitalise and Reinvent Company Strategy 2023

Our vision

A healthier more active population living longer more independent & happier lives.

Our mission

We help people to move more and live well & feel great!

Our aims

1. To reduce the proportion of the population that is physically inactive
2. To contribute to reducing health inequalities & particularly obesity in the local community
3. To be sustainable by taking a balanced approach to accessibility, affordability & commerciality in operating leisure services, whilst delivering an excellent customer experience

← START – STAY - SUCCEED →

← ENABLE – EMBED - EXCEL →

Customer Engagement

Customer Experience

People Development

Performance

Strategic Objective:

To create meaningful relationships with our customers, partners and communities, promoting accessible, inclusive and tailored opportunities for participation that centre around the 5 ways to wellness model.

Strategic Objective:

To provide a broad and varied health and wellbeing service that directly meets the needs of our local communities, encouraging customers to adopt healthy habits and optimise their health and wellbeing.

Strategic Objective:

To create a strong and supportive, values based culture of learning, listening and leadership where our people are fully engaged with the company mission, rewarded for effort and provided opportunities to reach their potential, ultimately promoting operational excellence.

Strategic Objective:

To operate an efficient, effective and sustainable organisation, embedding a data driven approach to decision making through strategic partnership engagement and robust performance management.

- We will engage non users through insight led marketing & promotion, & provide a personalised introduction to our services
- We will reduce barriers to access & develop personal & purposeful relationships with customers to meet their individual needs

- We will provide tailored services that meet individual customer wellness goals & provide delightful experiences
- We will empower & encourage our customers to become the architects of their own wellness & to sustain healthy habits

- We will be role models & work within a fun, values based culture that rewards people & provides great personal development opportunities
- We will create a diverse workforce that promotes leadership at all levels & provide great careers & volunteering experiences

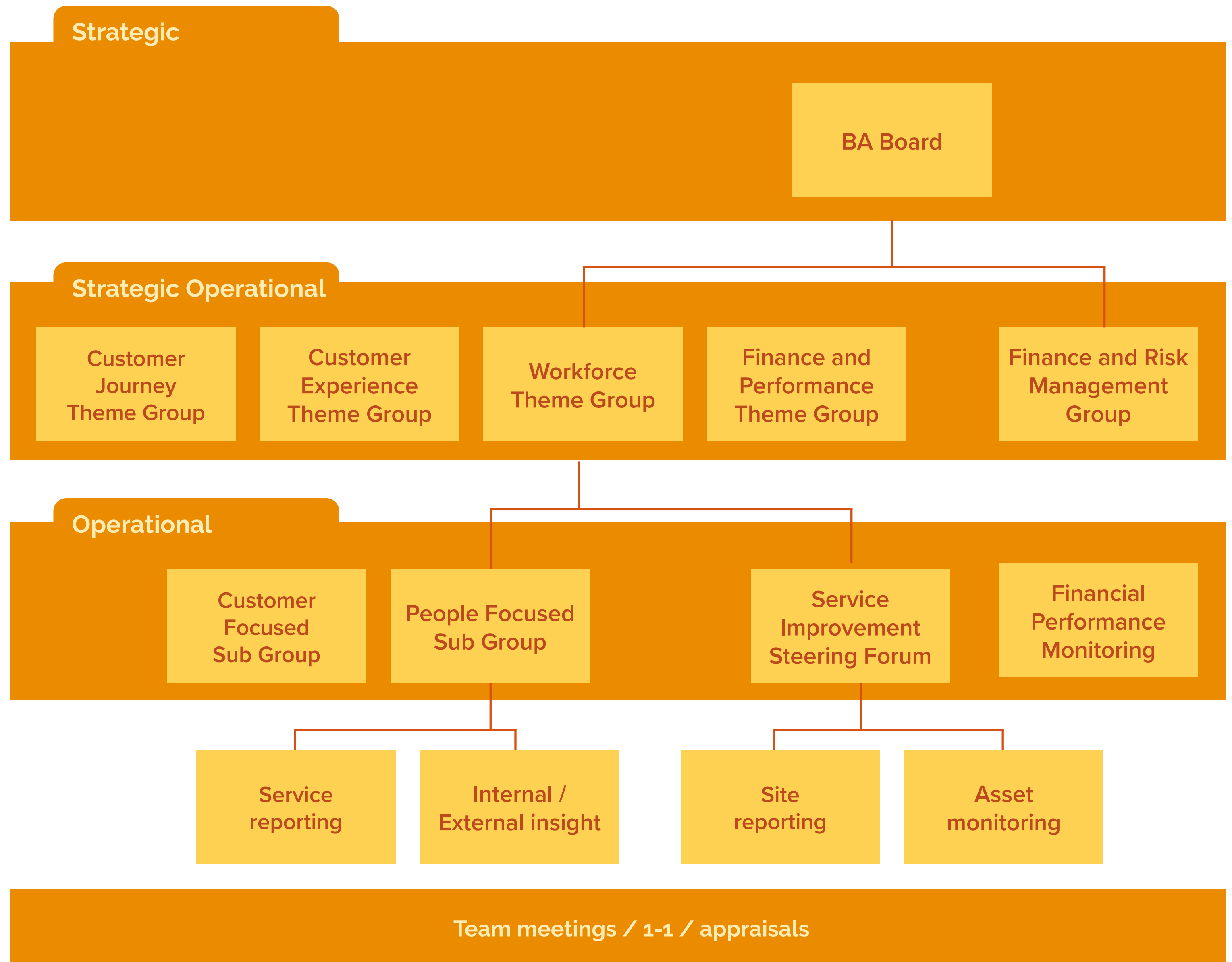
- We will remain curious about how we can improve & adopt a consistent qualitative & quantitative approach to measurement, evaluation & action to improve
- We will use insight to direct resource to priorities & make sure we achieve a balanced approach to commercial & health & wellbeing objectives

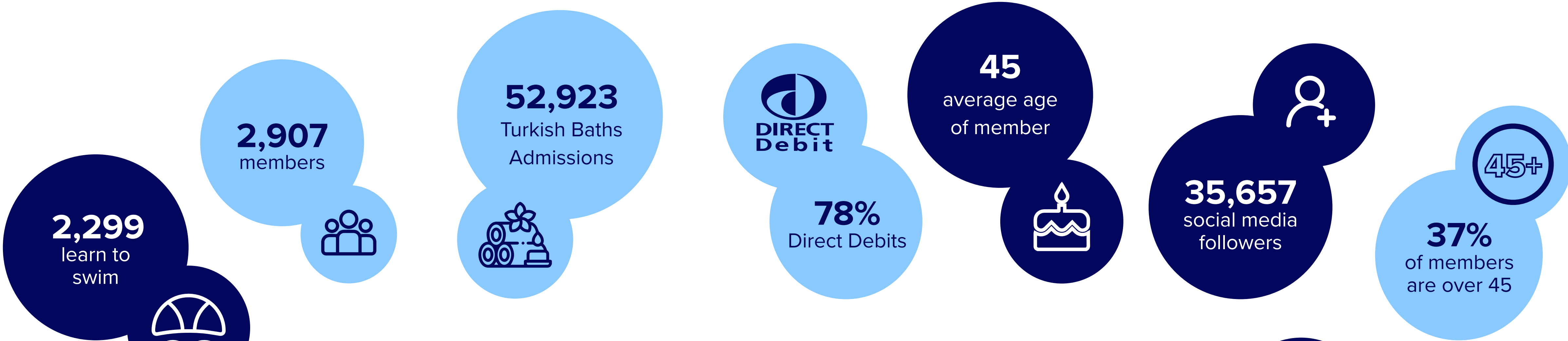
Governance and Accountability

Good governance and a diligent, values based approach to managing performance is key to setting our culture and to delivering our vision and mission.

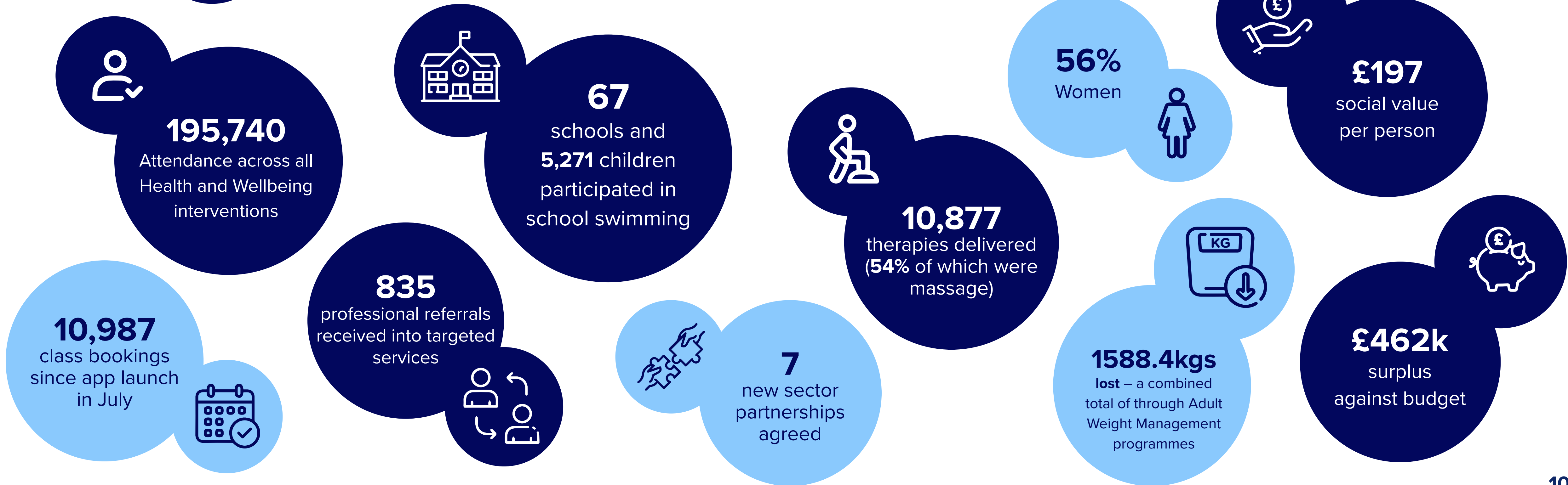
We have introduced new ways to govern and manage the business which have empowered more people to achieve more and better results. The Brimhams way is a culture of people first with accountable leadership at all levels.

Our governance structure is made up of three layers which form the golden thread from strategy into action and board to front line practitioners.





A Year in Review 22/23





our places



Energy Efficiency and Decarbonisation

- Between April and August 2019 the average utilities cost per site was £46K
 - For the same period in 2022 the leisure sector was facing a 70% increase with average costs rising to £78K
 - For large facilities there was an 82% increase from £61K to £110K
- (Data source - Moving Communities)
- **Jack Laugher Leisure and Wellness Centre** (opened in March 2022) uses a combined heat and power solution to reduce energy cost and carbon emissions
 - **Harrogate Leisure and Wellness Centre** (opening September 2023) benefits from a £2.3m Government decarbonisation grant to improve thermal efficiency, provide air source heat pumps (ASHP) and photovoltaic panels (PV's) to convert from gas to all electric power and heat sources
 - **Little Explorers Nursery** will have ASHP's installed to replace gas with all electric power and heating
 - **Knaresborough Leisure and Wellness Centre** (opening November 2024) will achieve a Breeam excellent rating using thermal efficient building design and materials, and the installation of ASHP's, PV's for all electric power and heat plus leading microfiltration water technology
 - **All main leisure facilities** have high tech metering and energy monitoring and control systems installed plus electric vehicle charging points



**“£2.3million
decarbonisation
investment”**



**Unprecedented
£46 million
capital
investment**

**Introduction
of Go Learn and
Swimphony software to
improve the community
and school learn to
swim services**

**Introduction
of a new 31 station
temporary gym at
Jack Laugher Leisure
and Wellness
Centre**

**New Lockers,
reception area and
redecorating at
the Turkish Baths
Harrogate**

**Pool filtration
upgrade, rebrand
and gym refurbishment,
including state of the art
Technogym equipment and
redecorating at Nidderdale
Leisure and Wellness
Centre**

**Replacement
filter at Starbeck
Baths**

Places in Focus

**Rebranded
team uniform
estate wide**

**Introduction
of a new leisure
management system
(Gladstone)
estate wide**

**Pool filtration
upgrades at
Nidderdale Leisure
and Wellness
Centre**

**Upgraded
fire doors and
redecorating at
Little Explorers
Nursery**

**Bespoke
Brimhams Active
App powered by
Gladstone**

Jack Laugher Leisure and Wellness Centre Pool Opened March 2022

Specification

- New combined wet and dry leisure facility
 - Six-lane 25m swimming pool
 - Large fitness suite
 - Large group exercise studios and group cycling studio*
 - Refurbished dry side changing rooms and sports hall*
 - Sauna and steam thermal suite
 - Open plan reception and pool viewing area
 - Family/ group pool changing rooms
 - Energy efficient plant and building materials
 - Electric vehicle charging points
 - External children's play area
- (*due for completion spring/ summer 2025)

The Hydro

Refurbishment Started April 2022

Specification

- 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 & machinery
- Electric vehicle charging points and Immersive group cycling studio



Knaresborough Leisure Centre

Specification

- Six-lane 25metre pool
- Activity pool with flume
- Sauna & steam room
- Fitness suite
- Large group exercise studio
- Immersive group cycling studio
- Café
- Electric vehicle charging points
- Large modern play area



“Our job is to create amazing spaces, but that is just a small part of the story...”

What our facility development partner Alliance Leisure says...

“Our job at Alliance Leisure is to create amazing spaces that encourage people to take part in physical activity and lead healthier lives, but that is just a small part of the story. Our operating partners have to work really hard to maximise the impact from the spaces we create.

There is nothing better than revisiting a project a few months, or even years, after we have handed it over and see the spaces alive with happy smiling customers making the most of the investments that have been made.

Everyone that I have met Brimhams Active (and I've met quite a few!) give me real confidence that you will make a real success of Harrogate and Knaresborough Leisure and Wellbeing Centres.

I look forward to watching the journey that you will be going on with these wonderful new facilities in the next few years.”

Sean Nolan – Business Development Manager
Alliance Leisure

Recognition



VERY GOOD Quest assessment at
Nidderdale Leisure & Wellness Centre



VERY GOOD Quest Active
Communities Assessment



Estate Wide Swim England
Water-Wellbeing Accreditation



Learn to Swim Accreditation at
Nidderdale Leisure & Wellness Centre



Tourism award nomination for
the Turkish Baths Harrogate



Best Day Nursery nomination
for Little Explorers Nursery



our partners



Power of Partnership

Using partnerships and shared expertise and tools to deliver an insight led approach to business development, monitoring and management is fundamental to Brimhams success.

Benchmarking / insight contributors:

- **APSE** – Local Government leisure culture and tourism benchmarking
- **4Global / Moving Communities** – leisure sector benchmarking (participation / social value / common demographics)
- **Strategic Leisure** – latent demand and mosaic (participation and budgeting)
- **Swim England** – latent demand (learn to swim)
- **Alliance Leisure** – facility mix and operational
- **CIMSPA** – workforce / labour market
- **TA6** – consumer trend analysis / non user insight / motivations
- **Sport England** – Active Lives Survey data
- **Leisure Net** – customer feedback and net promotor score (NPS)

Funding Partners

Our work is part of a wider ecosystem to serve and support communities, so collaborative work with local and national partners who share our objectives is key to our success

For example, funding from commissions, grants and by pooling resources has allowed Brimhams to increase and widen referral based services to support people with health conditions

Referral Programmes available:

- Strong and Steady (neurological conditions)
- Fit 4 Function (falls prevention, balance and coordination)
- Exercise after stroke
- Cardiac Rehab
- Pulmonary Rehab
- Gym referral
- Swim referral
- Exercise for lower limb Osteoarthritis
- Falls Prevention
- Connecting to Wellbeing (social isolation, support)
- Fit 4 Life (adult weight management)
- Fit 4 Future (cancer prehab and rehab)
- Healthy Families (child weight management 4-19 years)
- Seated Exercise

- Harrogate District Foundation Trust
- Active Against Cancer
- Harrogate District GP surgeries
- Public Health
- Living Well team
- Knaresborough Connectors
- Inspire Youth
- Food Share – Waste not Want Not
- Disability Action
- Horizons
- Swim England

Over the past year
we have attracted

£189,426

in external funding

including:

Together Fund | Swim England | NYC Public Health
| Feast | Housing Team (NYC)

Funding has allowed us to develop:

- **Health and Wellbeing services** for a local homeless shelter
- **FREE Active Holiday opportunities** for children on free school meals
- **Adult and Family Weight Management** programmes across North Yorkshire
- **Training and equipment to set up** and deliver a pulmonary rehab programme
- **Introduction of AI technology** to support customers to access physical activity opportunities to help manage long term health conditions

A photograph of a gym with people on stationary bikes, overlaid with a large blue graphic and the text "our community". The gym has green walls and a white door in the background. The people are wearing athletic wear, and the bikes are yellow and black. The blue graphic is a large, stylized shape that frames the text.

our community

Community Partnerships

Customer feedback, positive or otherwise is a fundamental part of our business.

We work hard to provide the best possible service, a value for money offering and an exciting and diverse programme of activity to meet the needs of all our residents.

We have an ambitious aim to take a sustainable approach to accessibility, affordability and commerciality, in operating leisure services that deliver excellent customer experience. As a people first organisation we actively engage and seek feedback from our customers to ensure we are delivering the best possible service that meets their needs and the demands of the local communities. Through monthly surveys, in partnership with sector leaders and proactive discussions at site, we are able to respond quickly and design new interventions and initiatives to delight our customers.

In the last year we have introduced the following:

- Good Boost
- Pulmonary rehab
- Parent and baby swimming lessons
- Duckling swimming lessons
- Total Gym
- Healthy Families
- Teen Gym - for young people who don't typically take part in sport
- A Health and Wellbeing programme for a Homeless shelter
- Yorktest partnership
- Thrive partnership

Active Health – Exercise Referral Programme

The Active Health programme improves the health and wellbeing of people who present as inactive and have at least one health condition.

The programme uses specific group exercise sessions with individual assessments and support to assist with improving lifestyle.

We have highly trained specialist wellness coaches delivering rehab classes to high need people with the health conditions, including:

- Neurological
- Muscular skeletal
- Cardiac
- Pulmonary
- Cancer
- Stroke
- Falls

The Active Health programme:

- Relieves pressure on the secondary care system
- Keeps people healthier and independent for longer
- Improves social isolation and combats loneliness
- Reduces reliance on prescription drugs
- Reduces re-admittance rates into hospital
- Evidences the positive effect exercise has on physical and mental health

We are exploring opportunities for our specialist wellness coaches to support:

- NHS Health Checks
- Hydrotherapy
- Talking therapies
- Health and wellbeing opportunities for the homeless
- Education and volunteering

Targeted Service Outputs

- 475 people accessed the Fit for Life (adult weight management programme) generating 5,037 attendances with a total weight reduction of 3,939lbs
- 835 referrals came from professionals including GP's
- 10,489 attendances were achieved across targeted intervention programmes
- 30% of all gym and swim memberships came from people eligible for concessions
- The Active Families programme was launched North Yorkshire wide involving 29 families and 31 children, seven referrals came from GP's with the remaining 95% coming from self-referral
- The disability programme achieved participation of 2,814



What our community partners say...

“From the moment we reached out to Helen about how we might deliver our Diabetic Screening Service out of Knaresborough Wellbeing Hub, we have never looked back!

We started offering our patients screening appointments in January 2021. Despite the fact this was still in the middle of the pandemic, nothing was too much trouble for Helen and her team who supported our transition into the wellbeing hub.

The screening staff love working alongside the team at Knaresborough Wellbeing Hub and always feel very welcome and involved.

Our patients are very happy to attend screening here, and maybe they are even tempted to join in some of the wonderful

activities that are happening at the hub when they see how much fun others are having! I think the trinity dance club is particularly popular!

‘When they walk through the doors of the centre, they can see what wonderful activities are available to them that they might not otherwise know about.’

We really value our place at the hub, and we believe that it adds value to our service because local people feel comfortable attending a health appointment in a relaxed and familiar environment. We hope it makes a difference to our patients too. When they walk through the doors of the centre, they can see what wonderful activities are available to them that they might not otherwise know about.

We bring a lot of people through the doors and in 2022-2023, 1079 people attended appointments at the hub!”

**- Shelley Widdowson,
Programme Manager, North
Yorkshire Diabetic Eye
Screening programme**

“Brimhams Active – especially Helen have always gone above and beyond to accommodate our requests and support their local community.

We currently offer a Junior Youth club in which Brimhams active support our provision which enables us to reach more young people in the community, but also provides the building blocks for positive relationships with those that attend to prosper into young people who we hope will engage positively in the centres activities and

potentially shape future services of Brimhams active and beyond.

‘Working together has meant we can make things happen,’

Working together has meant we can make things happen, leaving young people feel more valued, safer and we can look how to tackle any issues as a collective rather than individuals by bringing our resources but also expertise to together to support and make things happen.”

- Jess, Inspire Youth



our customers



Net Promotor Score (NPS)

We actively engage and seek feedback from our customers to ensure we are delivering the best possible service that meets their needs and the demands of the local communities.

Through monthly surveys, in partnership with sector leaders and proactive discussions at site, we are able to respond quickly and design new interventions and initiatives to delight our customers.

In the last year we have introduced the following, which have contributed to achieving an average NPS score of 55% compared with an industry average of 29%:

- Good Boost
- Pulmonary Rehab
- Parent and baby swimming lessons
- Duckling swimming lessons
- Total Gym

- Healthy families programme
- Teen gym
- Support for homeless people in sheltered accommodation
- Yorktest partnership
- Thrive App partnership

What our customers think...

- Staff are amazingly supportive, welcoming and make it accessible to everyone including those who are neurodivergent and may otherwise feel more isolated within the community.

They are a lifeline to many

- “My stamina has improved. This morning I was able to do the housework and whizz the Hoover round and then come to class. I couldn’t do that before”

- From the outside it looks like your standard community centre within the community which makes you think Uh-oh! Its one of “those” places. But when you are in its amazing. Really welcoming and friendly. I’m now thinking about groups I could bring down and when you have time slots available.

- ACTIVE HEALTH FIT4 FUTURE My confidence in

being able to exercise in a group has benefitted me personally enormously, where no one competes and just accepts their own challenging poorer levels of fitness but grateful to have

“Always friendly, the teachers we have come across have been brilliant, always encouraging to the children”

this weekly health exercise input in good company. No one complains about their health ever and only see benefits from a quick chat before class with people in challenging poorer health. The class is excellent and gives a carefully considered personal exercise within a group setting. The tutors are amazing coping with us and immediately on hand to advise how to enable you to exercise. I would not

want to give up on this class as the mental and physical benefit for exercise is not possible in a private gym setting. I am beyond grateful to have this weekly exercise class which has become an essential tool in maintaining my personal independence.

“A brilliant venue with the best and most friendly staff in the world and always spotlessly clean. I love that place.”

- Thank you for being so flexible and accommodating my daughter who has autism and anxiety. I was swimming and she was spectating but was too anxious to go through to the spectator area on her own. Staff made no fuss and offered Alice a chair in reception should she get

too warm on poolside. The staff made everything so easy and it was much appreciated

- I’m a volunteer and brought a group over from Open Country (disabled adults). As soon as I saw Mandy on Reception, I knew we’d be fine. We had a lovely time and the staff couldn’t do enough to help. We’ll definitely be back.

- Brilliant team, everyone was so friendly and helped create a really excellent atmosphere. We loved our time here and will definitely be returning

- Please don’t change anything - a lovely unique experience, gorgeous building, comfortable vibe, loved the history & the gentle heat rooms, steam room & plunge pool were fab - no wonder spa towns were popular!

- Feel so much better since I have been doing Angela’s Pilates class. Legs are much stronger. Hoping I will not need my sticks as much.

- Since joining in February

I have received great service, friendly staff, and members, and great value for money

- Fabulous little facility with lovely, helpful staff. Great for our community and love the great Saturday sessions for those who like to train hard swimming and cycling. So blessed to have this top quality pool in the dale.

- The gym and pool are clean, well kept and well managed. Staff are always friendly, polite and helpful. Booking system works well. Very happy with my membership.

- Adult swimming excellent, patient teaching. Aquafit great fun and good exercise. Aquacore delighted it’s restarted. Another class would be good. Pilates always good. Thanks to everyone.

- Great swim. The fast lane swim is always available and I appreciate that.



our people

40 teachers received training to support delivery to people learning to swim with health conditions

Learning and development pathway introduced for all job roles

150 full time equivalent people employed to make up the Brimhams Tribe

12 swimming teachers trained

Eight aquatic activity for health

40 leadership development hours delivered

People in Focus

£15k CIMSPA funded training received

1,500 training hours accessed

What our people think...

- Amazing team
- Ambitious strategy
- Assistance in Development with skills
- The diversity in job roles management opportunities and transparency within the company
- Being apart of a supportive team. Helping the smallest of the community in their journey to a happy healthy start in life
- Being part of a social movement at such an early stage of its life cycle.
- Every day is different
- Flexibility in shifts

“How close the staff team are.. like family.”

- Flexible shifts that fit around my life
- Great organisation to be working for. We as staff are listened to

and are kept up to date with any upcoming changes

- Having the autonomy to make decisions and the trust from seniors
- Having the opportunity to impact, develop, and improve how we can help people with their health and wellbeing.
- I am delighted to work in this enabling environment
- Everyone is friendly supportive and encouraging A refreshing change from previous employment
- I am listened to and feel valued, when I have struggled in my personal life there has been nothing but support and understanding from my colleagues and I know they want the best for me.
- I enjoy the contact with the customers, some are like old

friends now.

- I feel part of a team with respect, been able to work around all the sites this past year has given me more confidence.
- I get to work in a fantastic team, where everyone really comes

“There is a good positive and motivated team at the health and wellbeing hubs i work from.”

- together sharing thoughts and coming up with solutions. I also like the job satisfaction knowing that what i do really means something to a lot of people. If i can make a person smile/laugh and feel like they're a part of a community then I have achieved some of my goals for the day.
- The family team, Always been there for each other.

- There is a good positive and motivated team at the health and wellbeing hubs i work from. They are caring, motivated and encouraging and always ready to listen and keen to help.
- There's lots of opportunities to make bigger changes to the community
- They invest in their employees & want them to progress further

“Having the autonomy to make decisions and the trust from seniors”



our year ahead



Finance and Performance Priorities for the Year Ahead

The year ahead involves deepening the relationship with North Yorkshire Council, launching new service offers and opening two new facilities.

Other key priorities include:

- **Les Mills** group exercise introduced across all leisure facilities, including live and virtual offerings to enhance member experience and Born to Move classes to encourage children into group exercise
- **Wellness Coaches** with a GP referral specialism placed in all facilities and introduce a bespoke intervention for people with type 2 diabetes
- **Market leading Refer-All software** introduced to support referral programmes for people with health conditions
- **Total Gym Gravity** equipment installed at new leisure facilities to provide a wider more versatile supported exercise offer including for people with health conditions
- **Swim Tag** extended to all pools to create an inclusive estate wide offer to increase numbers and frequency of people participating in swimming
- **Good Boost** technology introduced at all pools offering an artificial intelligence solution for managing water and dry side activity for individuals with health conditions
- **Quest** assessment at Jack Laugher Leisure and Wellness Centre planned for November
- **Annual people celebration** event to reward and recognise our hard working team members alongside further investment in learning and development
- **Fairfax Wellbeing Hub** redevelopment to introduce an additional exercise area to support people with health conditions
- **Conclude the pilot project** with a local housing association to support homeless people and plan for expanding the project
- **Introduce a bespoke induction process** for individuals within the team



www.brimhamsactive.com

