

Everyone Active Annual Report

2021



Executive Summary

2021 has been a challenging yet hugely rewarding year for the leisure centre's in East Herts, in a shorter contract year with the centre's reopening in April 21 after the third national COVID lockdown. We have had a welcome boost with the start of the Hartham refurbishment programme which presented a few challenges across the year, and the launch of the new Grange Paddocks over the weekend of 23rd October 21.

Given the opportunities that lay ahead in 2021, we used the January to March period for a mini refresh of the gym facilities at Hartham which brought forward over £100,000 of new equipment for the users to enjoy. Whilst at Grange Paddocks we used this time in preparation to clear the old building and move all our paper based systems to digital ready for the move to the new centre in the autumn.

At Hartham we worked with Hertfordshire County Council on the provision of asymptomatic testing centre using the studio and reception space. These sessions were from 8am to 8pm over three consecutive days, with a six day gap and then a further three consecutive testing days. We also supported the mobile testing facilities at Fanshawe with access to power, toilet and rest facilities on two occasions.

During these lockdown periods, we continued to offer members the opportunity to work out at home through a number of free activities on the Everyone Active social media channels, along with providing paying members access to the Everyone Active on Demand App which has hundreds of activities and classes ranging from Les Mills on demand which is the more traditional aerobic activity, to mind and body activities and EXi an exercise on prescription service which we are looking to explore further for the Exercise on Referral scheme in 2022.

In April due to the need to reconfigure the phasing of the refurbishment at Hartham the swimming pool remained closed for works to commence. Works have included re-lining the pools, a new fixed pool boom dividing the main pool into a standard 25m tank, retiling the pool surrounds and redecoration. Everyone Active communicated with members and clubs and have been able to utilise both Fanshawe and Ward Freman pools for general swim, swimming lessons and club sessions. In addition, after the end of the governments furlough scheme in October we have continued to honour pay to our aquatics teams.

The reopening of all of the other facilities in April was welcome by the majority of customers and colleagues, unfortunately due to government restrictions the group exercise programmes were not allowed to restart straight away and was delayed to phase two restriction release in May which did create some complaints. From the remainder of the restrictions period, April until 16th August when the restrictions officially ended, we operated very much under a COVID Secure operation. This was necessary at the time, however very much limited the capacities for group exercise attendances with capacities pre COVID being 20-25 per session in the studio spaces reduced to 10-12 per session. Similarly, with swimming capacities these were restricted and limited the capacities of family swimming to maximum of 10 in the learner pool sessions at Grange Paddocks. At the end of the government restrictions we saw swimming attendances increase when capacities could return to pre COVID levels. Also, at the end of the restriction period, we removed the need for all gym users to book into sessions.

The hugely successful launch of the new Grange Paddocks Leisure Centre over the weekend of 23rd and 24th October saw a huge number of people utilising the facilities for the first time. The open weekend saw plenty of free activities, the highlight being the Big Splash Event, which saw 98 young people participate in a 90-minute swimming session with 4 Olympic and National swimmers, alongside Colin Jackson who assisted the council's Portfolio holders in the opening of the centre.

The opening of the new Grange Paddocks Leisure Centre was hugely rewarding for the Everyone Active team, seeing their efforts in the mobilisation rewarded with the customers loving the new centre. It was also great seeing plenty of colleagues and customers smile with the fantastic new facilities, which given the challenges in the last 18 months was richly rewarding. The weekend saw over 3,000 visitors alone. In addition, we saw a successful marketing campaign which helped to generate a return of [REDACTED] and 1,622 new Everyone Active Card holders. Alongside there being several very positive press releases and articles in the Bishop's Stortford Independent. Below are several images showing the events over the opening weekend and in the final section of this report there are links to the media coverage.



In quarter 4 we saw the real impact of the new Grange Paddocks, which from an Aquatic perspective has exceeded our expectation on casual swimming as highlighted in the swim attendance growth. After opening the centre our greatest challenge was the onset of the Omicron variant which on one day saw nine colleagues at Grange Paddocks tested positive. This essentially created a two-fold challenge for us, keeping the services running with as little disruption as possible whilst keeping the work force safe. At Hartham we were forced to cancel several classes in the run up to Christmas due to COVID which has been reported to East Herts Council in the correct manner. The second challenge was customer confidence as we saw session attendances drop by 40% at the larger sites in the 2nd and 3rd week of December for group exercise, thankfully in early January 22 we saw a large return to activity in the centres.

In summary of the key performance area in terms of getting more people visiting the centre's and becoming active, the attendance levels and energy consumption reviews need to be caveated with the reality that we were only open for 9 months, of which four and half months were under the COVID secure restrictions which reduced our capacities for all sessions. Therefore, throughout this report there are regular references to the 2020 results and 2021 results being influenced by the challenging operational years incurred. The opening of the new Grange Paddocks in October saw an uptake in the attendances in quarter 4. The real challenge for 2022 when we anticipate a full 12 months of operation is to exceed the level seen in 2019 which held the highest levels of attendance in the previous contract. The COVID period saw mass cancellations on usage drop across the leisure centres and we are confident that 2022 will be the year to bring these attendances and membership numbers back to pre-pandemic levels.

From a total participation level in 2021 during the nine months of being open we saw a total of 538,365, which is an increase from 2020. We are however down on the 2019 attendances of 981,768. We believe with customer confidence returning, the new Grange Paddocks and the completion of elements of the Hartham development we foresee a further growth in total attendances and will be aiming to work towards 1 million visits exceeding 2019.

We also use two other KPI's to provide insight to the number of people being active in our centres, and new users coming to the centres. These are the number of active unique users and number of new Everyone Active card holders.

The new Everyone Active card holders are people signing up for the free card or membership for the first time having never visited the centres before. The performance in 2021 saw 11,347 new users which is an increase on 9,000 achieved in 2019.

Then active users, who are unique users who are using the centre up to 5 times per week within a month. The number of multi active users using the centre 5 times a week, at the end of 2021 was 767 which is a 20.23% growth from 2020 which was 638. At pre pandemic levels we saw 1,107 unique multi active users, which with the return of swimming at Hartham, we believe will be exceeded in 2022

Total facility usage has seen an increase from 2020, with 2021 hitting 538,365 visits which is 11.37% increase. However, in comparison to the benchmark of 2019, we are 48.39% lower. Quarter 1 was missed due to the lockdown and we are confident when Hartham pool reopens, along seeing the impact in quarter 4 of the new Grange Paddocks we will exceed this in 2022. From a gender comparison we see an increase of 11.1% year on year for male users and 19.9% increase of female users.

From a demographic perspective, in relation to Young people we see growth being slow in the 5-11 age group range at 1.49% which has been impacted by the pool refurbishment at Hartham and the restrictions on attendances for the bulk of the year which limited family swimming. The 12-16 age group range saw a 26.5% increase which is positive, and in the 17-24 age group range there is a 36.1% increase.

Senior participation levels are similar to the general increases we have reported elsewhere on a year on year perspective. We see the 50-59 age group range increase by 5.22%, the 60-69 age group range by 0.96% and in the 70+ age group range, a decline of 6.14%. This is something we will continue to look at and how we can continue to grow this type of user. The Hartham pool refurbishment has been a factor, we believe there is in non-aquatic activities still a degree of consumer confidence around COVID that needs boosting. We have the opportunity in 2022 to work with the Public Health teams on a programme where we are contributing a large number of free 10 days pass for our senior residents in East Herts to access the centre's free of charge, this is being launched in the Spring 22. We have also targeted several programmes to start at Grange Paddocks around social and active sessions for this target group.

As we highlighted in the 2020 report and quarterly reports, the impact of the pandemic was tough on our fitness membership and we saw in 2020 a drop of approximately 30%. In January 2020 we had [REDACTED] members dropping to [REDACTED] members in January 2021. The impact of the new Grange Paddocks and a focus on new and old members returning we have seen our member base return to [REDACTED] at the end of December, which is only [REDACTED] members short of pre pandemic levels. In the launch month at Grange Paddocks we sold 1034 new memberships which is a great achievement. Hartham has seen the membership flat line due to the ongoing building works.

The aquatics usage has increased from 2020. We have for our casual swimmers seen a 25,440 increase which is 40.4% more. New Grange Paddocks plays a massive role in this growth, where in quarter 4 covers 70% of the total contract swimming attendance. Learn to swim activities saw a 29.4% decline between 2020 and 2021 however has seen a 29.4% growth at the pools currently open, which means we have [REDACTED] swimmers on our scheme which is a growth of [REDACTED].

Fitness usage is split into gym and group exercise. Gym attendance levels are good with 33% increase year on year, we see the impact of the new Grange Paddocks which in quarter 4 boosts the gym attendance well over historical performance levels.

Group exercise was hampered in terms of the capacities during the periods where restrictions were in place, where capacities were 10 – 12 per session, which post the restrictions being lifted increased to 20-25 per session and in new Grange Paddocks around 35 per sessions. So, the increase year on year is low at 1% or 458 visits, however in quarter 4 across the contract we broadly hit the benchmark levels of group exercise attendances pre pandemic.

From a Community Engagement perspective, we have delivered several new projects, with there being several netball camps in partnership with Saracens and Birchwood High School. We have had several pilot sessions for walking netball and walking cricket which will be revisited in 2022. We have continued to support Swimathon which saw 178 participants across the contract, whilst at Grange Paddocks we had a group of school friends raise over £1,700 and were featured in the local media. We continued to work with Dementia Alliance in a bid to boost awareness and have increased Dementia training as a core part of our management team training. In 2022 this training will be delivered to all EA colleagues in East Herts. In December we provided in partnership with Herts Sports Partnership a HAPPY camp for 20 young people. The sessions targeted families where food poverty may be a factor, therefore the camps key requirements in addition to being active and engaging, was a free hot healthy meal each day. We will be looking to continue this at Grange Paddocks in 2022, the feedback from the participants was positive.

Year 2 of the leisure contract has seen a welcome return to prolonged opening, we are seeing the impact of the amazing new Grange Paddocks with attendances and target groups all increasing in Quarter 4. We have seen swimming levels increase across the pools open in 2021 and learn to swim schemes growing. We are continuously looking at improving the centres operations and 2021 saw investment in new defibrillators, new pool hoists and PBX lifeguard rescue boards at all sites.

The highlight of 2021 being the launch of the new Grange Paddocks, the feedback on the VIP preview date was hugely rewarding and the actual opening day was brilliant to see so many people in our community genuinely excited and enjoying the quality of the new centre.

Operational Procedures

COVID secure environments

Since the start of the first lockdown period the government restrictions have dictated a need for leisure centre's to be COVID secure, this required a host of alterations to the programme and operations of the centres. Essentially when reopening in April 22 we continued to operate in a same COVID Secure manner until the various unlocking phases were finally complete on the 17th August 21.

Gym users

We had already reduced the capacity of our gyms to ensure fresh air flow standards are achieved, social distancing at 2m+ is possible in all training areas. This had resulted in many of the treadmills, bikes and cross training cardio equipment being out of use due to social distancing. Sessions were 50min long, with the revised capacities reduced by a further 20% to enable users move around the equipment without too much waiting and feel safe. In between each of the 50min sessions, we used the gap of 10mins is used to fog the gym equipment and to sanitise the space. From the end of the restrictions in August, we ended the need for membership subscribers to book into session and increase the capacity back to similar level pre pandemic.

Group exercise

From April until August we continued with a reduced capacity, where in Hartham's studio capacity remained at 12 per session rather than pre COVID levels of 28 per session and similarly at Grange Paddocks with pre COVID sessions saw 25 per session reduced to 10. Once the final restriction ended, we collectively increased the capacities back to levels similar to pre COVID being mindful moving from 10 to 25 participants was a significant jump it would be wise to slowly do this over the next month.

Aquatics

We had seen Swim England mirror UK Active with restrictions forming part of the industry standard. From a capacity perspective for pool's this had decreased from 6m² per person to 9m² with lane swimming being limited 10 per double lanes. Where we have 4 pools with 5 lanes the maximum capacity dropped from 50 to 20 in lane swimming sessions at each pool. Equally the use of the learner pool's reduced to unviable numbers with Grange Paddocks learner pool seeing 16 as the max pre COVID this became 10 and similar Hartham was 12 dropping to 8. These levels continued until the end of the restrictions, whilst we have increased the capacities in lane swimming to 12 to ensure we can provide quality swimming experience and where we have 5 lane pools we have the ability to use 3 lanes and expand the capacity of these 3 lanes to 18. Which with the returning parameters of 6m² per person in the learner pools provides a significant boost to attendances.

Learn to Swim

School swimming has been very low since March 20, despite our efforts to encourage school users to tour the facilities and see the control measures we have put in place. However, from September 21 we saw the first term of school swimming restart since March 20 at Grange Paddocks, which has proven successful and continues to be popular in the new centre. Whilst planning the pool programme for new Grange Paddocks, we gave several schools the opportunity for an advanced preview to ensure we could discuss and foresee any potential challenges when moving from the old to new site. Essentially due to the increase size of the new main pool being 8 lanes rather than 5 lanes, with the agreement of the schools, we have been able to programme school swimming and still provide several lanes free for public swimming. This has been welcomed by many of the customers that had become accustomed to there being no school swimming when we operated under the COVID restrictions.

October 21 also saw the transition from old Grange Paddocks into the new centre, we had agreed a short 2 day closure of the old centre. This enabled us to complete a demobilisation of the old site and ensure we had enough training time for our colleagues on the new procedures and layout of the new centre. Naturally as a new centre we have needed to treat this from an operational perspective as a completely new operation, whilst some processes are easily transferrable, we needed to build new H&S operations, new centre safety and operations procedures, all which Wilmott Dixon were very accommodating to us by providing regular access to complete inspections, review and plan our new processes. In addition to this Wilmott Dixon's handover of the building provided a robust training for the management team, which alongside the video training has been hugely beneficial to the operations to getting working knowledge and experience in the new site.

The Hartham refurbishment, for various reasons, has not quite worked out as planned with there being delays to the start of the new building due to issues with historical drainage. From the pool refurbishment, whilst this initially had been planned to be completed in the fourth phase of the works, due to issues with the drainage this was flipped in early April to mean the pool refurbishment would start first and would require a degree of mobilisation to future proof the phasing in the development project, with the entrance of the centre moving into the service yard of the existing building. In relation to the pool refurbishment, there

were several potential reopening dates planned however due to unforeseen circumstances this had not been possible. There is a further hiatus with the pool currently planned to reopen in Spring 22, once exact dates are known we will clarify and communicate these dates with users and the community. These delays to the pool refurbishment have been commercially challenging to Hartham, we have a recovery plan prepared for when the pool reopens in Spring 22, with a view that we will be looking to drive casual family swimming and boost our learn to swim scheme programme which would have been out of service since December 2020.

December time was a challenge with the unwelcome return of COVID cases in our community with a high number of colleagues testing positive, from December onwards we reiterated our pledge to ensure we are keeping customers safe and active. Operationally we suffered on two fronts, the first being colleagues which we had at one point nine colleagues on a day test positive which put pressure on the remaining teams. The second front being in December customer attendances declined significantly with several customers cancelling classes and their being small increase in the number of customers cancelling their subscriptions as a result of concerns around COVID being more common.

Cleaning and Housekeeping/Presentation

Cleaning Standards and Schedules

Since reopening there have been no significant issues with cleanliness or changes to the schedule for cleaning, we have continued to ensure we are cleaning high contact points to reduce risk of infections. The only exception being new Grange Paddocks, where we have extended our agreements with our contract cleaning supplier 3Way, which is a four-fold increase in the volume of contract cleaning hours compared to the old centre We have also added in an additional evening cleaner at Grange Paddocks to support with the increased footfall and ensure we are maintaining the high standards required.

Energy and Environmental action plans -Summary

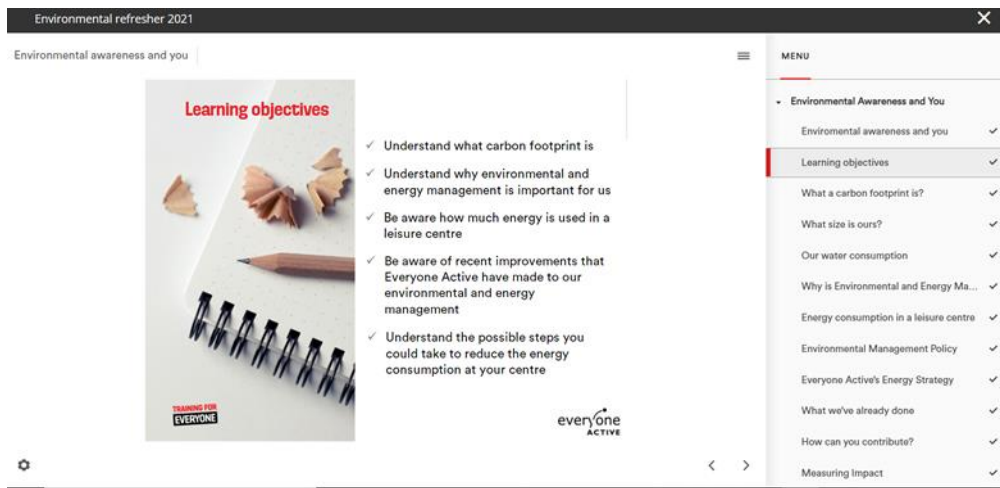
We have had another unique year's performance from an energy perspective, where we have seen the impact of lockdowns on year on year energy and water consumption which in truth does not really provide any significant insight, as where the sites have been forced to close any year on year comparison is not a fair accurate reflection on reduction in consumption. Whilst this is a similar situation to 2020, we also saw new Grange Paddocks come online in mid-October and from April there has been no pool operation at Hartham, all of which make energy and water consumption challenging to compare consumption levels.

From an energy reduction planning perspective, we have been focusing in several areas in 2021. These areas can be best separated into the following sections: training, elimination and action.

From a training perspective, we have introduced an annual refresher on environmental matters for all existing colleagues. The decision of which has been taken to move environmental training to be on a par with health and safety training, whilst both are covered in the colleague induction, there are annual refresher training for health and safety, similarly the decision provides updated information to colleagues on environmental matters and enables sites to add in references to their specific energy engagement and reduction plans. In all centres we have revisited backwash training with all colleagues to ensure processes are followed as planned and we are as efficient as we can be when completing this task, limiting the amount of water used to a minimum required level. We have also been driving more colleagues to complete our Carbon Reduction course which makes more of the management team more carbon literate.

We have also linked in a part of our Green Travel plan work to create a "Commitment to becoming greener" which is being trialled at Grange Paddocks, where we have 90% of the colleagues signed up to a commitment to becoming greener. These commitments are nothing revolutionary, just getting colleagues to commit to reporting small issues with lights, switching lights off, ensuring chemical are used kept to the minimum level, recycling is promoted and delivered by the team.

Example of Environmental Refresher training



In terms of elimination, we have historically been advocates of education and empowerment, however we have chosen that elimination needs to be introduced to, replace, remove or reduce elements to improve environmental matters proactively and promptly. As already highlighted at Hartham and Grange Paddocks, we have removed all plastic pouch pod soap system and installed new refillable units. From our cleaning orders, typically we would be ordering between 100 and 110 pouches per large site per month, this eliminates between 200 – 220 plastic pouches per month and potentially 2,500 plastic pouches annually. Another example of this elimination element is the removal of colleagues control on the BMS unit for new Grange Paddocks, we have lockdown office control panels to set temperatures and set run times, this eliminates colleagues moving set points and units running when no colleagues are schedule to work in office space.

From an action perspective, we targeted measurable outcomes from our 2021 plans, examples of this are clear reduction in single use plastic, moving Hartham pool's to a dry chemical compound rather than wet, which we are clearly able as examples to demonstrate the improvement in environmental conditions. Where the LED pool lights at Hartham have been replaced, we have moved these lights to Ward Freman and installed recycled lighting units which provides a better efficiency rating and improved look on poolside.

From a waste management perspective, we have seen a small improvement in recycling percentages across the Leisure Centre's where across the board we recycled 83.12% on average in 2021 which is a further improvement of 0.96% compared to 2021 and in 4 years is a 2.69% improvement. This has been hugely boosted by our plans to reduce our use of single use plastic, removal of overshoes, switch at Hartham and Grange Paddocks in soap and sanitiser stations being refilled using bottles rather than a plastic pouch pod system we were using, from a cost perspective the upfront costs to installing new units is higher however the payback is an environmentally better product and service. Typically, the pouches were replaced when emptied, from a service perspective, these units are refilled every morning and afternoon reducing the opportunity for the pouch pod system to run dry which typically led to negative customer feedback.

Where we were operating in a COVID secure environment, there are several elements which increase our energy consumption, and since August there remains a focus on there being maximum fresh air ventilation in activity areas which reduce the opportunity for air handling system to recovery heat already generated. Before August we continued with multiple exit points, for the one-way systems and minimising of customer crossover, will see more energy being required to achieve temperature points.

Green Travel

As part of our wider environmental plans, and as part of our Annual Service plans, we are working on promoting active and green travel across the sites. Currently our focus site has been Grange Paddocks, with the investment in the new centre we have been working with stakeholders to look at promoting and encouraging users to use active and green travel.

EVERYONE Green Travel Plan

NEEDS TO DO THEIR BIT

Primary Aim

"To encourage staff and visitors to use sustainable transport modes, reducing the number of single occupancy car trips to the centre, through the active promotion of sustainable travel options".

Colleague Aim

"To encourage colleagues to travel safely and via sustainable methods, ensure all colleagues through environment training and greater awareness of their own accountability in all environmental matter"

Customer and Community Aims

"Encourage use of sustainable transport modes, increasing the number of sustainable travel options and reducing single occupancy car trips."

On a target setting level we have set the following headlines objectives mirroring the Aims, with a primary and two objectives for both Colleagues and then Customers and Community

Headline Objective.

Demonstrate a clear proactive and effective influence which shows a positive impact, with more customers and colleagues using active and sustainable travel.

Colleague Headline Objective.

We have colleagues that are actively trained, aware and "walking the walk," less single occupancy car trips and proactive engagement in support of green travel.

Customer and Community Headline Objective.

We actively promote Active and Sustainable travel and this seamless in our operations, with clubs, groups and schools all proactive encouraged to improve their travel arrangements. With more customers and communities groups using more sustainable and active methods of travel

EVERYONE Green Travel Plan

NEEDS TO DO THEIR BIT

General Objectives of Green Travel plan

In addition to the headline objectives outline in sections above, we have set out ourselves the following objectives with will interlink between two users groups.

- To proactive promote seamless opportunities to travel to the centre via sustainable and active travel methods.
- To reduce single occupancy car journeys.
- Encourage user groups like school, football clubs, swimming clubs and any other "group hirers" activity to create their own Green Travel Plan and or sign up to our "Commitment to being Greener." As part of this agreement there is component that requires "group hirers" to promote, participate and report on Green Travel. With a medium term view there will be a reward annually for the most "greenest" group.
- Engage and support with Active Travel, supporting the provision of cycling storage which is abundant, safe and convenient.
- Colleagues are actively involved in creating, supporting and delivering the green travel plan as core part of our "Commitment to becoming Greener."
- Colleague will sign to agree to our "Commitment to becoming Greener" which incorporates these objectives.
- We include performance and action plan progress as part of regular update to customers, stakeholder and colleagues as part of our "Green" dashboard which will incorporate Travel Plan results.
- As part of communication to users we proactively promote and support, the benefits of Active Travel. Engaging existing partners in HCC who hold Active Walks session and integrating the health and wellbeing benefits of Active Travel.
- Make target's reflect the nature of the buildings use and communicate via social media. For example 9 less car journey per day the centre is open based on an average drive of 2miles would save 919kg of carbon and is same distance as Bishop's Stortford to Tokyo in a year.
- Work with Active East Herts to create a Cycling Hub, using the centre as meeting point for cycle to promote and encourage cycling.

Ensure we complete minimum of 6 years after launch to enable the centre to demonstrate it's impact efficiently and provide regular performance markers on more users using green travel.

Examples of this are below for Grange Paddocks, we linked this to QR codes for customer surveys and travel links to bus and rail services which reduce the need for posters to be updated frequently.

EVERYONE Commitment to being Greener
NEEDS TO DO THEIR BIT

Walking routes to town

As part of our commitment of the being greener, we are keen to Promote walking to and from the centre

Below is the scan for riverside Walk near Grange Paddocks

Grange Paddocks Leisure Centre to...
Grange Paddocks Leisure Centre, Ryb Street, St
Bishop's Stortford Railway Station, Station Road

SCAN ME

EVERYONE Commitment to being Greener
NEEDS TO DO THEIR BIT

Green and Active Travel options - Bishop's Stortford

Intalink Bus Services
Link to live buses from near Grange Paddocks

Train line Services
Link to train line services

SCAN ME

Please use your mobile phone camera and they should easily pick up the QR codes to 2 external website pages.

EVERYONE Commitment to being Greener
NEEDS TO DO THEIR BIT

Green Travel Survey 2021

As part of commitment to being Greener, we are keen to gauge customer travel patterns and see what we can influence

SCAN ME

Please use your mobile phone camera and they should easily pick up the QR codes to our survey on Green Travel

Green Travel results

We have used the post user survey in Quarter 3 and Quarter 4 in 2021, having not completed this in 2020 due to covid19, we have use Single Customer View to send out random emails to customers who used the centre between September and December 21, a further breakdown on the results of this will be covered further on in the report.

From the results from 2021, you can see that there is margin drop in active travel from 2019 was 34.9% which isn't significant and something we will be working on improving in 2022.

2021 - Post User Survey - Active Travel Results				
How did you travel to the centre	Total %			Average
	19 total	21 Total		
All centres				
Walking	22.0	22.0	-	0.0
Bicycle	7.6	8.0	-	0.4
Bus	5.3	4.4	-	-0.9
Car	65.1	65.5	-	0.4
Active / Green Travel	34.9	34.5		

How did you travel to the centre	Total %	Active / Green Travel
Fanshawe Pool & Gym		28
Walking	23	
Bicycle	4	
Bus	2	
Car	72	
Grange Paddocks Leisure Centre		40
Walking	27	
Bicycle	5	
Bus	9	
Car	60	
Hartham Leisure Centre		34
Walking	14	
Bicycle	14	
Bus	6	
Car	66	
Leventhorpe Pool & Gym		29
Walking	27	
Bicycle	1	
Bus	1	
Car	71	
Ward Freman Pool		37
Walking	22	
Bicycle	15	
Bus	0	
Car	63	

Utility Consumption

Across all of the sites, we have seen annual energy seen overall consumption grow, from a metric level we have seen KWh per visit which is the total combined energy consumption against visit, which provides a performance metric which can be comparable against different periods when we have been open.

Electricity

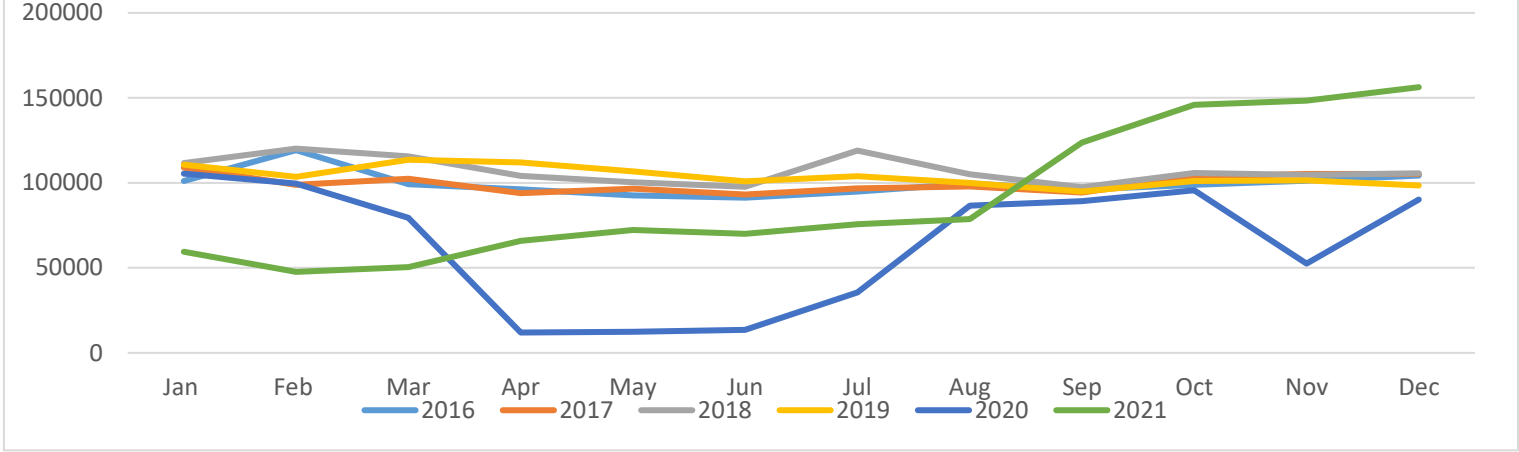
From a consumption review, we have included the consumption tables and graphs so there is a review of where consumption levels are at the end of 2021 and have been historically. From a benchmarking perspective, there is, as previously mentioned an increase in consumption based on KWh in 2021 the benchmarking level is 2.01 KWH per visit, an increase from 2020 where this was 1.60. Generally, it would be our perspective, that in 2021 in comparison to 2020, when centres were closed due to the national lockdown, we did not reduce energy levels to the same levels in 2020 as we had challenges returning these set points back to operational levels. There is also no aquatic activity at Hartham, and as mentioned previously there is an increase demand on fresh air pre and post restrictions ending August, therefore we would anticipate this increase and should there be an opportunity for recirculation of air in activity spaces to return to pre 2020 operational level, that this would be an easy reduction in the future.

ELE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		YR on YR vari
2016	101165	119285	99258	96189	92650	91308	94930	99623	95979	98829	101324	104323	1194864	
2017	109005	98833	102461	94030	96524	93171	96830	97985	94310	103606	105315	105344	1197414	0.21%
2018	111640	120177	115663	104196	100423	97693	118974	105106	97450	105821	104721	105690	1287551	7.53%
2019	110665	103489	113624	112109	106852	100859	103989	99989	94934	101110	101430	98481	1247530	-3.11%
2020	105464	99644	79463	11974	12430	13614	35547	86667	89351	95608	52562	90116	772439	-38.08%
2021	59429	47671	50544	65815	72295	70029	75660	78735	123635	145977	148343	156316	1094449	41.69%
yr on yr	-46035	-51973	-28919	53841	59865	56415	40113	-7931	34284	50369	95781	66201	322010	
yr on yr %	-43.65%	-52.16%	-36.39%	449.64%	481.63%	414.40%	112.84%	-9.15%	38.37%	52.68%	182.23%	73.46%	41.69%	
Previous YTD	105464	205107	284570	296544	308974	322588	358135	444802	534153	629761	682323	772439		
Current YTD	59429	107100	157643	223458	295753	365782	441442	520177	643812	789789	938133	1094449		
YR on YR - YTD units	-46035	-98008	-126927	-73086	-13221	43194	83307	75376	109660	160028	255810	322010		
YR on YR - YTD %	-43.65%	-47.78%	-44.60%	-24.65%	-4.28%	13.39%	23.26%	16.95%	20.53%	25.41%	37.49%	41.69%		

Annual

TOTAL	ELE	Total	Attendance	KWh Per Visit	% change Annually
	2016	1194864	956567	1.25	
	2017	1197414	989938	1.21	-3.16%
	2018	1287551	1024791	1.26	3.87%
	2019	1247530	1043152	1.20	-4.81%
	2020	772439	483389	1.60	33.62%
	2021	1094449	545275	2.01	25.61%

All Sites -Electricity Consumption



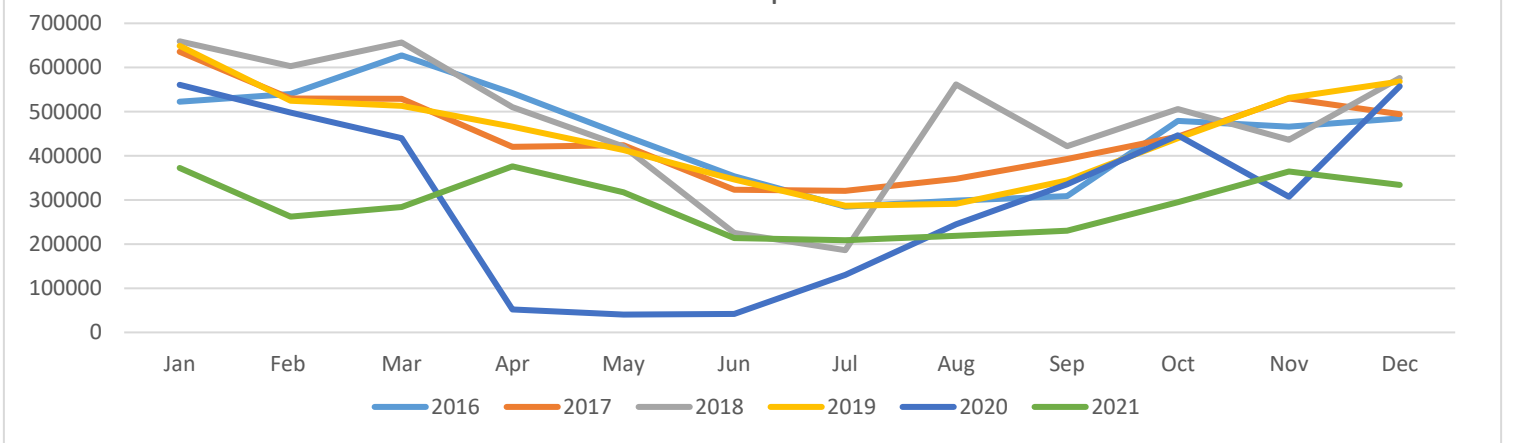
Gas

Gas consumption based on KWH per visit, in 2021 is down to 6.37 KWH's per visit, which is a decrease of 15.66% in comparison to 2020. However, in comparison to previous year's remains slightly higher, we anticipate that this will fall in 2022 due to three extra months attendance in Quarter 1 of 2022, will be a useful insight into the true impact of our consumption and energy action plans.

GAS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YR on YR vari	
2016	522310	539913	627342	542130	446213	353434	284747	298453	308601	478754	465630	484533	5352060	
2017	635588	529756	529133	420074	423976	322827	320577	348035	392563	443435	529828	494308	5390101	0.71%
2018	659181	602820	656510	509862	420615	225452	186179	561361	421865	505659	436092	575772	5761369	6.89%
2019	648878	524768	512971	466169	413163	346432	286926	291305	344480	439642	531409	567982	5374125	-6.72%
2020	560707	498039	439493	51911	40350	41854	130235	244816	335583	446067	307096	557268	3653420	-32.02%
2021	372529	261858	283959	375993	317593	213449	208743	218571	229961	294795	364439	333799	3475689	-4.86%
yr on yr	-188179	-236181	-155534	324082	277243	171595	78508	-26245	-105622	-151272	57343	-223470	-177732	
yr on yr %	-33.56%	-47.42%	-35.39%	624.30%	687.09%	409.99%	60.28%	-10.72%	-31.47%	-33.91%	18.67%	-40.10%	-4.86%	
Previous YTD	560707	1058747	1498240	1550151	1590501	1632355	1762590	2007406	2342989	2789056	3096152	3653420		
Current YTD	372529	634387	918346	1294339	1611932	1825381	2034124	2252695	2482656	2777451	3141890	3475689		
YR on YR - YTD units	-188179	-424360	-579894	-255812	21431	193026	271534	245289	139667	-11605	45738	-177732		
YR on YR -YTD %	-33.56%	-40.08%	-38.71%	-16.50%	1.35%	11.83%	15.41%	12.22%	5.96%	-0.42%	1.48%	-4.86%		

TOTAL	GAS	Total	Attendance	KWh Per Visit	% change Annually
	2016	5352060	956567	5.60	
	2017	5390101	989938	5.44	-2.68%
	2018	5761369	1024791	5.62	3.25%
	2019	5374125	1043152	5.15	-8.36%
	2020	3653420	483389	7.56	46.70%
	2021	3475689	545275	6.37	-15.66%

All Sites -Gas Consumption

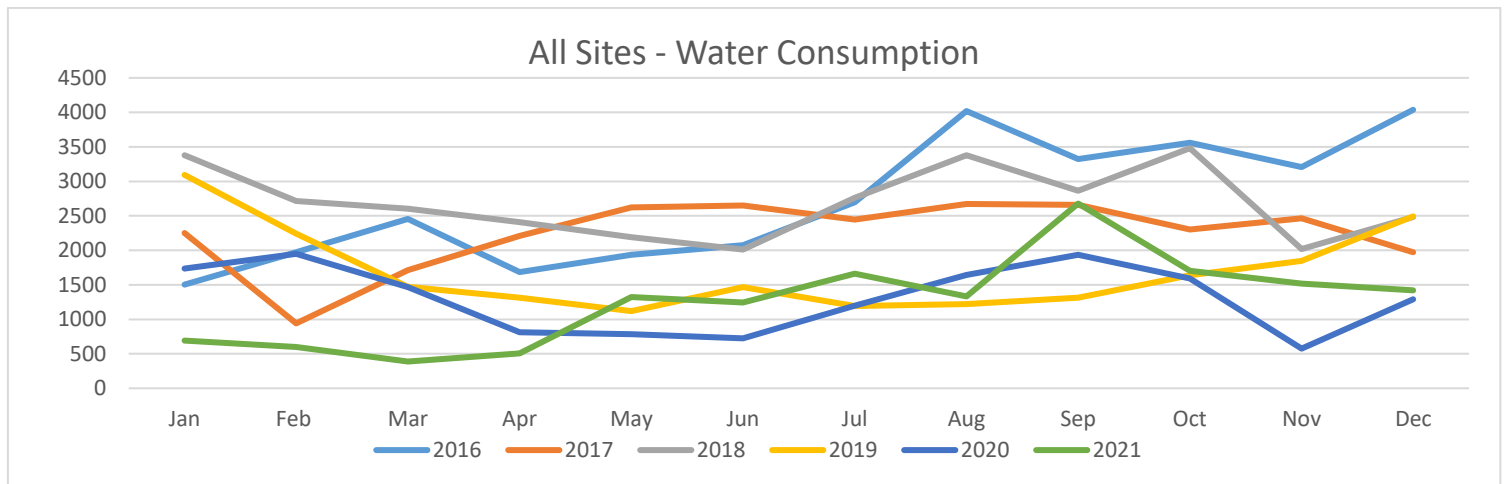


Water consumption

Conversely with there being no pool at Hartham, water consumption is down and it's worth noting these figures include the filling of the pools in new Grange Paddocks.

water	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		YR on YR vari
2016	1503	1971	2456	1686	1937	2073	2697	4017	3325	3560	3209	4037	32471	
2017	2251	941	1713	2210	2621	2651	2446	2672	2661	2303	2464	1974	26907	-17.14%
2018	3380	2713	2604	2410	2192	2011	2762	3378	2864	3480	2018	2481	32293	20.02%
2019	3093	2240	1473	1312	1119	1465	1193	1221	1314	1636	1847	2491	20404	-36.82%
2020	1737	1949	1465	810	784	724	1196	1645	1935	1591	575	1289	15700	-23.06%
2021	692	601	388	508	1321	1242	1663	1330	2678	1703	1518	1422	15067	-4.03%
yr on yr	-1045	-1348	-1077	-302	537	518	467	-315	743	112	943	133	-633	
yr on yr %	-60.16%	-69.16%	-73.52%	-37.28%	68.49%	71.55%	39.05%	-19.15%	38.40%	7.04%	164.06%	10.33%	-4.03%	
Previous YTD	1737	3686	5151	5961	6745	7469	8665	10310	12245	13836	14411	15700		
Current YTD	692	1293	1681	2189	3510	4752	6415	7745	10423	12126	13644	15067		
YR on YR - YTD units	-1045	-2393	-3470	-3772	-3235	-2717	-2250	-2565	-1822	-1710	-767	-633		
YR on YR - YTD %	-60.16%	-64.92%	-67.37%	-63.28%	-47.96%	-36.38%	-25.97%	-24.88%	-14.88%	-12.36%	-5.32%	-4.03%		

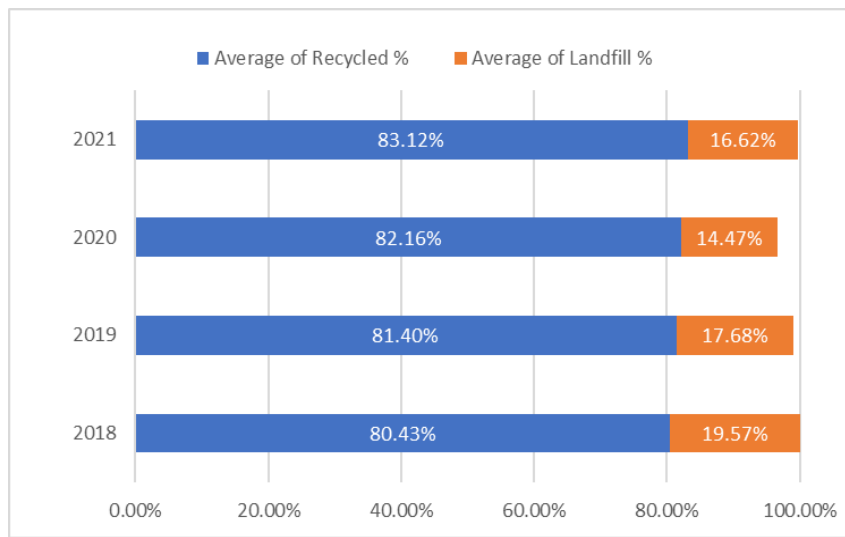
TOTAL	water	Total	Attendance	KWh Per Visit	% change Annually
	2016	32471	956567	0.0339	
	2017	26907	989938	0.0272	-19.93%
	2018	32293	1024791	0.0315	15.94%
	2019	20404	1043152	0.0196	-37.93%
	2020	15700	483389	0.0325	66.05%
	2021	15067	545275	0.0276	-14.93%



Recycled Waste

In term of recycling percentages in the Leisure Centre's across the board we recycled 83.12% on average in 2021 which is a further improvement of 0.96% compared to 2020 and in 4 years is a 2.69% improvement. As reported in previous quarterly reports since reopening we have had a few challenges with the classification of centre paper that has been used for cleaning being classed as unrecyclable, we have resolved these issues from December onwards. Since reopening we are using a significant volume of centre feed and tissue products for cleaning to ensure hygiene and sanitisation standards are kept to a high level.

YR	2021				
Quarter	(All)				
Month	(All)				
Row Labels	Average of Recycled %	Average of Landfill %	year	Average of Recycled %	Average of Landfill %
FANSHAWE POOL AND GYM	81.86%	16.84%	2018	80.43%	19.57%
GRANGE PADDOCKS LEISURE CENTRE	85.13%	14.87%	2019	81.40%	18.68%
HARTHAM LEISURE CENTRE	84.38%	15.62%	2020	82.16%	17.47%
LEVINTHORPE POOL & GYM	84.26%	15.74%	2021	83.12%	16.62%
WARD FREMAN POOL	79.97%	20.03%			
Grand Total	83.12%	16.62%			



Customer Relationships

Customer Comments

The following is a summary of customer comments received via verbal feedback, email, and letters processed through the Single Customer View online system.

Feedback and enquiries

There is a 50% increase in feedback and enquiries received which reflects the significant shift to digital, which ensures all enquiries and feedback are channelled through Single Customer View (SCV), this information enable us to produce a 360 degree overview of customers and from a feedback and enquiry perspective enable us to see previous feedback, interactions with the customer and manage the feedback and enquiries more effectively. Given the volume of the feedback received in various months this has presented an evolution in our working practices for customer services, where essentially, we have colleagues regularly signed into the SCV system to ensure we have monitoring and colleague support in this digital aspect of our operation.

Total of Feedback and Enquiries														
Total	Feedback and Enquiries	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	2019	99	92	108	82	79	73	94	89	118	134	139	93	1200
	2020	62	260	604	116	104	182	779	982	958	721	299	314	5381
	2021	99	98	334	1035	680	593	627	703	777	634	1100	617	7297

2020	1328
2021	2839

Feedback per 10,000 visits

SCV automatically separate's customer feedback by key words and assigns them as feedback or enquiries. Certainly, we have seen an increase in feedback and therefore the metric of feedback per 10,000 visits increases, whilst we have historical data, the evolution of the SCV and customer journey towards all feedback being pulled through this system has been accelerated by the pandemic period. Essentially the shift we believe we are seeing in the increase in feedback isn't a cause of concern, more a reflection on consumer behaviours. Which is also a result of us channelling more links for customers to feedback on a regular basis via the app, websites and QR codes in the centre to actively encourage feedback. Similar much of the customer journey over the last 18 months has been focused on limiting face to face interactions with people during the COVID secure period, with until mid-August there being separate entrances and exits as part of this plan. It's our take that this has been a contributing factor in the evolution of how we interact with our customer. Whilst there is a shift to digital interactions in relation to customer feedback, we are conscious that as a service provider in the local community, customer service and customer care are crucial to achieve customer satisfaction both in person and digitally. Given the volume of digital apps, Peloton and other online activity providers, we have ensured we are reiterating and conscious that our face to face interactions with customers never more needs to be proactive and positive, delivering an experience that strives to generate compliments.

Feedback per 10K visits																
Total	Feedback	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Total attendance	Feedback per 10K visit
	2016	0	0	0	0	0	0	0	1	17	13	20	12	63	956567	0.66
	2017	24	25	37	29	28	29	22	39	41	42	64	43	423	989938	4.27
	2018	76	94	140	82	79	55	36	36	22	36	65	84	805	1024791	7.86
	2019	140	60	74	36	69	70	98	30	48	30	47	31	733	1043152	7.03
	2020	61	46	34	1	3	0	13	14	72	23	14	35	316	483389	6.54
	2021	5	2	15	99	39	42	55	43	59	63	161	45	628	545275	11.52

Negative Feedback

We have seen the volume of negative feedback increase, this is something that is calculated in SCV using the words, pass interactions with customers, visits and language used in their feedback. Essentially whilst the table below shows a doubling of the negative feedback and benchmarking of feedback per 10,000 visits, we review all feedback twice a week to ensure there aren't patterns or trends we need to address. At the end of each week, there is a meeting to review performance on SCV, and looking at service levels to ensure we proactively deal with all feedback. Upon review the 2021 period for negative feedback is associated with new Grange Paddocks, which customers were we very keen to get a precise opening date, this follow the demobilisation and demolition of the old site which is caused pinch points in the car park with there being less car parking spaces. Similarly, the refurbishment at Hartham as seen three different proposed dates communicated with customers and community hirers, all of which has become a regular source of negative feedback.

In terms of the table below, November saw 156 negative feedback, as highlighted in the Quarter 4 report this is a result of a technical issue where existing concessionary users that were moved into the new Grange Paddocks site's membership grouping were asked to provide proof of their concessionary pricing level despite being members for a while. Typically, the CRM system we use request new customers signing up to a concessionary subscription provide a copy of their ID within 14days of joining, this technical issue had been caused as the CRM mistakenly believed old concessionary users were new members in the new Grange Paddocks. After spotting this issue we emailed all of the customers that had mistakenly been sent the email requesting Concessionary ID an apology.

Negative Feedback per 10K visits																
Total	Feedback	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Total attendance	Feedback per 10K visit
	2016	0	0	0	0	0	0	0	1	14	13	18	10	56	956567	0.59
	2017	24	25	31	24	24	22	16	26	27	33	50	31	333	989938	3.36
	2018	56	74	64	48	48	40	24	26	15	24	29	45	493	1024791	4.81
	2019	88	45	34	23	49	37	57	18	29	27	39	16	462	1043152	4.43
	2020	26	36	33	1	3	0	3	11	42	11	9	33	208	483389	4.30
	2021	5	2	14	95	35	33	46	40	58	54	156	44	582	545275	10.67

Positive Feedback

We are seeing less positive feedback, this in our mind is influenced by the drive towards digitalisation. Whilst there is positive feedback, consumer behaviour is such that consumers necessarily don't log this with us as frequently as they would a negative experience. In our service plans for 2022, we are looking at starting a monthly post user survey which will sent to users sporadically in the month after their visit, asking for feedback on their experience, we are hopeful this is something that will generate a more rounded feedback profile. We are also updating our teams with easy access to log verbal comments and integrating this with the SCV system, currently this certainly is an area we believe we can improve on in the next 12 months as this is something our colleagues will be monitored on the number of SCV interactions and new feedback tickets they add to the system.

Postive Feedback per 10K visits																
Total	Feedback	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Total attendance	Feedback per 10K visit
	2016	0	0	0	0	0	0	0	0	3	0	1	1	5	956567	0.05
	2017	0	0	6	5	4	7	7	11	14	7	19	12	92	989938	0.93
	2018	20	20	76	34	31	15	12	10	7	12	38	39	314	1024791	3.06
	2019	52	15	40	13	20	33	41	12	19	3	18	15	281	1043152	2.69
	2020	27	7	1	0	0	0	10	3	17	12	5	2	84	483389	1.74
	2021	0	0	1	4	4	8	9	3	1	8	2	3	43	545275	0.79

Key feedback patterns – owing to the pandemic there have been key themes and topics which are highlighted below, which make up majority of the feedback and enquiries.

Membership queries – will membership be extended

Lost online password and log in details

Refunds for activities

Cancellation of activities or membership

Payments what happens next.

New feedback patterns in 2021 have focused on the development projects at both Hartham and Grange Paddocks.

The Hartham feedback, relates to the pool refurbishment and subsequent delays to the reopening of the pool.

Grange Paddocks, focuses on when the opening date was for the new centre, given the challenges around the end of the project and finalising the build completion we were only able to confirm the opening date 6 weeks before.

Corporately we have the following pages on our website to support customers, we were updated following feedback from sites and users we have separated into several

<https://www.everyoneactive.com/faqs/>

General Information

What do you do with my personal details?

Which third parties do you share my data with and why?

What should I do if I don't have an email address?

Do you store my payment card details and is the payment process secure?

Can I book classes and activities online?

What is the best way to contact my centre?

Where is my nearest centre?

I have forgotten my details; how do I log in?

Can I cancel activities online?

What does the membership card give me?

How do I make a complaint?

How do I reset my password?

I have just signed up, how do I set a password?

COVID measures & information

Troubleshooting Guide - <https://www.everyoneactive.com/troubleshooting/>

Login into my account

What should I do if I don't have an email address?

I have forgotten my details; how do I log in?

How do I reset my password?

I have just signed up, how do I set a password?

Booking session on the app & website

I have forgotten my details; how do I log in?

How do I reset my password?

How far in advance can I book my gym session, class or activity?

Why can't I book for me and my partner together?

What happens if I can no longer make my booked session?

I'm not a member can I still book a session?

I have just signed up, how do I set a password?

Join online

Who is entitled to my corporate discount?

Can I add an optional extra at a later date?

How do I cancel a membership add on subscription?

Why are you asking me to provide Emergency Contact details?

What is the final month in advance fee?

Do you store my payment card details and is the payment process secure?

How do I join Everyone Active?

If I join today, can I use the centre immediately?

Everyone Active on Demand

You said we did summaries

Each month we summarise our customer feedback by providing a section in the monthly report titled You Said We Did, in a bid to demonstrate what we are doing about feedback or issues raised. Below is the summary of the periods since reopening at each site that are more specific to each site rather the volume feedback regarding lockdown and reopening.

Hartham

- Customer requests for toilets to be added to the temporary studio area, unfortunately this isn't possible however we have improved the pathway routes into the centre, so users can access the centre quicker.
- [REDACTED] Club would like space at other sites whilst Hartham is still closed. We have offered time outside of the normal opening times for Ward Freman and Fanshawe. Currently the club have planned session at Fanshawe on Sunday evening.
- Better system to scan into the gym and classes – We set up a fast track system with a scanner to allow members to swipe into pre-booked sessions
- Air con system not working very well in the studio – fitted new heating coil to the system to improve the heating and cooling of the room
- Car park area quite dark when walking from the centre to the car – new lighting installed along the walkway in the car park

Fanshawe

- Pool temp seems too warm – Fitted new heating control valves as well as a new activator which has stabilised the pool temperature.
- Main centre signage doesn't look very good and dated – New sign has been installed
- Was nervous joining the gym after COVID but the colleague [REDACTED] that signed me up was amazing. He was so friendly and reassuring – Thank you for the feedback we will let [REDACTED] know and thank him for his excellent customer service
- Shower pressure in areas is poor. This is due to the showers being fed from a gravity led water tank so when there are more users, the water pressure struggles. We have installed boost pumps in these areas to improve the shower pressures and water flow.
- Air Conditioning in the gym, we have plans to replace the system and are awaiting on approval from partners.
- The lockers look great but now the cubicles don't look very nice –We have repainted in a light grey to improve the appearance of the changing room's area.
- Can we have more Aqua sessions at Fanshawe – currently we have increased the capacities in the existing sessions, however owing to the pool refurbishment works at Hartham, we are limited to what we can accommodate.
- Unhappy with how team dealt with situation when daughter was injured in swimming lessons. We had already fed back to the team in our accident review, where all young people need to have a follow up after logged accidents. Team members have received additional customer service training in their monthly training sessions in addition to the revised process.

Ward Freman

- Pool floor isn't in great condition – we have made the area safe to use and are awaiting further developments
- Shower heads in the women's don't work very well – we have replaced the broken shower heads with new ones
- Right hand side toilet in the women's is loose from the floor – This has been bolted back down and fixed back in place
- Love the Monday night Aqua – Thank you, we will let the instructor know
- Struggling to find spaces for swimming lesson on weekend, we have managed to increase spaces in January for more lessons from January 22 onwards.
- Hair dryers are old and you charge 20p for them. We have moved to free hairdryers and improved the quality of the units to improve customer service.
- The Staff at the centre are also so friendly and helpful – Thank you for the positive feedback we will pass this back to the team.

Grange Paddocks

- Not Enough Group Exercise Classes
Additional classes have been introduced following the recent lockdowns to accommodate demand.
- No disability swim session
Following the review of the pool timetable, the disability session on a Thursday has been brought back.
- Swim Lane Etiquette
We had a number of swimmers feedback about the issues they faced when coming back to lane swimming following the lockdown. We were limited to how many lanes we could offer and needed to meet the needs of every swimmer. We received numerous amounts of feedback regarding lane etiquette. This prompted the team at Grange Paddocks to work closely with our swimmers and create a list of rules / lane etiquette that all swimmers should abide by.
- Now schools are back swimming in the centre, the new lane swimming times doesn't suit me. We published the proposed new swimming timetable for new Grange Paddocks, this customer complimented this as a great change in programming.
- Issues with 1 team on Sunday leaving litter on pitches and being rowdy. We had previously spoken to the club, which related to away team's behaviour which has been reported to the league.

- Showers are too warm in the Changing Village in the new centre, they were within in the accepted parameters, however we have lowered this to lower acceptable band for water temperatures.
- Need more stage 3 sessions, we are launching more lessons in January 22.
- Why is the learner pool session at the weekend only capped to 30? Originally this was reduced to provide a better user experience. However, demands on the family sessions in the learner pool have shown this number needs to be increase which was altered in mid-December.

Leventhorpe

- Lights on poolside gloomy – currently they are warm orange light, we have replaced these with a cool white colour which improves the appearance on poolside
- More classes on Saturday AM – we had been limited to space with the Swim England guidance and reduction in capacities, we have been able to add 3 more sessions from January 22 onwards.

Customer Forum Summaries

Plans for these sessions had been in place for 2021, however with the limitation around social distancing and the planned development works, this has been something we had not been able to deliver. These are being scheduled for early 2022.

Web app usage stats – Drive towards Digital.

We are working on driving users to using the Everyone App and our web based solutions, historically pre lockdown we average 30% of bookings and payments (referred to as transactions) being digital. Since we have reopened in a COVID secure environment, we require all sessions to be bookable, which had led to all public swimming times being bookable online and in the same vain with gym sessions until the end of the restriction in mid-August 21.

From a performance perspective, we have seen a year on year increase in digital transactions (payments and bookings), with the 2020 level being 81.90% which increase by 0.76% in total for the whole year in 2021. However, as the table below shows this had been dropping off in quarter 2 to 4 with an increase in in-centre transactions, on review we believe there are genuine factors that have influenced this arrest in performance. We believe that the removing of the need for gym users to book into sessions from mid-August has reduced the number of monthly transactions down, generally on a monthly basis our total contractual transactions (bookings and payments) would be between ██████████ per month in the period April to December. Since reopening in April and after the end of restrictions where gym users weren't required to book sessions, our weekly average of gym bookings were ██████████ per week, so crudely this decision has added approx. ██████████ transaction during the periods where gym users were required to book into sessions. Given this drop in the volume of bookings, we believe this is the key influencing factor, and the Quarter 4 performance will be a more accurate benchmark looking forward into 2020

	2021				2020			
	In-centre	On-line	App	Digital	In-centre	On-line	App	Digital
Q4	23.10	14.57	62.33	76.90	14.50	10.70	74.80	85.50
Q3	16.17	16.43	67.40	83.83	21.72	10.94	67.36	78.30
Q2	12.77	14.27	72.97	87.23				
Q1					56.00	7.90	36.13	44.03
Aver	17.34	15.09	67.57	82.66	18.11	10.82	71.08	81.90

Year on Year Review by each quarter

	YR on YR Varianc				% variance			
	In-centre	On-line	App	Digital	In-centre	On-line	App	Digital
Q4	8.60	3.87	-12.47	-8.60	59%	36%	-17%	-10%
Q3	-5.55	5.49	0.04	5.53	-26%	50%	0%	7%
Q2	12.77	14.27	72.97	87.23	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Q1	-56.00	-7.90	-36.13	-44.03	-100%	-100%	-100%	-100%
Aver	-0.8	4.3	-3.5	0.8	-4%	39%	-5%	1%

Customer Satisfaction Survey 2021

Historically we have used colleagues in centre mixed with online survey option to survey customers, in 2021 we have moved this survey completely digital. Using the Single Customer View system we emailed randomly selected customers who had used the facilities in the last 3 days, in total we received 640 responses, which whilst previously we would have targeted over 700, split site by site with 200+ at the larger sites and 100+ at the dual use sites. Customers are asked to rank their satisfaction levels on a 1 to 5 level, with 1 being very dissatisfied; 2 fairly dissatisfied; 3 neither satisfied nor dissatisfied; 4 fairly satisfied; 5 very satisfied. From a reporting basis we have split each of the questions into Satisfied or dissatisfied. On a site level, the General Manager will meet with the operations team and drill into each of the surveys and look at patterns and potential areas of improvement.

Generally, the feedback has been positive and despite the lack of 2020 information, we have been able to look at adding the feedback and insights to our Quality Action Plans.

The following sections are questions relating to customer satisfaction and social value, and their results in the 2021 user survey.

1	How satisfied are you with your visit today?	% very satisfied or fairly satisfied	% very dissatisfied or fairly dissatisfied
	Fanshawe Pool & Gym	83	5
	Grange Paddocks Leisure Centre	88	3
	Hartham Leisure Centre	86	4
	Leventhorpe Pool & Gym	88	1
	Ward Freman Pool	90	4

1	How satisfied are you with your visit today?	% very satisfied or fairly satisfied			% very dissatisfied or fairly dissatisfied			Average	
		21 Total	19 total		21 Total	19 total		Satisfied	Not
	All sites	86.9	86.7	0.2	3.4	4.6	-1.1	86.8	4.0

Generally, the satisfaction scores from 2021 are up from the 2019 results, with there being a good drop in the number of users that are dissatisfied moving from 4.6 in 2019 to 3.4 in 2021. Given the challenges operationally and the issues we have highlighted in the earlier aspect of the of the customer feedback section this is a positive. Drilling down into the 3.4% that were dissatisfied, in real terms this equated to 4 customers that were very dissatisfied, which is split by 2 customers at Hartham, 1 at Grange Paddocks and 1 at Fanshawe. From a fairly dissatisfied perspective there were 18 customer responses, split 3 at Ward Freman, 1 at Leventhorpe, 4 at Grange Paddocks, 5 each at Hartham and Fanshawe.

From a site by site perspective, the lower scores of which are all over 83% as a minimum are a positive, generally as highlighted in the review of site specific feedback we put in several actions to look at improving these satisfaction scores in the next 6 months.

4	Based on your experience today how satisfied were you with the cleanliness of the centre?	% very satisfied or fairly satisfied	% very dissatisfied or fairly dissatisfied
	Fanshawe Pool & Gym	81	5
	Grange Paddocks Leisure Centre	84	3
	Hartham Leisure Centre	82	4
	Leventhorpe Pool & Gym	84	2
	Ward Freman Pool	80	1

4	Based on your experience today how satisfied were you with the cleanliness of the centre?	% very satisfied or fairly satisfied			% very dissatisfied or fairly dissatisfied			Average	
		21 Total	19 total		21 Total	19 total		Satisfied	Not
	All sites	82.5	82.1	0.4	3.8	6.7	-3.0	82.3	5.3

From a cleanliness perspective, this a something we have directly targeted with the increased need for spot cleaning during the pandemic period. At Grange Paddocks and Hartham we have used a specific contract cleaning company to work on areas that are typically customer critical points, like toilets, changing rooms and entrance areas, which is reflected in the increased scores. The increase from 2019 which is 0.4% improvement in satisfaction but critically the drop in dissatisfied users, which is drop from 6.7% in 2019 to 3.8% in 2021. There are a number of other plans that we are working on that are indirectly contributing factors to cleanliness perception, changing rooms refreshes, for example at Fanshawe we have redecorated each of the changing and improved the shower pressure which whilst not directly a cleanliness issue this contributes to a perception of cleanliness.

j	0.13.Do you feel that using the centre has helped improved your overall health and wellbeing?	Agree	Dis
	Fanshawe Pool & Gym	87	2
	Grange Paddocks Leisure Centre	90	1
	Hartham Leisure Centre	88	1
	Leventhorpe Pool & Gym	84	0
	Ward Freman Pool	93	1

Based on your experience today how satisfied are you with:	% very satisfied or fairly satisfied			% very dissatisfied or fairly dissatisfied			Average	
	21 Total	19 total		21 Total	19 total		Satisfied	Not
0.13.Do you feel that using the centre has helped improved your overall health and wellbeing?	88.4	86.4	2.0	1.0	2.0	-1.0	87.4	1.5

From 2018 we added this question to the post user survey, with a view to being able to have a measure on whether using the centre has helped to improve the customers overall health and wellbeing. Generally, the results are positive with 88.4% of customers agreeing using the centre has helped improve their health and wellbeing, this is also an increase from 2019 of 2%. We are more than aware of the benefit of regular activity, these results are positive, in 2022 we are aiming to increase the impact in the wider community reaching more people and looking to target more inactive non users into becoming active, whether this is in a table tennis sessions which will be starting in 2022 or casual swimming.

Programming Review

Since reopening in April 21, we kept much of the pool and activity programme the same, the only real alteration being needed was to provide sessions for Hartham clubs like Hertford Town Swimming Club at Fanshawe. With the marvellous opportunities presented with the new Grange Paddocks, we have seen the opportunity to grow the level of aquatic opportunities with as previously mentioned, the agreement that when schools are using half of the main pool that they are comfortable with public swimming in the rest of the pool. Also the additional capacities in the studio and Community Room at Grange Paddocks have presented a fabulous opportunity to attract and bring new groups and users into the centre, with the addition of children's play sessions like Jo Jingles, Holiday camps in partnership with Herts Sports Partnership and in 2022 programmes on lighter activities like table tennis sessions like chat and bat designed to be a stealth activity.

From a programming review analysis this looks at a typical weekly period, the results below show a boost across the board with increased programming activities as highlighted below.

2021 - YTD		Total	FAN	GPP	HAR	LEV	WFR
Number of programmes for older people to participate in physical activity	Older People	316	28	156	55	27	50
Number of programmes for young people to participation in physical activity	Young People	170	13	144	3	0	10
Number of programmes specifically for Disabled users to participation in physical activity	Accessible users	10	0	2	0	0	8
		2021	2020	2019	Variance		
Number of programmes for older people to participate in physical activity	Older People	316	289	234	27	9%	
Number of programmes for young people to participation in physical activity	Young People	170	131	151	39	23%	
Number of programmes specifically for Disabled users to participation in physical activity	Accessible users	10	0	9	10	100%	

Staffing (Colleagues)

Colleague's profile

We have seen a slight reduction in the total number of colleagues when looking at January 21 to January 22, however since July 21 this has been a 47-person increase. The recruitment drive for a new café team, activity leaders and lifeguards at Grange Paddocks have played a role in this increase. The year on year drop is due to a data review of colleagues not working in an 12 to 18 month period are removed from the colleague resource pool.

From a gender split basis, we have seen the female to male ratio move from 56.12% of colleagues being female, to 54.59% in January 22, generally this is not a cause of concern, looking at the numbers, this is due previously mentioned data review where a number of swim teachers whom were female have been removed from the resource pool.

Year	Month of report	Quarter	Count of People in Contract	Colleagues with Disabilities	% of colleagues with Disabilities	Gender			
						Female - Units	Male - Units	Female - %	Male - %
2020	Jan-20	Jan	322	3	0.93%	174	148	54.04%	45.96%
2020	Apr-20	April	327	3	0.92%	177	150	54.13%	45.87%
2020	Jul-20	July	326	3	0.92%	176	150	53.99%	46.01%
2020	Sep-20	Sept	324	3	0.93%	174	150	53.99%	46.01%
2021	Jan-21	Jan	237	4	1.69%	133	104	56.12%	43.88%
2021	Apr-21	April	208	4	1.92%	120	88	57.69%	42.31%
2021	Jul-21	July	182	4	2.20%	101	81	55.49%	44.51%
2021	Sep-21	Sept	195	6	3.08%	108	87	55.38%	44.62%
2022	Jan-22	Jan	229	9	3.93%	125	101	54.59%	45.41%

Year	Month of report	Quarter	Employment stats				% Full Time %	% Part Time %	% Zero Hours %	Average Age
			Units Full Time - Units	Units Part Time - Units	Units Zero Hours - Units	Units Total job roles - Units				
2020	Jan-20	Jan	37	92	264	393	9.41%	23.41%	67.18%	41.9
2020	Apr-20	April	34	89	273	396	8.59%	22.47%	68.94%	42.1
2020	Jul-20	July	34	153	212	399	8.52%	38.35%	53.13%	42.6
2020	Sep-20	Sept	35	148	212	395	8.86%	37.47%	53.67%	43.1
2021	Jan-21	Jan	30	75	191	296	10.14%	25.34%	64.53%	41.3
2021	Apr-21	April	30	74	158	262	11.45%	28.24%	60.31%	41.8
2021	Jul-21	July	31	70	128	229	13.54%	30.57%	55.90%	41.3
2021	Sep-21	Sept	33	72	135	240	13.75%	30.00%	56.25%	41.5
2022	Jan-22	Jan	34	76	171	281	12.10%	27.05%	60.85%	41.6

Females in Management positions

We have seen an increase in management positions with the recruitment of the Café Manager at Grange Paddocks, this sees 14 female colleagues in management positions in the contract. There has been an increase with several existing colleagues gaining promotion into new or vacant roles, which in total means that 50% of management roles in the leisure centres are female, which broadly mirrors gender split amongst all colleagues which is 54% female.

	% of Females in Management positions									
	Jan-20	Apr-20	Jul-20	Sep-20	Jan-21	Apr-21	Jul-21	Sep-21	Jan-22	
Total	29	29	29	29	28	28	26	27	28	
Female	11	10	10	10	10	10	11	13	14	
% of roles assigned to female manager	38%	34%	34%	34%	36%	36%	42%	48%	50%	

Colleague living within 20mins drive of sites

Since 2020 we have proactively been striving to recruit locally, continuing to offer a significantly discounted National Pool Lifeguarding Qualification being offered at cost with the view of there a job opportunity for any successful candidates, we saw 14 newly qualified Lifeguard in 2021, of which all of these colleagues came from postcodes in East Herts. From a result perspective we see a slight drop in the year end numbers when looking at the January levels, however already mentioned the total numbers of colleagues living locally is 194 which is 85.5%.

Year	Month of report	Quarter	Average Age	Units	Units	%	%
				Colleague living in 20 min drive time - Units	Colleague inside East Herts - Units	Colleague living outside East Herts - %	Colleague inside East Herts %
2020	Jan-20	Jan	41.9	49	278	15.0%	85.0%
2020	Apr-20	April	42.1	48	284	14.5%	85.5%
2020	Jul-20	July	42.6	55	276	16.6%	83.4%
2020	Sep-20	Sept	43.1	57	273	17.3%	82.7%
2021	Jan-21	Jan	41.3	36	206	14.9%	85.1%
2021	Apr-21	April	41.8	32	176	15.4%	84.6%
2021	Jul-21	July	41.3	30	152	16.5%	83.5%
2021	Sep-21	Sept	41.5	32	163	16.4%	83.6%
2022	Jan-22	Jan	41.6	33	194	14.5%	85.5%

Colleagues with Disabilities

From a colleague profile perspective, we have seen a slight increase in the number of colleagues with disabilities increasing from 6 to 9 in the last 12 months. We haven't proactively looked at influencing this, we have had also several colleagues update their personal information highlighting new disabilities that potentially weren't there when they started their employment, using the newly integrated Everyone Active colleague app.

Year	Month of report	Quarter	Count of People in Contract	Colleagues with Disabilities	% of colleagues with Disabilities
2020	Jan-20	Jan	322	3	0.93%
2020	Apr-20	April	327	3	0.92%
2020	Jul-20	July	326	3	0.92%
2020	Sep-20	Sept	324	3	0.93%
2021	Jan-21	Jan	237	4	1.69%
2021	Apr-21	April	208	4	1.92%
2021	Jul-21	July	182	4	2.20%
2021	Sep-21	Sept	195	6	3.08%
2022	Jan-22	Jan	229	9	3.93%

Staff Training

- Monthly Lifeguard competence Pool training took place at all site
- When reopening the centres, we re-completed site inductions, health & safety refresher training and covid19 training to ensure colleague skills, knowledge and understandings in key areas are all refreshed.
- We have added a Dementia awareness module in our online colleague training platform Absorb, with 8 colleagues in management positions completing this, with a desire this is something we target all new customer facing colleagues complete with in the first three months of their employment or return to work.
- 6 staff members attended a virtual Dementia Friendly training from the 3 sessions in November
- We have also used the opportunities via CIMSPA for our colleague to refresh their training and have many colleagues on CIMSPA as affiliated and or members.
- Where we have effectively reopened in mid-April, the training and development focus has been operational and H&S updates focusing on COVID precaution and risk control.
- Where the Hartham Project has been flipped to start the pool first rather than the building of the extension, we have used this as training opportunity for 4 Team Leaders to be trained to undertake Duty Manager training across the contract and enable them to work at other sites.
- We have seen 6 Duty Managers attend the site induction training on the new Grange Paddocks in early October.
- We have also completed new site inductions and Centre Safety and Operation Process training for colleagues at Grange Paddocks.

Apprenticeship and Work placement update

Currently we haven't be able to progress this aspect as far as we would have liked. We had been applying for the governments funding via the Kick Start programme which would have enabled new colleagues to join the centre's and retrain for a 12 week period with a view to generating further local jobs and re-skilling the community, unfortunately we have discovered we have been unsuccessful

Community and social value from leisure contract

Selected partnership working from the quarter reports

- Everyone Active are working in partnership with Alzheimer's UK to promote the opportunities within East Herts Leisure Centre to be active.
- Herts Sports Partnership with a successful funding bid for HAPPY activity camps which will be in the holiday between festive period and New Year.
- Through new Grange Paddocks, we have attended the Bishop's Stortford BID Seminars, we have partnership with Jo Jingles and another tot's providers using the community room.
- We planning to support the East Herts Council's Live well work well programme, with there being offer a free 7 days in September for all colleagues to use the centre and in December we provided the opportunity for colleagues to join our Facebook Live workouts
- Setting up with Table Tennis England to plan to add to the timetable for New Grange, offering sessions for children and adult – Dementia & Disability sessions
- Boccia session working with local club to develop at New Grange

- Table Cricket planning for Hartham LC & New Grange
- Weight Watchers UK we have linked up with this partner to provide WW members with a reduce membership rate and a link for our members to access reduce WW sessions.
- Parkrun UK with junior Park run's at Hartham and Grange Paddocks
- Partnership with Saracen's Mavericks and Birchwood High School – for Netball master camps in May and camps in the summer holiday to drive Netball and sports engagement.
- HSP with trial of walking netball at Hartham
- Dementia UK – promoting training for colleagues and Dementia Action week.
- UK cycling and promotion of Breeze rides locally and look at using user base to promote training for becoming a Breeze Ride instructor
- RLSS – on training of colleagues to deliver Save a life series in the summer at Hartham
- Isobel Hospice support for their swim for care promotion as charitable fund raising events in the Summer
- Grove Cottage with the promotion and providing the warm up act for the Annual Santa Dash.
- Hertford Town Football Club, replacing Stevenage borough FC as provider for walking football on the basis this creates a stronger local walking football environment, which so far is working well
- We had been liaising with British Red Cross to at providing wider skills for colleagues in terms of tackling social isolation, loneliness and wellbeing checks.

Funding opportunities and application

We have had 2 bids submitted in 2021, with 1 for table tennis funding which was not successful, and we had ■■■ grant from HSP to support the running of a sport activity camp in December and January school holiday for disadvantaged young people providing activities and meal. Given we have new Grange Paddocks with the cafe services this was the ideal opportunity and is something we will be looking to continue. This was recently praised in a Herts Sports Partnership meeting, as we had a good return on attendances have planned further camps in February.

Sporting Champions



<https://www.easportingchampions.com/>

In its 6th Year now, we made the decision to continue with the existing athletes selected on the Sporting Champions programme in 2020. The scheme is 3 tiered with Gold, Silver and Bronze, At the Gold and Silver levels is typically some financial awards, access to kit discounts and at the Bronze support level activity provides guidance days with Colin Jackson and other elite athletes. However due to the current climate the financial support has been limited to only Gold athletes.

The list below has 1 Gold, 1 Silver and 17 Bronze athletes. We are looking to for these athletes to provide social media updates, tips and suggestion on staying fit during the lockdown period.

First Name	Last Name	Awarded	Sporting Discipline	EA Centre	Sporting Aspirations
		Gold	T54 Wheelchair Racing	HAR	Bring home 4 medals this year at the European Championships in Poland and use that for a good preparation for the Tokyo Paralympics where I will be doing 400m 800m 1500m and the relay. I would also like to try and get my world record back over the 800m.
		Silver	Triathlon	GPP	To win and podium at full and half distance ironman triathlons as a professional whilst being a new mother. I am due to have my first child in February 2020 and I hope to get back to training and racing as soon as possible

First Name	Last Name	Awarded	Sporting Discipline	EA Centre	Sporting Aspirations
		Bronze	Swimming	HAR	Make a final at the Olympic Trials 2020 in London, win the European Masters Championships 2020 in Budapest and make the podium at the World Masters Championships 2021 in Fukuoka (Japan).
		Bronze	Rugby and cricket	GPP	To continue developing my rugby skills and progressive within the Saracens academy program eventually hoping for a professional contract.
		Bronze	Judo	GPP	To continue getting selections to represent England on a European level until I am at an age when I can train full time and represent GB. My ultimate aim is to get to the Olympics
		Bronze	Netball	HAR	To continue being part of the England squads that are involved in Nets. I would love to be part of the next World Cup with NETS however this tour is in Australia so would need all the funding possible.
		Bronze	Judo	GPP	To compete on the world stage at Commonwealth, European, World and Olympic level
		Bronze	Basketball / High Jump / Swimming / Cycling	GPP	I aspire to one day win a major competition for high jump, or play at a high level of basketball. I also would like to compete in more swimming galas and cycling races/events.
		Bronze	Netball	HAR	Play super league netball for as long as I can and win back to back titles with my team. Be injury free.
		Bronze	Judo	GPP	To medal in the Masters European masters and get to the World masters championships
		Bronze	Freestyle Skiing	GPP	I am aiming to go to the 2022 Winter Olympics which is in Beijing China
		Bronze	Duathlon	GPP	This year, to qualify for the 2021 European and World Championships and to reach top10 in the 2020 World Championships (I've been 14th for 3 consecutive years)
		Bronze	Canoe Slalom	HAR	My short term goal is to be selected to represent GB for the 2020 European and World championships. My aim is to achieve place top 10 when I get to the championships, to qualify for Podium Potential. My long-term goal is to get to the 2024 Olympics and represent GB in Paris.
		Bronze	Judo	GPP	I will be travelling to Scotland and Northern Ireland this year to take part in the remaining two national ranking events of the year in the hope of improving my position on the ranking table. I am also travelling to the US to take part in the US Open and Italy to take part in a training camp along side the England Squad.
		Bronze	Open water swimming	HAR	I attended an assessment day in November 2019 for a Channel Relay and have been selected for a crossing in August 2020.
		Bronze	Triathlon and Duathlon	GPP	2019 will be a hard year to top but, as ever, I will endeavour to do my best at the races I have qualified for, namely, the European Duathlon Championships in Spain and the European Triathlon Championships in Sweden.
		Bronze	Canoe Slalom Kayak singles / Canoe singles	HAR	As the season is soon beginning I would like to improve my national rank and make percentages in the yearly selection race series, which determines the individuals elected to be on the GB team itself.
		Bronze	Judo	GPP	to try and compete at a world/Olympic level
		Bronze	Judo	GPP	My aspirations for 2020 is to: - Complete injury rehabilitation and successfully return to the BJA World Class Performance Programme (WCPP) - Medal at the 2020 National Championships in December

Increasing Participation

New Everyone Active Cards

We use new Everyone Active card sign ups as indicator of new users not previously using the centres. Historically the numbers have been 9,000 to 10,000 new car signs annually, 2021 saw 11,347 which in comparison 2019 which saw 9,960 new cards sign up this is an increase of 4,545.

2021 EA card sign up site and months

Site	Year to Date	Total Records
Fanshawe Pool	1596	11779
Grange Paddocks Lc	6562	39962
Hartham Leisure Centre	1491	32342
Leventhorpe Pool	1027	5813
Ward Freman Pool	671	3649
Total	11347	93545

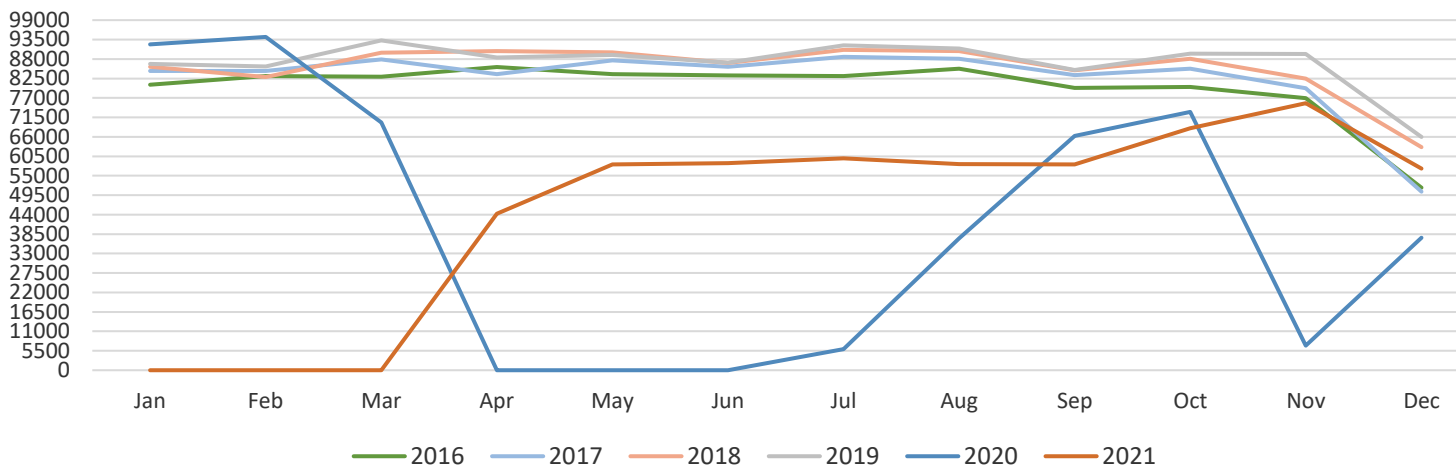
Total Participation Levels

With the centre's being closed in Quarter 1 which is historically our busiest period in the year, we have seen a growth in total attendance. As highlighted in energy consumption and several other areas above, we have seen the end of the restrictions drive an increase in capacities which naturally supported the growth in participation. The performance of 538,365 visits in 2021 is a good increase from 2020. A word of caution is that in comparison to pre-2020 levels we are noticeably down from the average of 981,768 visits averaged pre 2019. We believe with new Grange Paddocks growing in 2022 further, no restrictions and Hartham

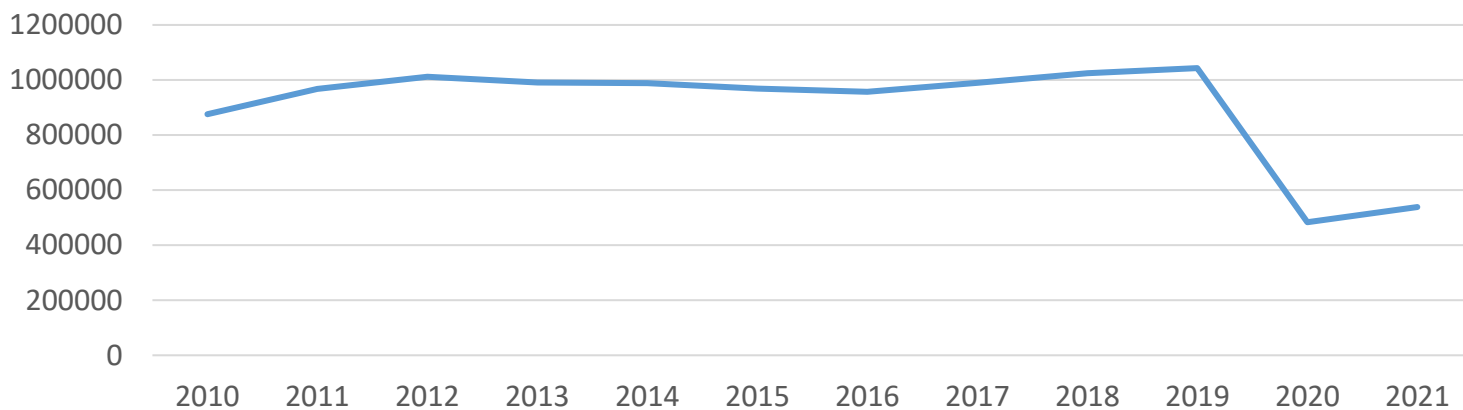
pool returning to action in Spring 22, we foresee a further grow in attendance and will be aiming to work towards 1 million visits as per 2018 and 2019 performance.

Sum of Total Site Attendance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	YR on YR %
2010	56453	76802	84377	77714	79424	76218	74397	74357	72894	78100	76122	48525	875383		
2011	78874	79164	84706	80635	83180	83120	81731	83202	82406	89990	86424	54683	968115	92732	10.6%
2012	94098	91229	92153	81463	85007	85986	87058	84916	80418	86555	84421	58502	1011806	43691	4.5%
2013	81524	85866	87833	87395	84896	81658	84555	91549	83192	86344	80971	54554	990337	-21469	-2.1%
2014	83552	85760	89024	83285	89818	84327	85640	83436	85672	83421	80751	53701	988387	-1950	-0.2%
2015	86031	83686	89558	81310	83738	84864	84513	85273	80169	80736	76262	53064	969204	-19183	-1.9%
2016	80738	83162	82987	85741	83704	83339	83151	85270	79807	80118	76931	51619	956567	-12637	-1.3%
2017	84646	84652	87887	83705	87649	85793	88626	88079	83450	85243	79708	50500	989938	33371	3.5%
2018	85777	82923	89814	90207	89856	86907	90597	90266	84817	88057	82490	63080	1024791	34853	3.5%
2019	86641	85879	93273	88473	89186	86960	91892	90998	84910	89537	89430	65973	1043152	18361	1.8%
2020	92176	94252	70070	0	0	0	5948	37284	66237	73049	6938	37435	483389	-559763	-53.7%
2021	0	0	0	44292	58177	58587	59938	58253	58203	68415	75513	56987	538365	54976	11.4%
Average	81833	83912	88161	83993	85646	83917	85216	85735	81774	84810	81351	55420	981768		
Month by Month	-37435	0	0	44292	13885	410	1351	-1685	-50	10212	7098	-18526			
Year on Year	-92176	-94252	-70070	44292	58177	58587	53990	20969	-8034	-4634	68575	19552			
% Change - YOY	#DIV/0!	-100.0%	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	907.7%	56.2%	-12.1%	-6.3%	988.4%	52.2%			
YTD	0	0	0	44292	102469	161056	220994	279247	337450	405865	481378	538365			
LY Cul total attendance	92176	186428	256498	256498	256498	262446	299730	365967	439016	445954	483389				
YTD % Vari	-100.0%	-100.0%	-100.0%	-82.7%	-60.1%	-37.2%	-15.8%	-6.8%	-7.8%	-7.6%	7.9%	11.4%			

Contract Attendances Last 5 years



Contract Total Attendances



Swim Participation

With Hartham being out of action, the table and graph below are tale of a few stories. Year on year the performance in swimming participation has increased from 2020 from 62,933 visit to 88,373 visits in 2021 which is 40.4% increase.

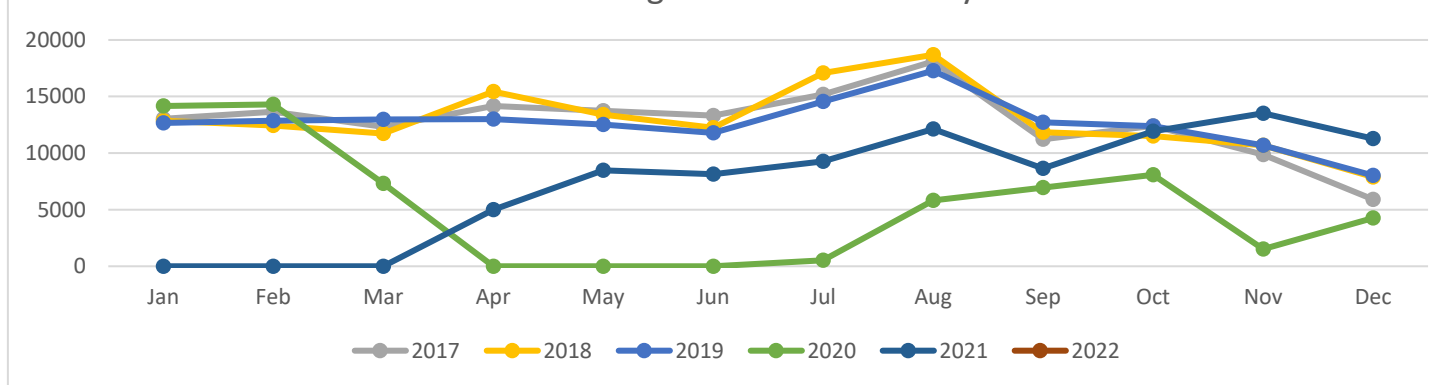
This needs to be caveated with the end of capacity restrictions in mid-August, which means that post September numbers except for Hartham not being open are increased, and in Quarter 4 has been influenced significantly by the opening of new Grange Paddocks. As already highlighted, new Grange Paddocks provides the community with significantly more aquatic opportunities from both a casual swimming, competitive club's access and from a learn to swim perspective. For example, new Grange

Paddocks capacity for weekly casual swimming increases from 1,440 to 1,559 per week, post restrictions ending to seeing a capacity near 3,660 per week. Whilst on a regular basis in Quarter 4 weekly average attendances are in excess of 1,700 visit per week at Grange Paddocks and in the first few weeks in January has seen average of 2,100 visits per week in casual swimming.

In addition the Quarter 4 period is a major promising sign of further and future growth with the October to Decembers being above the 2019 levels, the average pre-2020 levels in Quarter 4 for total swimming is 30,095 visits, with the 2021 quarter period saw 36,737 visits, which without Hartham could potentially in the periods before 2020 average 10,105 visits in Quarter 4. Whilst we see a massive growth in Grange Paddocks, we are seeing Fanshawe swimming participation increase to offset a degree of usage from Hartham, Leventhorpe is looking likely to achieve similar 2019 levels, whilst Ward Freman slight of pace across the year from a total swimming attendance level.

Total Swim Attendance - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	10252	12187	13431	14658	14343	14612	16091	18385	11408	12231	9413	6131	153142		
2011	15161	16314	14993	15143	14215	15350	16761	20279	13620	14553	11599	7615	175603	22461	14.7%
2012	14507	13711	14631	15879	13817	14599	18205	23600	14148	14139	12340	8125	177701	2098	1.2%
2013	13519	15940	13924	16506	14494	14563	19106	21126	14278	14451	11658	8115	177680	-21	0.0%
2014	16318	16303	15456	15925	15667	14001	17170	20064	12928	14306	12444	7461	178043	363	0.2%
2015	13643	14622	14520	14986	15114	13498	16583	18312	11815	13636	11178	6594	164497	-13546	-7.6%
2016	13085	12460	12041	15404	13613	14488	15268	18089	14547	12642	9645	7219	158500	-5997	-3.6%
2017	13026	13648	12325	14163	13727	13324	15192	18099	11232	12417	9876	5910	152939	-5561	-3.5%
2018	12862	12448	11718	15433	13392	12242	17072	18688	11835	11492	10674	7891	155747	2808	1.8%
2019	12660	12865	12988	13016	12514	11779	14572	17281	12722	12374	10672	8021	151464	-4283	-2.7%
2020	14164	14304	7318	0	0	0	516	5832	6954	8075	1509	4261	62933	-88531	-58.5%
2021	0	0	0	4991	8484	8134	9269	12120	8638	11924	13522	11291	88373	25440	40.4%

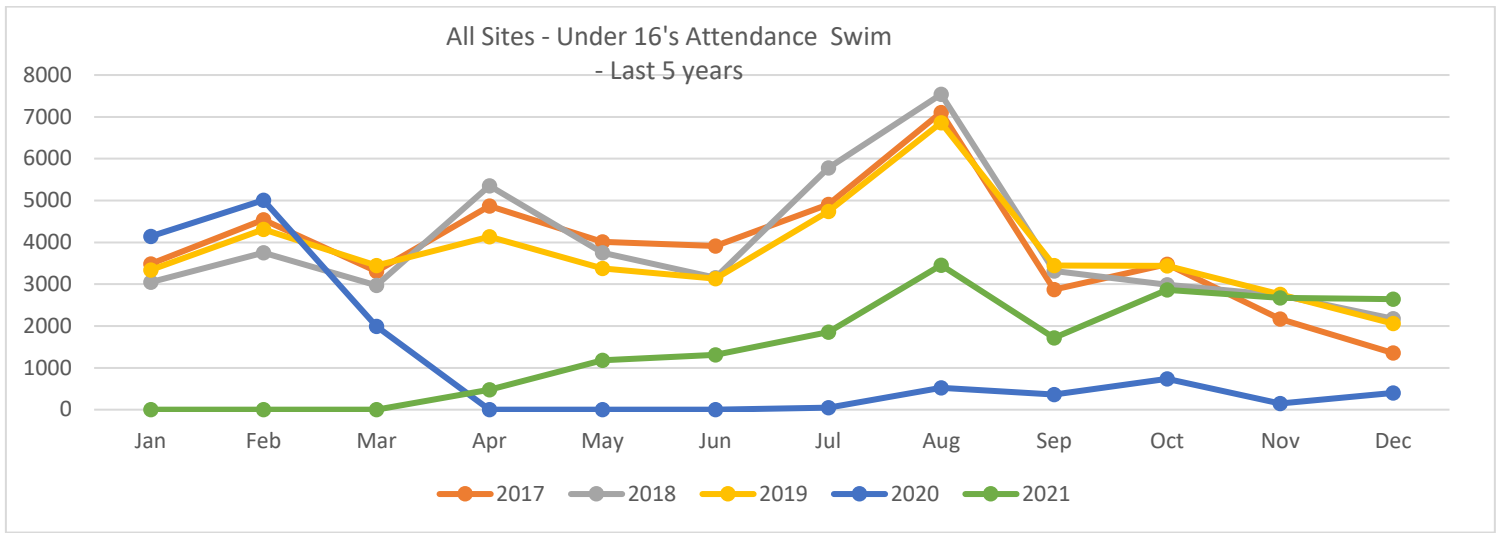
Total Swimming attendance- Last 6 years



Swim participation – Young People under 16’s

Young people swimming capacities had been influenced by end of restrictions and Hartham refurbishment delays, we see a year on year growth from 2020, 18,155 visits in 2021, which is a 36% increase. As highlighted the end of the restrictions saw an opportunity for attendance to increase in line with the capacity restrictions being lifted, equally new Grange Paddocks provides a huge uplift in usage. Given the likelihood of there being no restrictions and reopening of the Hartham pools in 2022, we anticipate a further upturn in growth in this area.

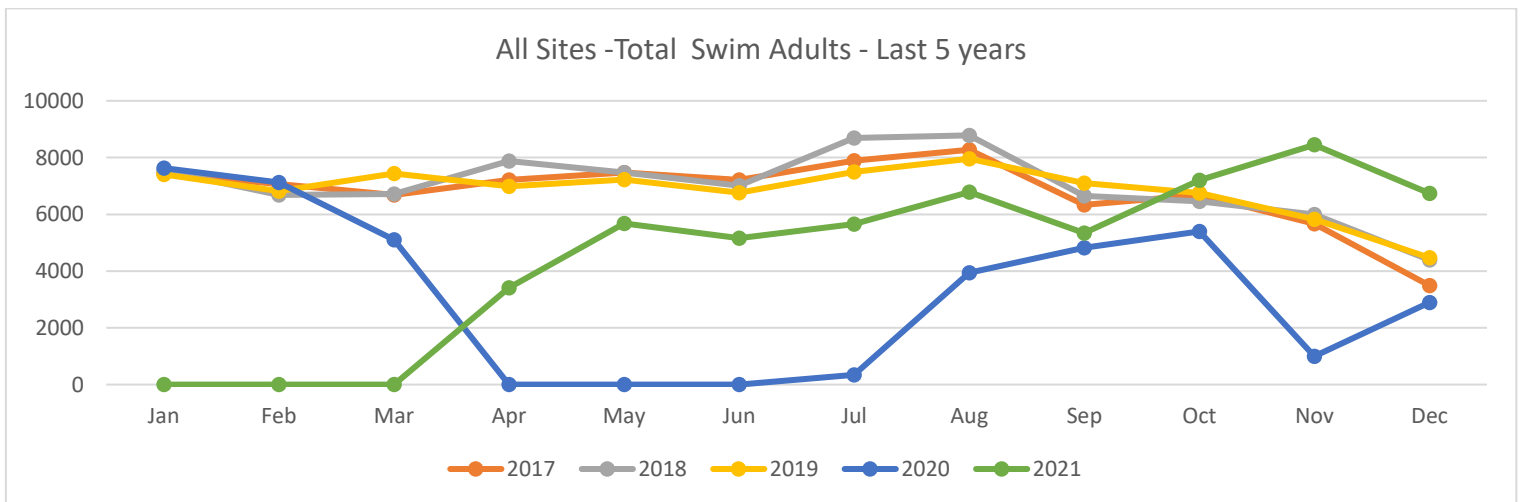
Total Under 16's - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	2442	4676	3383	5216	3854	4152	4845	7537	3489	4007	2252	1556	47409		
2011	3698	4605	3420	5143	3440	3918	4577	7205	3818	3856	2131	1728	47539	130	0.3%
2012	2703	3210	3188	3800	2433	3270	4092	7067	2720	2589	2616	1600	39288	-8251	-17.4%
2013	2564	4171	3505	5435	3952	3423	5214	7170	3704	3961	3051	2233	48383	9095	23.1%
2014	4711	5323	5219	5114	5107	3659	5038	6721	3060	4135	3138	1862	53087	4704	9.7%
2015	4201	4913	4135	5272	4914	3602	5599	7254	3076	4197	2984	1683	51827	-1260	-2.4%
2016	3739	4112	3088	5033	3634	3996	4976	6854	3701	3972	2172	1740	47014	-4813	-9.3%
2017	3484	4539	3307	4866	4013	3911	4907	7106	2873	3480	2166	1354	46006	-1008	-2.1%
2018	3051	3753	2973	5353	3748	3157	5783	7539	3318	2990	2735	2174	46574	568	1.2%
2019	3342	4314	3446	4138	3376	3134	4736	6860	3444	3437	2759	2057	45043	-1531	-3.3%
2020	4144	5008	1993	0	0	0	45	523	358	736	149	397	13353	-31690	-70.4%
2021	0	0	0	474	1183	1309	1850	3455	1714	2862	2669	2639	18155	4802	36.0%
Average Pre 2020	3393	4052	3138	4488	3497	3293	4528	6531	2940	3352	2402	1671	47217		
Month by Month	-397	0	0	474	709	126	541	1605	-1741	1148	-193	-30			
Year on Year	-4144	-5008	-1993	474	1183	1309	1805	2932	1356	2126	2520	2242			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	100.0%	97.6%	84.9%	79.1%	74.3%	94.4%	85.0%			
YTD	0	0	0	474	1657	2966	4816	8271	9985	12847	15516	18155			
LY Cul total attendance	4144	5008	7001	7001	7001	7001	7046	7569	7927	8663	8812	9209			
YTD % Vari	-100.0%	-100.0%	-100.0%	-93.2%	-76.3%	-57.6%	-31.6%	9.3%	26.0%	48.3%	76.1%	97.1%			



Swim Participation – Adults 17 – 59 years old

As per the other demographic levels, we see similar patterns to the total swimming levels, the real positive elements is the August onwards period for adults are comparable to pre 2019 level and in October onwards mirroring the opening of new Grange Paddocks where we see the 2021 participation levels in Quarter 4 exceed the historical averages in this areas.

Total Adults - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	5434	2879	6685	6493	7905	7930	8412	8576	6241	6357	5171	3298	75381		
2011	9345	9616	9418	8310	8955	9500	10122	10880	7937	8624	7457	4458	104622	29241	38.8%
2012	9449	8236	8824	10009	9156	9179	11285	13376	9091	8868	7153	4920	109546	4924	4.7%
2013	8631	9360	8238	8809	8409	8984	11095	11197	8354	8104	6593	4339	102113	-7433	-6.8%
2014	9177	8588	7934	8500	8366	8102	9402	10341	7432	7652	6812	3954	96260	-5853	-5.7%
2015	7693	7873	8276	7905	8312	7991	8799	8798	6932	7394	6336	3832	90138	-6122	-6.4%
2016	7503	6495	7113	8290	7977	8442	8211	8842	8957	6572	5404	4017	87821	-2317	-2.6%
2017	7435	7069	6684	7216	7470	7212	7888	8275	6329	6679	5666	3491	81414	-6407	-7.3%
2018	7535	6688	6716	7875	7475	7007	8692	8782	6648	6452	5991	4393	84254	2840	3.5%
2019	7401	6817	7435	6991	7229	6763	7494	7959	7098	6748	5830	4471	82236	-2018	-2.4%
2020	7629	7123	5107	0	0	0	348	3944	4818	5400	997	2890	38256	-43980	-53.5%
2021	0	0	0	3409	5680	5161	5656	6790	5337	7206	8449	6744	54432	16176	42.3%
Average Pre 2020	7960	6729	6869	7309	7387	7374	8341	9179	7098	7171	5988	4006	91379		
Month by Month	-2890	0	0	3409	2271	-519	495	1134	-1453	1869	1243	-1705			
Year on Year	-7629	-7123	-5107	3409	5680	5161	5308	2846	519	1806	7452	3854			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	100.0%	93.8%	41.9%	9.7%	25.1%	88.2%	57.1%			

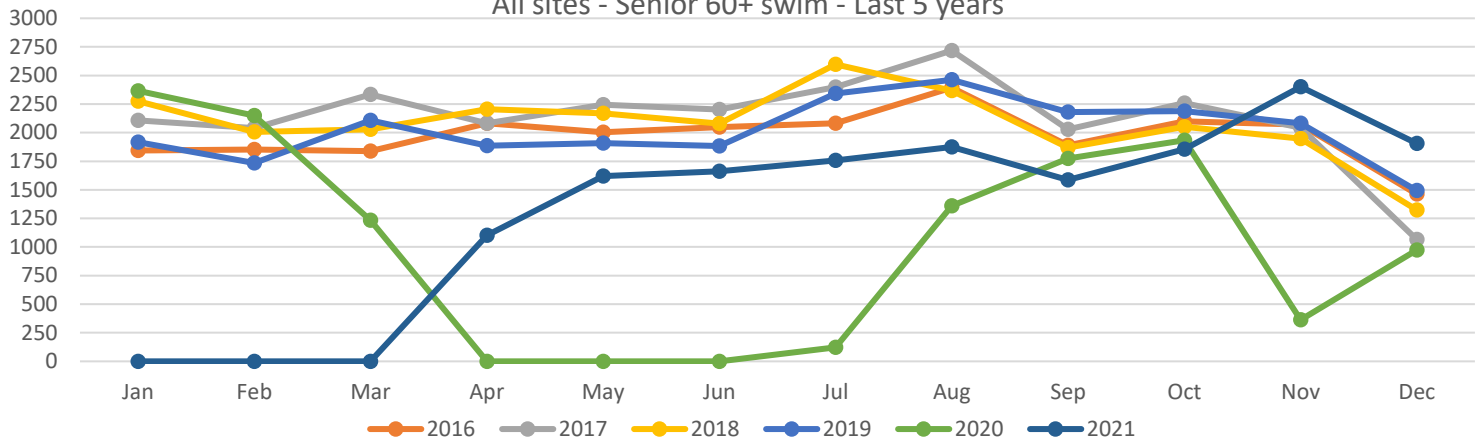


Swim participation – Seniors 60+

As per the comments in the young people and adult sections, the positive uptick in participation coincides with the end of the restrictions in August and the launch of new Grange paddocks in October. The most promising period is quarter 4 which in both the table and graph show the impact of new Grange Paddocks.

Total Senior 60+ - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	2376	4632	3363	2949	2584	2530	2834	2272	1678	1867	1990	1277	30352		
2011	2118	2093	2155	1690	1820	1932	2062	2194	1865	2073	2011	1429	23442	-6910	-22.8%
2012	2355	2265	2619	2070	2228	2150	2828	3157	2337	2682	2571	1605	28867	5425	23.1%
2013	2324	2409	2181	2262	2133	2156	2797	2759	2220	2386	2014	1543	27184	-1683	-5.8%
2014	2430	2392	2303	2311	2194	2240	2730	3002	2436	2519	2494	1645	28696	1512	5.6%
2015	1750	1836	2109	1809	1889	1905	2185	2260	1808	2045	1859	1079	22532	-6164	-21.5%
2016	1843	1854	1840	2082	2003	2050	2082	2394	1889	2099	2070	1462	23664	1132	5.0%
2017	2107	2040	2334	2081	2244	2201	2397	2718	2030	2258	2044	1065	25519	1855	7.8%
2018	2276	2007	2029	2205	2169	2078	2597	2367	1869	2050	1948	1324	24919	-600	-2.4%
2019	1917	1734	2107	1887	1909	1882	2342	2462	2180	2189	2083	1493	24185	-734	-2.9%
2020	2366	2149	1234	0	0	0	123	1360	1773	1934	362	973	12274	-11911	-49.2%
2021	0	0	0	1103	1620	1663	1757	1875	1586	1855	2401	1905	15765	3491	28.4%
Average Pre 2020	2150	2310	2207	1941	1925	1920	2271	2450	1973	2163	1987	1354	25936		
Month by Month	-973	0	0	1103	517	43	94	118	-289	269	546	-496			
Year on Year	-2366	-2149	-1234	1103	1620	1663	1634	515	-187	-79	2039	932			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	100.0%	93.0%	27.5%	-11.8%	-4.3%	84.9%	48.9%			

All sites - Senior 60+ swim - Last 5 years



Gym Participation

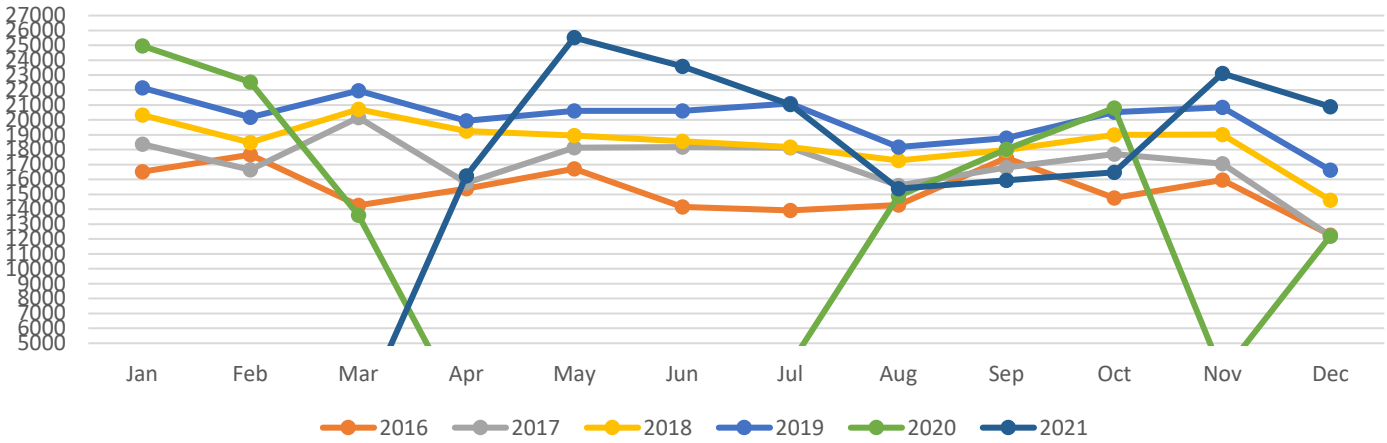
There is a need to highlight the change in reporting of the attendances which can be seen in the monthly profile of the gym attendances in all of the age demographic levels. From April to Mid-August 21 we required all gym users to book into the sessions are part of the covid secure operating practices, post Mid-August 21 this return to open access for membership subscribers which is reflected in September to October periods in terms of attendance being less than the May to July levels, which is a return to the similar attendance tracking methods used pre April 20.

Total gym attendance - All ages

We see year on year growth in comparison to 2020 which saw 133,555 visits and in 2021 there is an increase of 33% or 44,643 visits finishing the year on 178,198 visits. Generally, the positive growth is seen in quarter 4 in 2021 in comparison to the average levels pre 2020, all of which are similar attendance tracking methods so comparable.

Total Gym Throughput - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	6190	7746	12300	15288	14412	13541	15693	14257	13237	14696	15262	11100	153722		
2011	18139	16609	18187	14116	16268	16359	15817	15796	15823	19361	19385	12687	198547	44825	29.2%
2012	22971	21249	20607	16397	15998	16877	18869	15616	14061	15468	16787	11314	206214	7667	3.9%
2013	20676	20041	21018	21434	18666	14475	14157	14988	17465	17998	17910	11172	210000	3786	1.8%
2014	21504	20638	20981	17924	19092	19916	17909	15137	19694	17753	16513	12507	219568	9568	4.6%
2015	22701	19978	20420	14279	12360	14718	14693	12769	11308	11266	12987	9273	176752	-42816	-19.5%
2016	16517	17657	14260	15385	16702	14161	13919	14282	17448	14753	15964	12270	183318	6566	3.7%
2017	18363	16638	20157	15775	18123	18171	18132	15591	16798	17691	17046	12208	204693	21375	11.7%
2018	20315	18481	20706	19258	18940	18554	18176	17269	17982	18986	19015	14610	222292	17599	8.6%
2019	22148	20169	21956	19946	20596	20595	21098	18184	18786	20510	20833	16619	241440	19148	8.6%
2020	24968	22547	13604	0	0	0	3587	14880	18023	20801	2950	12195	133555	-107885	-44.7%
2021	0	0	0	16231	25518	23594	21031	15390	15949	16486	23125	20874	178198	44643	33%
Average Pre 2020	18952	16813	17016	15437	15560	15215	15641	15343	16381	17147	16481	12360	201655		
Month by Month	-12195	0	0	16231	9287	-1924	-2563	-5641	559	537	6639	-2251			
Year on Year	-24968	-22547	-13604	16231	25518	23594	17444	510	-2074	-4315	20175	8679			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	100.0%	82.9%	3.3%	-13.0%	-26.2%	87.2%	41.6%			

All Site's - Total Gym Usage -Last 6 years

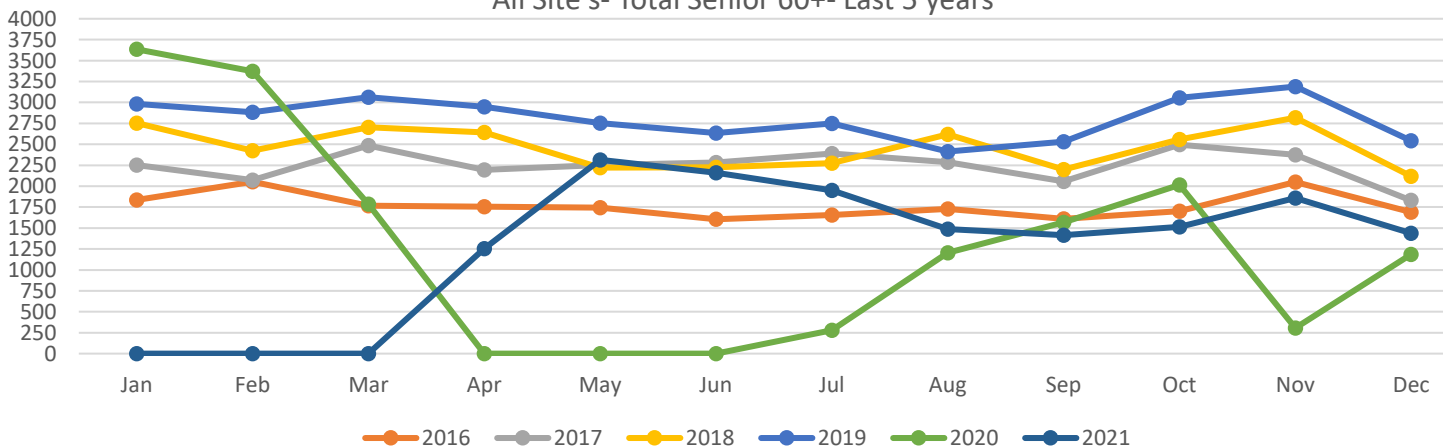


Gym participation – Seniors

This demographic is somewhat of a different trend when compared to the all gym users participation. Whilst in the table the performance for the Quarter 2 and 3 period seems positive, this isn't comparable with the increase in all gym user attendances. From September the attendance levels do not increase at the same rate as remaining attendances in total gym usage, this is something in the target users review identifies 60+ usage growth being slower than other age demographics. It's our believe that this may be a longer-term factor post pandemic, this is something that we are keen to look in Quarter 1 to provide a further 3 months usage to look at this further. The results below whilst show a year on year growth of 45 visits, the total attendance over 9 months is 15,396 visits which if we add on further 25% to make it comparable to the pre 2020 levels, the senior participation levels appear to off pace in comparison to the usage of 2017 to 2019, which is our target to exceed in the future years.

Total Seniors 60+ - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010	530	508	584	1099	878	873	1025	874	955	1060	1221	921	10528		
2011	1428	1393	1474	1136	1273	1349	1357	1405	1246	1409	1617	1204	16291	5763	54.7%
2012	1745	1590	1555	1252	1165	1244	1562	1337	1136	1320	1468	997	16371	80	0.5%
2013	1510	1504	1607	1529	1256	1075	1174	1207	1336	1588	1657	1126	16569	198	1.2%
2014	1870	1814	1733	1557	1877	1660	1761	1618	1815	1949	1803	1376	20833	4264	25.7%
2015	2129	1805	1917	1511	1356	1490	1647	1599	1349	1538	1770	1232	19343	-1490	-7.2%
2016	1834	2053	1767	1755	1744	1605	1657	1728	1611	1703	2048	1691	21196	1853	9.6%
2017	2254	2071	2485	2195	2252	2284	2389	2285	2058	2496	2374	1830	26973	5777	27.3%
2018	2755	2423	2705	2644	2220	2225	2275	2620	2200	2557	2818	2119	29561	2588	9.6%
2019	2984	2883	3063	2949	2752	2635	2750	2414	2530	3054	3190	2543	33747	4186	14.2%
2020	3635	3371	1786	0	0	0	279	1204	1568	2017	306	1185	15351	-18396	-54.5%
2021	0	0	0	1256	2315	2161	1952	1487	1415	1513	1859	1438	15396	45	0.3%
Average Pre 2020	1904	1785	1723	1602	1525	1495	1625	1663	1602	1850	1844	1475	21141		
Month by Month	-1185	0	0	1256	1059	-154	-209	-465	-72	98	346	-421			
Year on Year	-3635	-3371	-1786	1256	2315	2161	1673	283	-153	-504	1553	253			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	100.0%	85.7%	19.0%	-10.8%	-33.3%	83.5%	17.6%			

All Site's- Total Senior 60+- Last 5 years

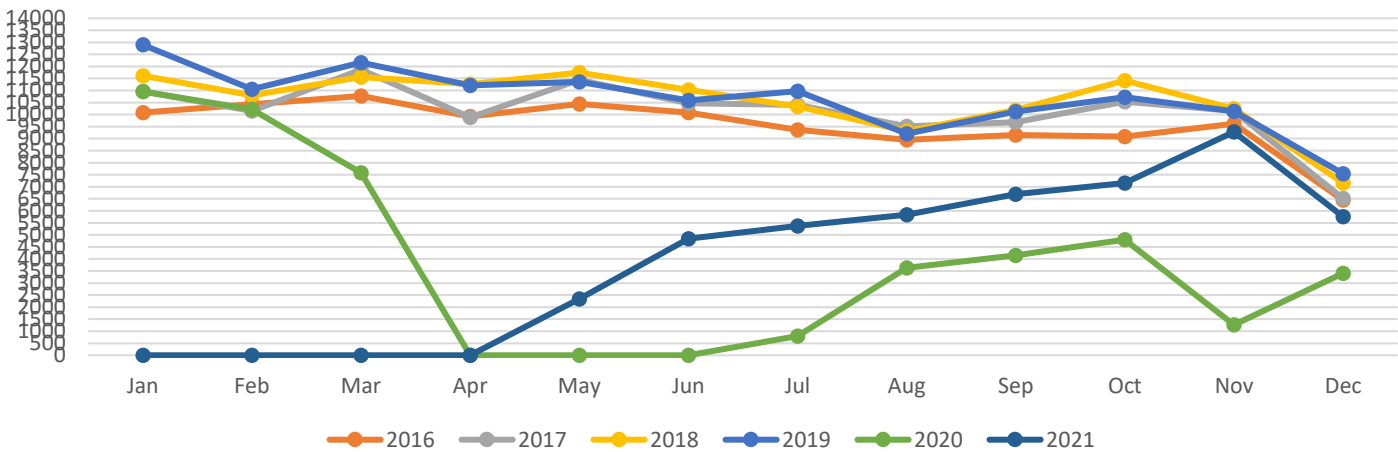


Group Exercise Participation

Year on Year the performance from 2020 to 2021 is positive, however not quite to the levels of growth seen in the gym or swimming attendances from a percentage level. It's worth noting that the 458 growth in 2021 compared to 2020 is a welcome. We see excellent growth number in comparison to the pre 2020 levels in November, December was impacted by customer confidence around the increase in Covid19 infections in the community.

TOTAL GEX Attendance - All Sites	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	YR on YR	% change
2010				5762	6726	6457	6233	5588	6918	7008	7081	3616	55389		
2011	7682	7623	8671	6345	7395	7956	7127	6448	7688	8209	8145	4486	87775	32386	58.5%
2012	9289	9183	9492	8301	9644	8348	9097	7265	7806	8593	7587	4126	98731	10956	12.5%
2013	8952	8066	8645	8851	8992	8759	8674	7137	8315	9051	7927	4926	98295	-436	-0.4%
2014	9759	9033	9602	8497	8566	9017	8738	6818	8668	8362	7849	5172	100081	1786	1.8%
2015	9512	8295	9663	7704	8605	8946	8322	7668	8891	8469	8710	5749	100534	453	0.5%
2016	10081	10426	10772	9921	10440	10080	9371	8949	9155	9089	9616	6446	114346	13812	13.7%
2017	10957	10149	11865	9877	11439	10464	10402	9508	9684	10537	10145	6513	121540	7194	6.3%
2018	11607	10806	11557	11264	11744	11029	10331	9315	10188	11408	10240	7163	126652	5112	4.2%
2019	12896	11048	12157	11211	11363	10590	10968	9201	10119	10721	10130	7545	127949	1297	1.0%
2020	10957	10222	7585	0	0	0	798	3628	4155	4804	1270	3409	46828	-81121	-63.4%
2021	0	0	0	0	2345	4838	5370	5843	6686	7163	9279	5762	47286	458	1.0%
Average Pre 2020	10082	8623	9092	7976	8629	8331	8187	7411	8189	8618	8165	5377	103129		
Month by Month	-3409	0	0	0	2345	2493	532	473	843	477	2116	-3517			
Year on Year	-10957	-10222	-7585	0	2345	4838	4572	2215	2531	2359	8009	2353			
% Change - YOY	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	100.0%	85.1%	37.9%	37.9%	32.9%	86.3%	40.8%			

All sites - Last 5 years GEX



Overall review of customers being active and those customer's achieving 150mins per week in our centre

Using our Single Customer View system, we can track users at the end 2021 to highlight how many customers are actively using the centre's and achieving the 150 minutes metric of 30mins 5 times a week.

The tables below on the left side are the number of unique multi active users, customers using the centre 5 times a week for a 4 week period. This shows a good return in terms of the growth from 2020, where at the end of year we achieved 767 unique users achieving 5 times a week, to 2021 where this increase by 20.2%. Generally, the fluctuations with the percentage changes varying at a site by sites, aren't major causes of concern, given the factors mentioned before. Note the data below is an average over the year, to provide a comparable metric.

Age Profile	(All)	▼
Month	(All)	▼
segmentation	5 x 30mins	▼

Age Profile	(All)	▼
Month	(All)	▼
segmentation	5 x 30mins	▼

Average of units	Column Labels	2017	2018	2019	2020	2021
Fanshawe Pool & Gym		125	106	104	54	83
Grange Paddocks Leisure Centre		437	448	530	302	434
Hartham Leisure Centre		451	419	430	262	239
Leventhorpe Pool & Gym		30	29	31	12	5
Ward Freman Pool		11	13	13	8	5
Total		1054	1015	1107	638	767

Sum of units	Column Labels	2017	2018	2019	2020	2021
Fanshawe Pool & Gym		20.53%	-2.08%	-60.90%	53.48%	
Grange Paddocks Leisure Centre		44.49%	18.29%	-57.24%	43.78%	
Hartham Leisure Centre		31.21%	2.50%	-54.35%	-8.47%	
Leventhorpe Pool & Gym		39.68%	5.26%	-70.85%	-60.19%	
Ward Freman Pool		58.03%	2.95%	-54.78%	-35.92%	
Total		-3.68%	9.07%	-42.42%	20.23%	

This table shows the number of unique users that are using the centre's a minimum of once a week, conversely the pool of regular users is down from 2020 to 2021 reported levels being 5,321 in 2020 which is a 7.7% drop where in 2021 the level is 5,321. Given the challenges with the restrictions limiting capacities, Hartham pool closure which year on year sees a just under 438 users drop

off in the number of active users. Certainly, at Leventhorpe and Ward Freman we are looking into these numbers a little further and will be looking at use our Single Customer View system to improve our digital outreach to these users.

Age Profile	(All)	▼
Month	(All)	▼
segmentation	active users	▼

Age Profile	(All)	▼
Month	(All)	▼
segmentation	active users	▼

Average of units	Column Labels				
Row Labels	2017	2018	2019	2020	2021
Fanshawe Pool & Gym	1037	920	947	624	636
Grange Paddocks Leisure Centre	3101	3100	3603	2508	2631
Hartham Leisure Centre	3319	2943	3101	2174	1736
Leventhorpe Pool & Gym	472	462	473	289	206
Ward Freman Pool	235	227	246	171	112
Total	8165	7652	8370	5765	5321

Sum of units	Column Labels				
Row Labels	2017	2018	2019	2020	2021
Fanshawe Pool & Gym	25.15%	2.97%	-50.61%	1.99%	
Grange Paddocks Leisure Centre	41.14%	16.22%	-47.79%	4.88%	
Hartham Leisure Centre	25.17%	5.37%	-47.41%	-20.14%	
Leventhorpe Pool & Gym	38.20%	2.30%	-54.25%	-28.60%	
Ward Freman Pool	36.49%	8.50%	-48.10%	-34.28%	
Total	-6.3%	9.4%	-31.1%	-7.7%	

Target populations

In the tables below, we see in 2021 has been a positive recovery in terms of units and percentage increase for year on year attendance growth. As part of the Outcomes dashboard, we have used 2019 as a benchmark year, which has not had issues with redevelopments and challenges with operating in a pandemic climate. Given 2021 is based on 9 months' worth of trade and with the already highlighted challenges with restrictions and Hartham pool refurbishment delays, these comparison to the benchmark year on 2019 are significantly different. However, given that in January to March period our average attendance is 25,390 visits, with the pool closure and new grange paddocks kicking in 2022, we don't foresee this is to be longer problem, however it's a useful reference point for benchmarking attendances.

Gender balance

As highlighted, there is an increase from 2020 to 2021 in this area, with an increase in 19.93% for female users, which is more than males' users whom increase by 11.1%. This is something that we are continuing to look at historically we have seen more females use our centres than males. As per the comparison to the benchmarking levels in 2019 the general theme is these will be recovered in 2022.

Section - Attendance	Sub Section	Target	2019	2020	2021	2021 compared to 2020		2021 compared to 2019	
						YR on YR Variance	%	2021 v 2019 variance	%
Total Throughput	Total	1%	1043152	483389	538365	54976	11.37%	-504787	-48.39%
	Male	1%	445071	212942	236583	23641	11.10%	-208488	-46.84%
	Female	1%	372992	194380	233125	38745	19.93%	-139867	-37.50%

Young People

In terms of the benchmarking against the 2019 levels, this is an area where less activities generally took place with there being very limited capacities in family swimming and there only being core activities, this is something we have seen improve in quarter 4 the post restrictions ending. Whilst there is year on year growth from 2020 to 2021, we anticipate a return to pre-2020 levels in 2022, with there being no limits on capacities, new grange paddocks programming improving and Hartham pool reopening.

Section - Attendance	Sub Section	Target	2019	2020	2021	2021 compared to 2020		2021 compared to 2019	
						YR on YR Variance	%	2021 v 2019 variance	%
Young people throughput – 5-11 years by gender	Total	1%	182091	89937	91274	1337	1.49%	-90817	-49.87%
	Male	1%	92912	45350	46019	669	1.48%	-46893	-50.47%
	Female	1%	89115	44519	45186	667	1.50%	-43929	-49.29%
Young people throughput 12-16 years by gender	Total	1%	66683	22761	28808	6047	26.57%	-37875	-56.80%
	Male	1%	33472	10692	16311	5619	52.55%	-17161	-51.27%
	Female	1%	32919	11924	12497	573	4.81%	-20422	-62.04%
Young people throughput 17-24 years by gender	Total	1%	67865	38365	52214	13849	36.10%	-15651	-23.06%
	Male	1%	36875	22280	31675	9395	42.17%	-5200	-14.10%
	Female	1%	30853	15208	20381	5173	34.01%	-10472	-33.94%

Seniors

Year on year this demographic has seen a similar level of growth, with only 5.22% growth in the 50yrs age grouping, 60-70yrs age group seeing a 0.96% group year on year, the disappointment and something that will need a little investigation is the 70plus age group which is 6.14% drop in attendances. This is an area we are keen to monitor outside of pandemic waves; this seems to be a small trend at present in relation to the year on year levels, we believe the historical performance in 2019 will return with 12 months full trade. We have a theory that the pandemic has potentially had an impact on more older senior users in the age groups being put off using the centres as they are unlikely to have been using online fitness classes, they may have suffered from covid and a period of inactive recreates further barriers to participation. It's also worth noting that without the pool at Hartham we would expect these age bands to improve. In 2022 we have agreed to partner with HCC on a project called it's never too late, in bid to target this age group.

Section - Attendance	Sub Section	Target	2019	2020	2021	2021 compared to 2020		2021 compared to 2019	
						YR on YR Variance	%	2021 v 2019 variance	%
50-59 throughput by gender	Total	1%	114994	62318	65574	3256	5.22%	-49420	-42.98%
	Male	1%	47949	27742	29486	1744	6.29%	-18463	-38.51%
	Female	1%	67003	34561	36014	1453	4.20%	-30989	-46.25%
60-69 throughput by gender	Total	1%	68262	35155	35493	338	0.96%	-32769	-48.00%
	Male	1%	30488	16957	16370	-587	-3.46%	-14118	-46.31%
	Female	1%	37714	18162	19123	961	5.29%	-18591	-49.29%
70+ throughput by gender	Total	1%	46742	18398	17268	-1130	-6.14%	-29474	-63.06%
	Male	1%	21024	8091	7765	-326	-4.03%	-13259	-63.07%
	Female	1%	25709	10201	9449	-752	-7.37%	-16260	-63.25%

BAME groups participation levels –

As per the rest of the target group areas, BAME group participation levels are disappointingly down year on year, this down from 3,078 visits in total which is 16.44%, we are confident this will return of Hartham pool in which we would hope to this a difference and attendances return to 2019 levels.

Residents / Non-resident usage

We are seeing the 2021 percentage split of usage return to similar levels in 2019 where had 77.6% visits come from residents, with 2021 seeing 77.1% when compared 78.1% in 2020. It's not something we see as a concern and it's something that we believe the 2020 levels has been influenced by the impact of the covid restrictions with people staying local. Whilst the

performance of 2021 in terms of 77.1% of users being residents, this movement to around 77% is due to the investment in Grange Paddocks and the aquatic and fitness offering is attracting users from neighbouring areas outside of the East Herts boundaries.

Section - Attendance	Sub Section	Target	2019	2020	2021	2021 compared to 2020		2021 compared to 2019	
						YR on YR Variance	%	2021 v 2019 variance	%
Black and Minority Ethnic (BAME) men and women throughout	Total	1%	42250	18721	15643	-3078	-16.44%	-26607	-62.98%
	Male	1%	19897	8988	7290	-1698	-18.89%	-12607	-63.36%
	Female	1%	22516	9221	8047	-1174	-12.73%	-14469	-64.26%
Residents v non-residents		2%	77.6%	78.6%	77.1%	-1.472%	-1.87%	-0.005	-0.63%

Membership Information

New Membership Sales

2021 has seen a major shift in the performance with 2021 seeing [redacted] new sales, compared to [redacted] in 2020 and [redacted] in 2019. Whilst the benchmark year in 2019 is higher than the 2020 level, there are signs of the impact project delays on Hartham with 2021 seeing [redacted] new sales compared to 2019 which was [redacted]. Similarly, there are lower levels of new sales performance in the dual use sites of Fanshawe and Leventhorpe, where there is a little more of a challenge to return to the pre pandemic levels seen in 2019. Grange Paddocks which saw [redacted] new sales which in 9 months trade is massive in comparison to 2020 and 2019 level, overall this is 45% increase from new sales units in comparison the total Grange Paddocks sales in 2019 and in comparison, to 2020 is a 232% increase.

2021	Q1	Q2	Q3	Q4	YR	Q1	Q2	Q3	Q4	YR End
FAN										
GPP										
HAR										
LEV										
WFR										
TOTAL										
2020	Q1	Q2	Q3	Q4	YR	Q1	Q2	Q3	Q4	YR End
FAN										
GPP										
HAR										
LEV										
WFR										
TOTAL										
2019	Q1	Q2	Q3	Q4	YR					
FAN										
GPP										
HAR										
LEV										
WFR										
TOTAL										

Fitness Membership Attrition

Having had an awful year in 2020 where attrition on our membership scheme was hugely impact by the pandemic, which resulted in a loss of 30% of our membership, 2021 is a welcome return to good levels of attrition. In total we see the 2021 levels finish the year on an average of [redacted] and majority of sites achieve below [redacted] which is a welcome improvement from 2020 performance of [redacted]

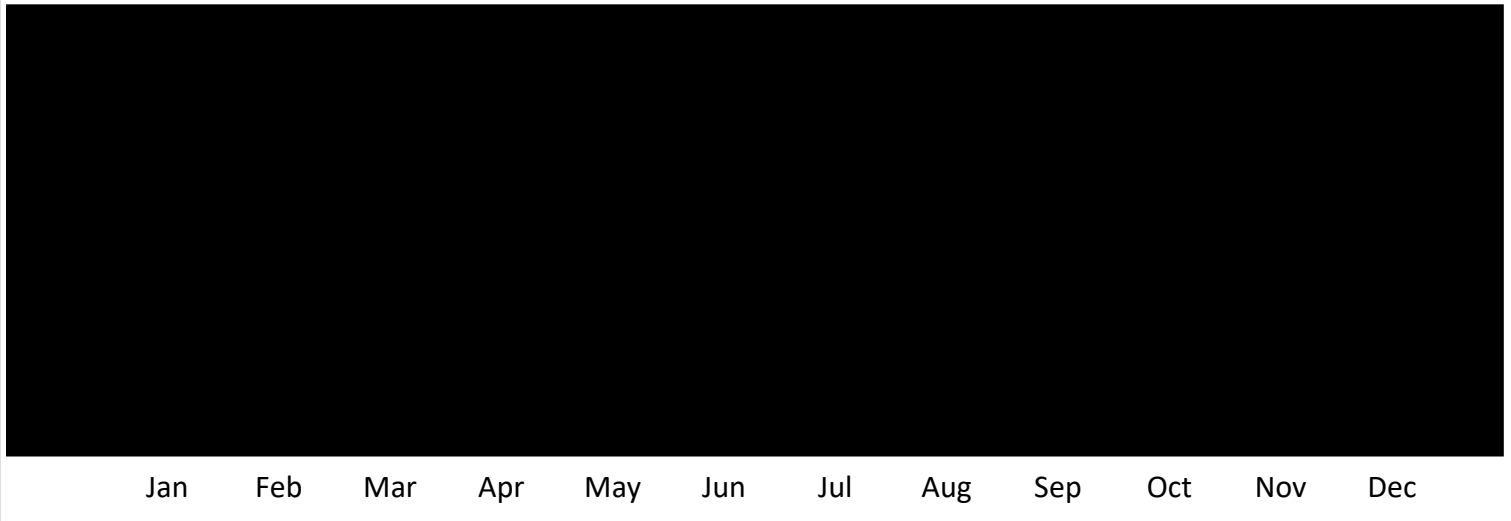
2021	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2020	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2019	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2021	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2020	Q1	Q2	Q3	Q4								
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												

Fitness membership numbers

As the new membership sales and attrition levels show there is a significant growth in membership totals, with the total membership levels at the end of December 21 being [redacted] members compared to [redacted] members in December 2020. We have had generally a good recovery at Fanshawe moving from [redacted] in December 20, compared to 2021 where this is [redacted]. Leventhorpe hasn't seen the same membership recovery and this is something we are seeing from a fitness perspective at Leventhorpe. Hartham we have seen a flat line performance with there being a small 2% decline from January to December 21, it's our perception this is influenced by the pool closure, which given the mini gym refurbishment in January 22 and pool reopening will be something we foresee improving. Equally whilst the 2021 performance has been promising, at the end of 2021, [redacted] members is still a distance away from the pre pandemic levels in January 2020 which we had [redacted]. Granted with a promising start to January 22, we would hope to see this total exceed this level by end of January 22.

2021	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2020												
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												

Total Everyone Active - Membership YR on YR



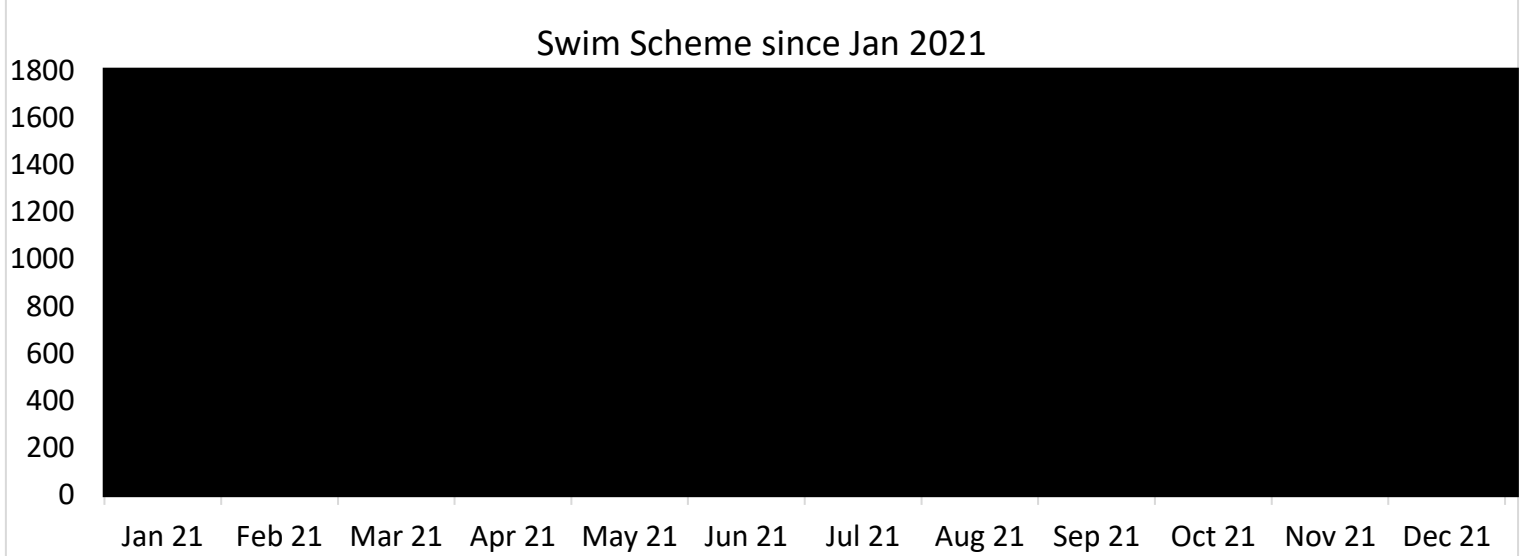
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Learn to swim school user total

In 2020 the learn to swim scheme saw losses in total swimmers of around 30%, with Fanshawe seeing a 45% loss in scheme numbers. With Swimming Lessons returning to all pools except for Hartham. As mentioned previously the scheme at Hartham currently has [REDACTED] users, although there is a perception that this will be significantly lower when the scheme restarts, due to swimmers moving into other swim schools.

We have a 29.4% recovery from 2020 level to 2021, with there being [REDACTED] swimmers on the learn to swim programme although this could be less at Hartham. Typically we have had a 53% increase in swimmers on our learn to swim scheme, year on year recovery at Fanshawe, which in comparison to the pre pandemic levels is currently only [REDACTED] swimmer short of the February 2020 levels, similar in terms of year on year growth and comparison to pre pandemic levels, Leventhorpe scheme has grown by 34% in the last 12 months and is [REDACTED] short of the recovery levels. Ward Freman scheme grew by 37% in the last 12 months and is [REDACTED] shorts. The greatest performance coming from Grange Paddocks which grew from [REDACTED] swimmers in January 21 to [REDACTED] swimmers at the end of December

2021	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2020												
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												
2019												
FAN												
GPP												
HAR												
LEV												
WFR												
TOTAL												



Marketing and promotions

Campaigns and Press Releases

January to March

Lockdown Legends and engagement with Lockdown users to keep customer basis active whilst centres were closed

What type of Lockdowner are you ?

WHAT ARE YOU...
LOCKDOWN LOVE ISLANDER?
LOCKDOWN LATINO?

JOIN NOW AND GET FREE INSTANT ACCESS TO 2,500 ONLINE WORKOUTS

WHAT ARE YOU...
LOCKDOWN LOUNGER?
LOCKDOWN LOUNGER?

JOIN TODAY AND PAY NOTHING UNTIL WE REOPEN everyone ACTIVE

Example campaign channels

WHAT TYPE OF LOCKDOWNER ARE YOU?
ARE YOU A... LOCKDOWN LOUNGER?

WHAT TYPE OF LOCKDOWNER ARE YOU?
ARE YOU A... LOCKDOWN LOUNGER?

STAY HOME & STAY ACTIVE WITH EVERYONE ON DEMAND

STAY HOME & STAY ACTIVE WITH EVERYONE ON DEMAND

Lockdown Legends -

Social media and PR campaign to recognise the lockdown legends in our community and offer them a free membership. In East Herts there were several Doctors and Nurse that were offer free memberships as recognition to them being our community's local winners.



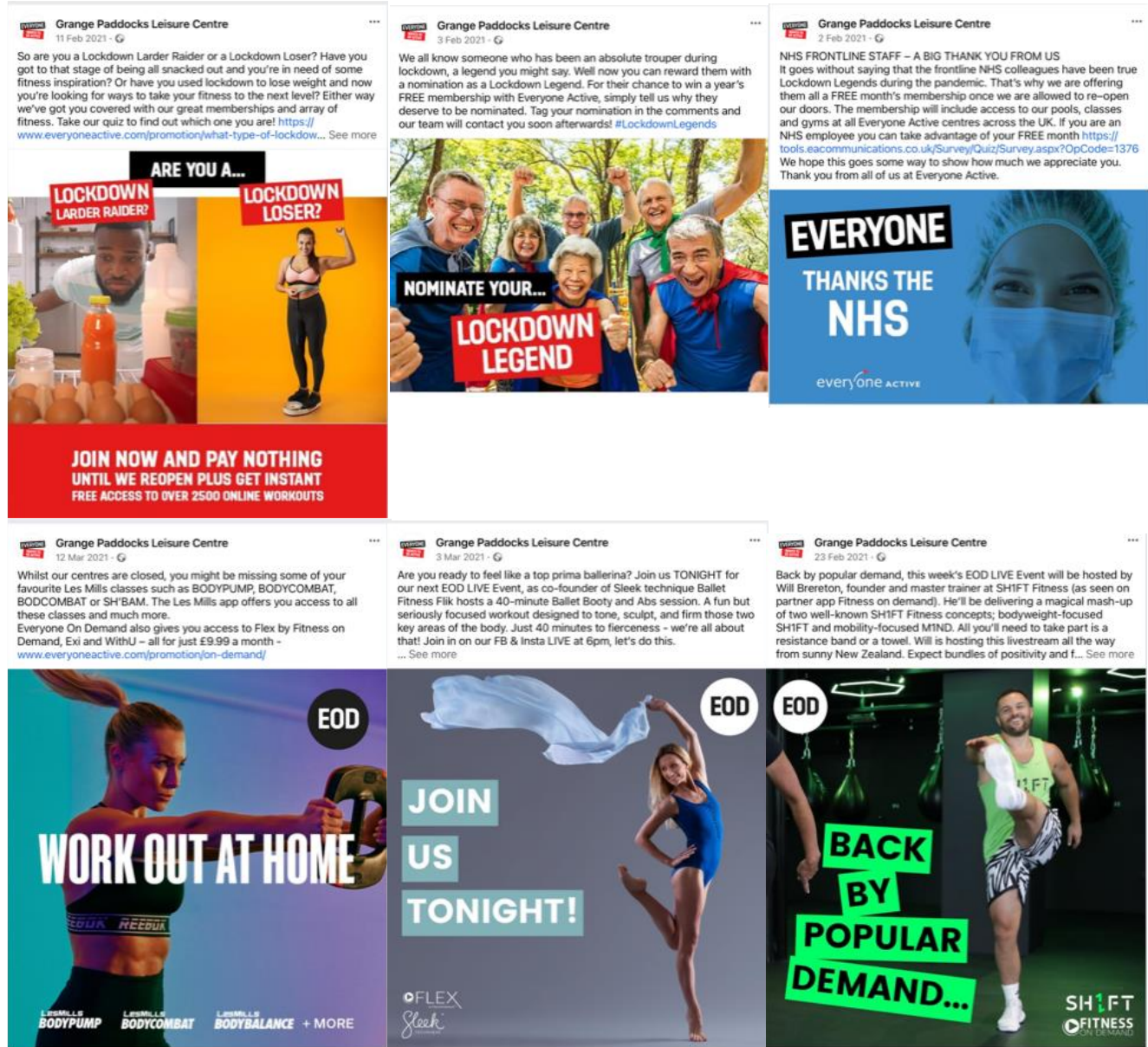
NHS FRONTLINE STAFF – A BIG THANK YOU FROM US

It goes without saying that the frontline NHS colleagues have been true Lockdown Legends during the pandemic. That's why we are offering them all a FREE months membership once we are allowed to reopen our doors. The membership will include access to our pools, classes and gyms at all Everyone Active Centres across the UK. If you are an NHS employees and would like to take advantage of your FREE month please [CLICK HERE](#). We hope that this goes some way to show how much we appreciate you. Thank you from all of us at Everyone Active.

Accessibility



Example of social media of the promotion for lockdown legends and Everyone Active on Demand options



April to May Reopening of Centres

Press release sent regarding reopening

Press releases sent regarding the Hartham pool programme

Visual of reopening campaigns



Swimathon

Article in BIS regarding group at Grange Paddocks

<https://www.bishopsstortfordindependent.co.uk/news/swim-success-for-northgate-end-tiger-sharks-9216200/>

Grange Paddocks Leisure Centre is at Grange Paddocks Leisure Centre.
 17 Sep 2021 · Bishops Stortford · 🌐

We were really pleased to host such a great event on Sunday swimming 🏊‍♀️ for 10 children from Northgate Primary School.

The Tiger 🦈 Sharks 🏊‍♂️ 5km event raise funds for Marie Claire & Cancer Research UK 🙌🏻 Everyone Active Bishop's Stortford Independent



BISHOPSTORTFORDINDEPENDENT.CO.UK
 School's 'Tiger Sharks' sponsored swimmers smash their targets

👍👍 Lisa Reeder and 9 others 1 Comment

Grange Paddocks Leisure Centre
 12 Sep 2021 · 🌐

Introducing the TIGER SHARKS...

A team of 10 wonderful children completing a Team 5k, a total of 200 lengths between them for Marie Curie & Cancer Research.

Not only did they absolutely smash their challenge but have raised an outstanding £1,907 with sponsorship st... See more



Lisa Reeder and 27 others 3 comments 2 shares

👍 Like 🗨 Comment ➦ Share

Example of social media promotion

Live workouts on our Facebook pages, corporate link up with Weight Watchers UK and promotion for our partnership with Saracen's Mavericks and Birchwood High School – for Netball master camps. Along with promotion of Dementia UK and Walking Netball trial at Hartham

Grange Paddocks Leisure Centre
 30 Apr 2021 · 🌐

An updated version of our FREE Live workout classes available on our EA Facebook and Instagram brand channels. #everyoneactive #everyonepledge

LIVE WORKOUTS

MONDAY
 06:30 EA30 High Intensity Low Impact
 10:00 EA30 Bootcamp
 19:00 EA40 Gym Ready

TUESDAY
 09:00 EA30 LBT

WEDNESDAY
 06:45 EA45 Yoga
 10:00 EA30 Seated Exercise

THURSDAY
 10:00 EA45 Pilates

FRIDAY
 06:30 EA30 Kettle Balls*

AVAILABLE ON FACEBOOK AND INSTAGRAM

Grange Paddocks Leisure Centre
 28 Apr 2021 · 🌐

To celebrate our partnership with WW [Weight Watchers Reimagined], we are excited to announce that our brilliant ambassador Colin Jackson features as the guest on this week's WW Wellness that Works podcast. Colin talks all things health, fitness and nutrition and also chats about his incredible journey to the final of 'Dancing on ice'.

Take a listen for free via Apple Podcasts (<https://apple.co/2MfacFi>) or Spotify (<https://spoti.fi/2M5c7MD>).

If you're inspired by Colin's podcast episode, don't forget as an EA member you gain exclusive access to incredible WW membership deals, plus a 30-day free WW trial! Click the link to start your journey today: <https://www.weightwatchers.com/uk/everyoneactive>

be active stretch further
 balance harder relax longer
 breathe deeper smile bigger
 feel better

Grange Paddocks Leisure Centre is at Birchwood High School.
 28 Apr 2021 · Bishops Stortford · 🌐

Whitsun Half term Saracens Mavericks Netball Birchwood High School

A few places available for our Netball camp & Sasha Corbin Masterclass

www.mavericksnetball.co.uk

Sasha Corbin masterclass

Special opportunity for aspiring players to learn from one of the world's leading netball players, England team player and Mavericks Captain. We will support players to improve their netball skills, understand what it's like to be an elite athlete and meet opportunities, hear her advice on training.

DATE	TIME	VENUE
Friday 27 June	1 Day SENDI Camp Years 5 - 9	Birchwood High School, Part Bishops Stortford, DK

For more information and to book visit mavericksnetball.co.uk/Community-Netball/Netball-C

everyone ACTIVE

Grange Paddocks Leisure Centre
24 Apr 2021 · 🌐

As part of our partnership with WW [Weight Watchers Reimagined], we gave four WW members fitness journeys to remember with our resident superstar trainer Jo Hancock. Listen to just how incredible it's made them all feel both physically and mentally.

Stay tuned for more updates from these fighting fit members, as we follow their fitness journeys over the next... See more



Everyone Active has joined forces with **WW** to make 2021 your **BEST YEAR YET!**

Grange Paddocks Leisure Centre is at Grange Paddocks Leisure Centre.
15 Apr 2021 · Bishops Stortford · 🌐

Junior Parkrun is back at Grange Paddocks 🏃, 🏃, Every Sunday 9am start

Grange Paddocks junior parkrun website is grangepaddocks-juniors



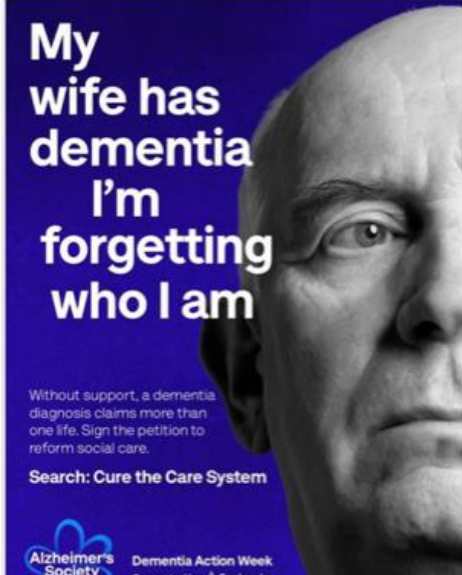
JOIN THE JUNIOR PARKRUN FAMILY
WALK, JOG, RUN, VOLUNTEER
or simply come and watch - it's up to you!

FAMILY-FRIENDLY 2K EVENTS Every Sunday morning	FOR 4-14 YEAR OLDS Adults can join in with the kids too!
EVERYONE WELCOME Walk, jog, run, hop, skip or jump - it's up to you!	FREE & EASY TO TAKE PART No special kit needed - wear whatever you like!
HAVE FUN BEING ACTIVE Share high fives and big smiles!	MAKE FRIENDS Meet lots of new people!
LEARN NEW SKILLS Kids can volunteer in lots of roles!	FEEL HAPPY AND PROUD Try your best and celebrate your achievements!

"We all do it together as a family. The volunteers are really nice and you can watch if you want to!"

Grange Paddocks Leisure Centre
17 May 2021 · 🌐

We are supporting Dementia Action Week [Santander UK](http://www.alzheimer's.org.uk/talking-point) For advice [www.alzheimer's.org.uk/talking point](http://www.alzheimer's.org.uk/talking-point)



My wife has dementia I'm forgetting who I am

Without support, a dementia diagnosis claims more than one life. Sign the petition to reform social care.

Search: **Cure the Care System**

Alzheimer's Society Dementia Action Week
Supported by Santander

Hartham Leisure Centre
12 May 2021 · 🌐

Walking Netball 🏃 Coming to Hartham LC

To register interest
Email: neilgilmore@everyoneactive.com



WALKING NETBALL

Day: Mondays (starts 7th June) ⏪
Time: 10-11am ⏪
Venue: Hartham Leisure Centre Hertford SG14 1QR ⏪
Contact Details: NeilGilmore@everyoneactive.com ⏪
Price: £4 ⏪

June to August

Press Release regarding Armed Forces Day and offering free session for serving Armed Forces

Press Release regarding Save a child's life in August

Press Release regarding return of Grange Paddock's disability swimming session

Promotion on swimming

Swimming lessons

- Ongoing
- Channels – Homepage, paid for digital, ecomms

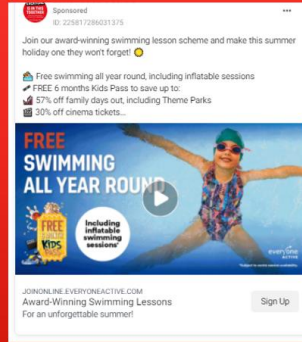
Offers

- Free kids pass



Enrol today at www.everyoneactive.com/swim-lessons

everyone ACTIVE



Promotion of the new Grange Paddocks – note the opening dates are incorrect on the documents below as these dates altered.

Grange Paddocks

- Opening 2nd October
- Channels – Centre page, Paid for digital, ecomms, media
- [Landing page](#)



EVERYONE

everyone ACTIVE

Social media examples of:

Netball camp partnership, breeze ride session and training locally, Save a life series, Swim for care sponsored swim for Isobel Hospice, Green Travel promotion and training opportunities locally

Grange Paddocks Leisure Centre is at Birchwood High School.
27 Jul 2021 · Bishops Stortford · 📍

Saracens Mavericks Netball Camps
This August 📅
School Years 5 to 9
Book now to avoid disappointment
<https://netballcamps.saracens.com/list/events>

DATE	TYPE	VENUE
28th - 29th July	3 Day Junior Camp	Herts Sports Village
28th July	1 Day Mini Camp	Herts Sports Village
29th - 30th July	2 Day Senior Camp	Herts Sports Village
5th - 10th August	2 Day Senior Camp	Birchwood High School
11th August	1 Day Junior Camp	Birchwood High School
23rd - 24th August	2 Day Junior Camp	Herts Sports Village
25th August	1 Day Mini Camp	Heath Mount School
25th August	1 Day Junior Camp	Heath Mount School
25th - 26th August	2 Day Senior Camp	Herts Sports Village

Camps run from 10:00am to 3:00pm and are priced at £26.95 (1 Day) or £69.95 (2 Days) or £99.95 (3 Days)

Grange Paddocks Leisure Centre is at Grange Paddocks Leisure Centre.
20 Jul 2021 · Bishops Stortford · 📍

Saracens Mavericks Netball Camps
This August 📅
School Years 5 to 9
Book now to avoid disappointment
<https://netballcamps.saracens.com/list/events>

SARACENS Mavericks
Summer Netball Camps

Birchwood High School, Bishops Stortford

2 Day Senior Camp (School Year 7-9)
Monday 9th & Tuesday 10th August 2021
£69.95

1 Day Junior Camp (School Year 5-6)
Wednesday 11th August 2021
£39.95

Book here: <https://bit.ly/CommunityMavericks>

Grange Paddocks Leisure Centre
18 Aug 2021 · 🌐

CALLING ALL CYCLISTS
Become a Breeze Champion & lead fun and friendly bike rides for women in East Herts area.

Benefits include FREE Ride leader training, FREE branded kit, and access to a supportive network.

Become a Breeze Champion by booking into the Ride Leadership Award Course at Birchwood High School on 25/09/2021
www.britishcycling.org.uk/events/course/details/6474




"It's so rewarding to see women grow in fitness and confidence. I often hear how HSBC UK Breeze has changed their lives."

Become a Breeze Champion
25th September
Birchwood High School



letsride.co.uk/beachampion

Grange Paddocks Leisure Centre
1 Aug 2021 · 🌐


EVERYONE IS FAMILY
FREE family activity plans and fantastic prizes to giveaway!

We've created four separate week-long activity plans to suit all your family needs. Each week you can decide which activities would most suit you and create your own weekly activity plan!

Not only that, but by taking part – you can WIN a bundle of prizes along the way, including a family membership worth OVER £600!

Our activity plans include indoor and outdoor sports, exercise for all the family and recipes from celebrity chef Jonny Marsh.

Sign-up NOW: <https://www.everyoneactive.com/promotion/everyone-is-family/>



WITH US EVERYONE IS FAMILY

Hartham Leisure Centre
24 Aug 2021 · 🌐

We still have a few spaces available for the save a baby life workshop tomorrow at 11:30

If you would like to attend please email hollieburke@everyoneactive.com

Hartham Leisure Centre
28 Jul 2021 · 🌐

Did you know in the UK 77% of people either don't know or are unsure of how to perform CPR. 1 in 3 people wouldn't know how to help (or maybe save) someone... See more



Save a Baby's Life Workshop

Would you know what to do if a baby stopped breathing?

The Royal Life Saving Society UK's 'Save a Baby's Life' workshops aim to teach basic emergency skills to anyone who cares for a baby.

You will learn:


- Infant Life Support (CPR)
- Infant choking (diagnosis and treatment)
- Infant drowning (diagnosis and treatment)

A FREE Save a Baby's Life workshop is taking place:

Venue: Hartham Pavilion
Address: Hartham Common, Hartham SG14 3DB
Date: 29/08/21 Time: 11:30 Contact: hollieburke@everyoneactive.com

To find out more about Save a Baby's Life: trial: info@rsls.org.uk

Grange Paddocks Leisure Centre
31 Aug 2021 · 🌐



Isabel
Together we care

CARE FOR A SWIM

Swim indoor, outdoor, in the sea or wild – a brand new virtual swimming challenge. Just choose your start date and aim to complete it in 8 weeks.

- Choose when, where and how far you swim
- Free Isabel branded swim hat for everyone who signs up
- Bespoke medal and Team Isabel t-shirt for every swimmer who raises over £250



For more information or to sign up, simply scan the QR code with your phone.

Neil Gilmore and 2 others


Like Comment Share

Grange Paddocks Leisure Centre is at Grange Paddocks Leisure Centre.
24 Aug 2021 · Bisshops Stortford · 🌐

Here at Everyone Active, we strive to reduce our carbon footprint, including the impact travel and transport has on the environment.

Please help us by thinking about the different ways you could travel more sustainably to site

<https://www.everyoneactive.com/news/green-travel-plan/>



EVERYONE NEEDS TO DO THEIR BIT

GREEN TRAVEL PLAN

Here at Everyone Active, we strive to reduce our carbon footprint, including the impact travel and transport has on the environment.


We would like to encourage our customers to use alternatives to the car including car sharing, public transport, cycling and walking when they come to our centres. This is to encourage the use of more environmentally friendly and healthier modes of transport for our community.

If you live close to our centre, you could walk or cycle, it will contribute towards your recommended 5 x 30 minutes of activity per week. It's also an excellent way to tone up.

If you have to come by car, why not try and share your journey with a friend, enjoy workouts and activities together as well as saving on fuel costs.

To find train, bus and other travel times and routes to the centre, please click on www.everyoneactive.com

1. Locate your centre
2. Then click on [Green Travel Plan](#)
3. Clicking on the directions button will take you to:
4. Choose your method of transport and time and you'll be shown the way to our centres.



Grange Paddocks Leisure Centre
24 Aug 2021 · 🌐

Kickstart your career in Leisure with Everyone Active. We are offering over 400 placements nationwide for anyone between 16 and 24 years old currently on Universal Credit. Apply now! <https://www.everyoneactive.com/about-us/careers/kickstart/>



KICKSTART YOUR CAREER IN LEISURE

400 PLACES APPLY NOW

If you are aged 16-24 and currently receiving universal credit, you can apply for a 6-month placement with Everyone Active.

PLACES AVAILABLE NATIONWIDE
www.everyoneactive.com/kickstart

everyone ACTIVE

September

- Press Release on National Fitness Day
- Press Release on Progress of new Grange Paddocks and pool being filled
- Press Release on Macmillan coffee morning at Grange Paddocks

Social Media Examples of promotion of swim teacher training opportunities in East Herts and sneaky peaks of which there were 28 individual posts in the run up to the opening of the new Grange Paddocks

Grange Paddocks Leisure Centre
18 Oct 2021 · G

•• WE OPEN OUR BRAND NEW CENTRE THIS WEEK••

All be it not until Saturday but the excitement is taking over, after all...
It's not long to WEIGHT now (see what we did there 🤪)

Check out just some of our new squat racks with the added bonus of a nice view too 🤪

Pretty aren't they? 🤪

🤪 OPEN DAY - THIS SATURDAY 23RD OCTOBER 🤪

🗓️ 5 DAYS TO GO 🗓️

#newgrangepaddocks #grangepaddockslc #bishopsstortford #leisurecentre #everyone #everyoneactive #everyoneiswelcome #openday #notlong #notlongnow #monday #sneakpeek #fitness #gym #gymlife #squat #squatrack #glutes #feeltheburn #deadlift #countdown #countdownison #colours #view #weights



•• SATURDAY SOLAR SNEAK PEEK••

Seeing as the sun is shining today, this feels like an appropriate post 🤪

This may not seem like an exciting sneak peek but we want to show you how we are becoming greener and more energy efficient in our new Grange Paddocks, something we don't have in the existing centre!! 🤪

In another exciting news....

🤪🤪🤪 OUR BRAND NEW CENTRE OPENS EXACTLY 2 WEEKS TODAY 🤪🤪🤪

The 2 week countdown is on!

🗓️ 14 DAYS TO GO 🗓️

#saturday #sneakpeek #solarpower #solarenergy #Solar #energyefficiency #leisurecentre #grangepaddockslc #BrandNew #sunnysaturday #2weekstogo #countdown #excitingnews #excitingtimes



Grange Paddocks Leisure Centre
6 Oct 2021 · G

It's currently all go at Grange Paddocks meaning today's sneak peek is a little later than planned, with a busy week still ahead we were hoping that excitement can come from YOU today 🤪

Everyone needs a little mid week Wednesday excitement so we want to hear from you, our amazing followers and members 🤪

What's the area/part of the new centre you're looking forward to the most??

Get commenting below 🤪🤪🤪 We can't wait to see your answers 🤪

THE EXTERIOR TO THE NEW CENTRE IS INCREDIBLE AND WE CAN'T WAIT TO WALK IN THERE ON SATURDAY 23RD OCTOBER 🤪

🗓️ 17 DAYS TO GO 🗓️

#sneakpeek #newbuild #exterior #Countdown #notlongnow #excitement #comment #grangepaddockslc



Hartham Leisure Centre
15 Sep 2021 · G

Have you ever been sat on poolside watching your child's swimming lesson thinking 'I'd be good at that' 🤪

We want to hear from you!

If you've been dreaming of a fun and rewarding career change or are already qualified as a level two swimming teacher please get in touch hollieburke@everyoneactive.com

DIVE INTO A NEW CAREER
AND TRAIN AS A SWIM TEACHER WITH EVERYONE ACTIVE

Join our team and be part of the biggest swim scheme

Grange Paddocks Leisure Centre
28 Sep 2021 · G

We have some FANTASTIC news for you all....

🗓️ SAVE THE DATE 🗓️

Time to get excited because the BRAND NEW GRANGE PADDOCKS is opening on Saturday 23rd October 2021 & we couldn't be more excited to welcome you into our incredible new cen... See more

New Grange Paddocks Opening

EVERYONE IS EXCITED

Open Day - 23rd October 2021

October

Press Release on opening of new Grange Paddocks
Media coverage on preview of new Grange Paddocks
https://issuu.com/aaron-axispublications.co/docs/axis_november_2021_issue
Media coverage nationally on opening of new Grange Paddocks
https://issuu.com/aaron-axispublications.co/docs/axis_november_2021_issue

BIS
<https://www.bishopsstortfordindependent.co.uk/news/opening-date-set-for-new-grange-paddocks-leisure-centre-9218104/>
<https://www.bishopsstortfordindependent.co.uk/news/dive-in-and-discover-the-new-grange-paddocks-leisure-centre-922262/>
<https://www.bishopsstortfordindependent.co.uk/news/grange-paddocks-project-is-going-swimmingly-9217010/>

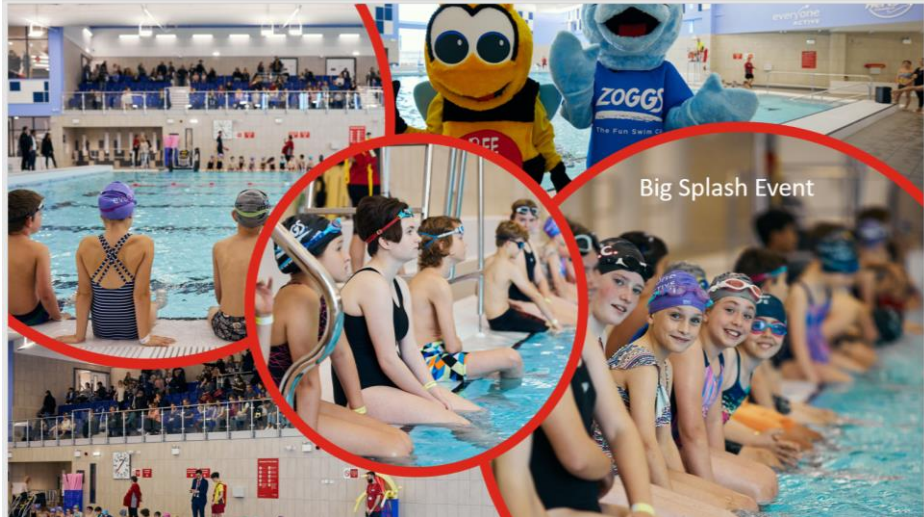
Grange Paddocks opening -Images from presentation on launch day



Images from launch and official opening



Images from presentation on Big Splash Event which part on the opening weekend.





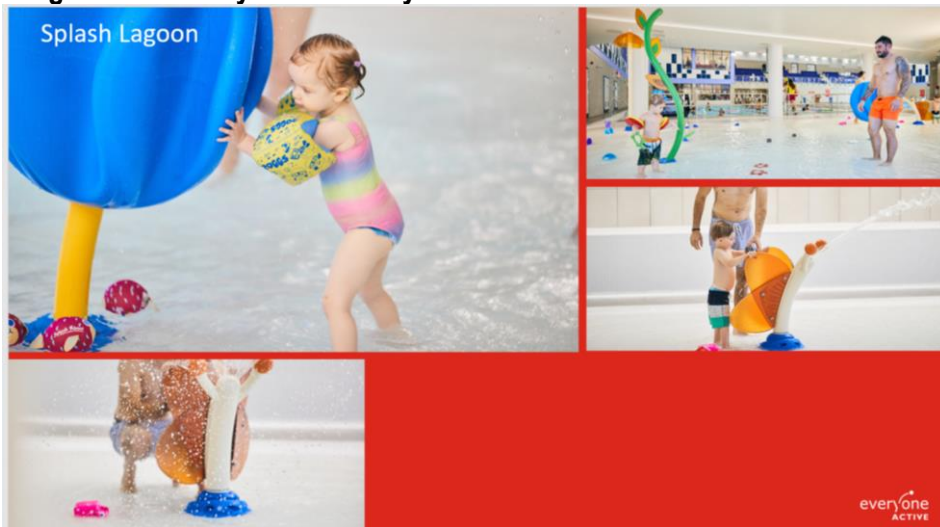
Images from opening day – Freestyle footballer Jamie Knight



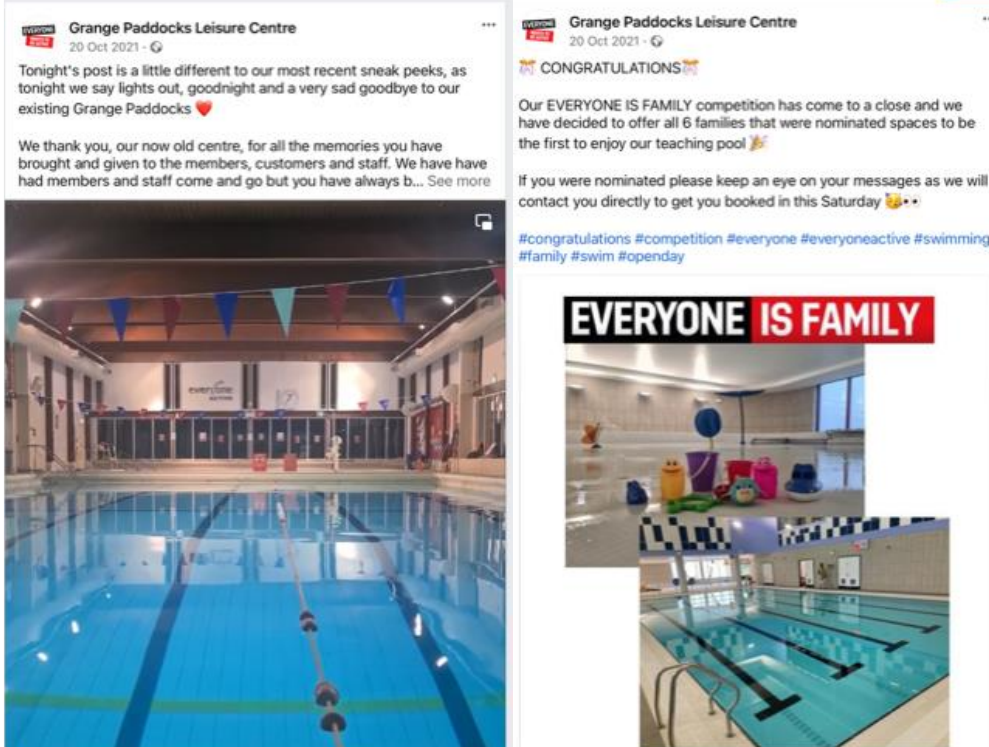
Meet the Olympians



Images of the Everyone is Family event



Example of social media: Last post regarding closure of old Grange Paddocks and promotion of the Everyone is Family element as part of the opening day promotion providing



November and December Press Release regarding delays to Hartham

Examples of social media – Holiday camps and Santa Dash

Home About Photos Reviews Videos Events **Posts**

Grange Paddocks Leisure Centre is at Grange Paddocks Leisure Centre.
10 Dec 2021 · Bishops Stortford · 🌐

❄️ Winter HAPpy Camps 🎅

🚫 Places limited 🚫

📄 To book link below 📄
<http://sportinherts.org.uk/happy/booking>

📍 Grange Paddocks LC

👤 8-11 year olds

📅 22 & 23 Dec
📅 27/28/29/30 Dec
📅 3 & 4 Jan

🆓 Camps are FREE to children in receipt of benefits related free school meals 🆓

Hertfordshire's
Holiday Activity Programme

HAPpy

Home About Photos Reviews Videos Events **Posts**

Grange Paddocks Leisure Centre
19 Nov 2021 · 🌐

We are happy to host & support the Annual Santa 🎅 Dash & Reindeer Run 🏃, on Saturday 4th December 📅 1k & 5k routes

A great festive 🎄 event organised by [Grove Cottage Bishop's Stortford Mencap](#) Alison Cameron Mencap Bishop's Stortford Independent Everyone Active 🎄

To join the festive fun 🎅
Contact: events@mencapgrovecottage.org

Santa Dash & Reindeer Run

Saturday 4th December 2021

Grange Paddocks, Rye Street, Bishop's Stortford, CM23 2HH.

- 🏃 1K & 5K routes
- 🕒 10.45am warm up, 11am start for both routes

Entrants can run, jog, skip or walk either of the routes.

Santa Entry (13 years and over) £12 including Santa Suit
Reindeer Entry (12 years and under) £6 including Reindeer antlers and medal

To register please visit our website www.mencapgrovecottage.org
For any queries please email events@mencapgrovecottage.org

All proceeds to [Grove Cottage](#)

Grove SUPPORTED BY SPONSORED BY