NORTH HERTFORDSHIRE DISTRICT COUNCIL

LOCAL GOVERNMENT ACT 1988

LEISURE MANAGEMENT

NAME OF SCHEDULE:

IN 1 Marketing Plan.

TO BE COMPLETED BY TENDERER

ADDITIONAL SHEETS WILL SHOW THE PAGE NUMBER AND BE AFFIXED TO THIS SCHEDULE. ALL ADDITIONAL SHEETS WILL BEAR THE NAME AND NUMBER OF THE SCHEDULE AS SHOWN ABOVE

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The Contractor shall include his marketing plan specifically for this contract and take account in it of all the requirements and stipulations of the Contract Documentation. The Contractor should outline his proposals across the four and a quarter years of the Contract Period in his marketing plan.

The Contractor shall outline his Marketing Plan providing the following information as a minimum:-

- Marketing strategy.
- Marketing aims and objectives.
- Programming and promotions strategies.
- Price promotions and incentive schemes.
- Any Market Research in addition to that carried out by the Council.
- Customer feedback and methods for achieving same.
- System for measuring and assessing marketing targets including income and usage targets.
- Proposed promotional budget per annum.

Marketing at SLL

The Chartered Institute of Marketing defines marketing as

'The management process responsible for identifying, anticipating and satisfying customer requirements profitably'.

This definition therefore, looks not only at identifying customer needs, but also satisfying them (short-term) and anticipating them in the future (long-term retention). Thus the marketing process calls for management decisions on product, pricing, place (distribution), promotion and personal selling, and in many instances, the delivery of customer services

This highlights that the customer is at the heart of marketing, and that customers value all aspects of the service that they receive- before, during, and after their experience SLL believes that this is an integral part of its marketing and overall corporate strategies and its policy of continuous improvement. SLL 's marketing strategy is focused on 'relationship marketing' –focusing on getting/acquiring customers and keeping them in the long term, through delivering quality operations and exceptional customer service, making the centres somewhere they would recommend to their friends and family, with a conducive atmosphere that will benefit customers, staff and clients.

SLL believes that an effective marketing plan is an integral part of its marketing and corporate strategies, and in its delivering policy of continuous improvement. SLL has a planning process linked closely to that of its partners to ensure that it can deliver its clients strategic objectives and health and social agendas.

With the new responsibility for public health moving to local government, this requires local authorities to ensure that the use of open spaces, parks, playgrounds and relevant leisure facilities are promoted in terms of reducing the impact of obesity on long term health: their importance in the management of mental health issues such as depression and in aiding relaxation, as well as their more 'sensory' enjoyment.

Within the North Hertfordshire Partnership's Community Strategy, one of the 10 themes is improving health and wellbeing, by promoting and facilitating healthier lifestyles. SLL will help deliver that through supporting the following initiatives

- Increasing participation levels from all sections of the community:
  with more people taking part in more activities.

- Ensuring access to culture, sport and leisure:
  And recognising and celebrating diversity.

- Promoting "Sport for All:" (see Sports Development IN 21)
  by supporting a wide range of community based sports clubs, facilities and events.

- Supporting Excellence (see Sports Development IN 21)
  in amateur, voluntary and professional achievement in all forms of culture, sport and leisure.

The council has also identified its 3 priorities for 2013/14 and SLL will work to help deliver those priorities, through the delivery of cost-effective services and through working with local communities.

SLL will therefore continue to work closely with North Hertfordshire District Council to deliver the strategies and objectives above, and to develop the usage and promote the opportunities and benefits of leisure to those groups identified as under-represented and socially, economically or geographically disadvantaged. The company is committed to moving into the area of wellbeing through the development of nutritional advice, smoking cessation and health screening and checks.

SLL produces an annual Corporate Strategy Document and a Corporate Business Plan. From this an annual corporate marketing plan is developed from which subsequent site-specific annual marketing plans are produced, which link with both corporate and individual site objectives.

Major strategic objectives within this planning process include:

- High levels of customer care and service
- Extensive customer consultation, involving the customer in the decision-making processes and feeding any improvements to services and facilitiesEffective and innovative marketing communications and promotions
- Wide ranging market research for both users and non-users
- Structured and comprehensive sales systems and training programme
- Innovative programming and the mix and pricing of products and services to meet the needs of all sectors of the community
- Effective metrics to monitor, measure and assess the success of marketing campaigns and objectives

As a leading UK leisure charitable trust, SLL has extensive skills and experience within leisure marketing and a bank of proven and trusted promotions designed to drive both acquisition and retention, whilst continually looking to introduce innovative and effective promotions. This has continued to drive sales of fitness memberships, and retention levels across all sites low, whilst maximising the length of gym memberships.

UKActive, Sport England and Mazars have developed a business performance benchmarking service for the UK leisure industry. Their average level of attrition is 4.9%. SLL facilities currently operate at an average attrition level of 4.1%. North Herts Leisure Centre is currently operating at an attrition level of 3.08% (March 2013) in a difficult economic climate.

The table below shows how monthly attrition levels at North Herts Leisure Centre have fallen from 9% to 4% over the last 6 years (see table below).

Year	Ave. Attrition %
2012	4
2011	4.55
2010	5.1
2009	5.65
2008	7.01
2007	7.04
2006	9

SLL's success within marketing is also reflected in its current leisure management contracts, where it has more than doubled memberships across its portfolio from 7,327 in March 2010 to over 17,500 in March 2013. In one centre SLL has increased membership levels from 40 in April 2012 to over 1,750 in April 2013- an increase of over 4,000% in just 12 months.

Within the North Herts Leisure Centre, SLL has increased fitness memberships from 395 at the commencement of the contract in 2005 to a current figure (March 2013) of 1,787.

The other area in increasing the membership base (aside from the excellent attrition figures above) is the acquisition of new members, and the table below shows the actual number of new memberships sold at North Herts Leisure Centre over the years as against sales targets:

Year	Unit Sales	Unit Target
2012	1164	980
2011	1135	1005
2010	1010	995
2009	989	1040
2008	932	1075
2007	1235	1055
2006	1469	870

Usually at the commencement of a new contract SLL would carry out a latent demand analysis and Mosaic demographic report (within a drive time or geographical radius of the centre) to effectively segment the current and target market, as well as a competitor analysis. However as SLL has been managing the centres since 2005 we believe that we have an unrivalled and extensive knowledge of the local marketplace, that helps us to deliver well informed and effective marketing strategies and campaigns.

Through its current management of the Letchworth Management Contract and the Hitchin and Royston Leisure Management Contracts SLL has an excellent knowledge of relevant media and excellent contacts within that media enabling it to benefit from the best marketing and advertising opportunities at very attractive rates, maximising opportunities too see and gaining the best value from the marketing budget. SLL through its existing sites including the Gordon Craig Theatre is one of both Archant's (publishers of The Comet Newspaper) and Local World's (publishers of the Advertiser) largest advertisers; therefore we are able to secure the lowest available corporate advertising rates, making the advertising budget go further. Staff will be extensively briefed to ensure that they understand the promotions and can communicate the benefits effectively when required by customers and prospective members.

SLL will endeavour to use any visual images of under-represented groups in a positive way but will also continue to promote a policy of social inclusion where all sectors of the community are encouraged to use the facilities side by side.

All marketing and promotional material and activity will adhere to the 'house style' as outlined in OUT 11 of the Contract Documentation and will also meet the standards laid down by the British Code of Advertising, Sales Promotion and Direct Marketing as well as any other relevant guidelines issued by the Advertising Standards Authority and the Trading Standards Board.

The information on SLL's website and printed promotional material will be updated regularly and although it is provided in English, in order to reach groups who have different language needs and cultural/religious traditions it will be made available in different languages or formats upon request. All informational literature at all sites such as timetables, programme information etc is available in a large print version (minimum font size 16 point) for the visually impaired, and in Braille.

SLL will also look at the possibility of speech-enabling its website through the use of Browsealoud or similar software.

All printed marketing communications material will carry an information panel advising customers of these different format or language options and SLL as a company is very careful that any language used in relation to customers with disabilities is suitable and appropriate. SLL will explore the colours used within its marketing communications to maximise contrast wherever possible. The combination of simple shapes and bright colours will hopefully benefit the visually impaired and normal sighted customers.

SLL's effectiveness at marketing, particularly in North Herts, is reflected in a recent mystery visit carried out by Right Directions, a specialist external company as shown below:

Right Directions

Mystery Visit at North Herts Leisure Centre 9th November 2012

Marketing

Area	Score
Variety of literature/ leaflets available and professionally produced	3
Notice boards /Posters /Banners	2
User friendly Website	2
Effective use of pricing and promotional offers	3
Overall Score %	**83%**

Comments

Strengths

- A variety of leaflets and literature were available and well presented in modern wall mounted displays in the Reception area
- A large notice board gave details of the class timetable
- Notice boards and posters were used throughout the Centre, some were well presented
- A modern website is available and user friendly, I was able to find out lots of information about the Centre from the website
- A comprehensive pricing schedule is available

Areas for Improvement

- I noted a couple of poster frames in the sports hall were empty
- A couple of notice boards were quite bare
- It took a while to locate an email address on the website, this is not included on the other Centre details in their section

IN1.1 Marketing Strategy

SLL 's marketing strategy is focused on 'relationship marketing' –a multi-level activity strategy focused not only on acquiring new customers, but also in keeping them in the long term, (the Chartered Institute of Marketing estimates that it costs 4 to 10 times more to acquire new customers than to retain existing ones) through delivering quality operations and exceptional customer service, making the centres somewhere they would recommend to their friends and family, with a conducive atmosphere that will benefit customers, staff and clients. SLL's marketing activities therefore are focused on the need to both attract new users through 'front-end' sales promotional activities and then to use customer relationship management (CRM) techniques to 'develop a value relationship' with those existing customers delivering extra value within their membership and customer experiences to maintain their loyalty and increase both their potential spend and usage. SLL's will target both members (existing, potential, swim school and lapsed) as well as casual users across the range of activities together with non-users. SLL will promote that the North Herts Leisure Centre, Letchworth Outdoor Pool and Fearnhill Sports Centres are facilities for all the community offering quality services at value for money prices.

SLL, will as part of its marketing strategy, adopt a 2 part approach:

Firstly, though its research plan, to identify the user profiles of the facilities.

Secondly, to ensure that the range of media used and the messages and language used is both suitable and relevant to these identified demographic user profiles and to provide the best combination of opportunities to see, and value for money. Opportunities to see include all sectors of the community including those seen traditionally as under-represented and disadvantaged.

SLL will also, through non-user surveys, seek to establish any significant profiles of non-users and provide relevant materials to actively market and promote to these.

Should SLL be successful in its tender bid, SLL will retain its position as the sole leisure management contractor for North Hertfordshire District Council. We believe that this offers significant advantages for both the Council and SLL, as we will be able to deliver extra value from the marketing budget and through our joint branding (please see below). SLL can also uniquely offer a fitness membership across the district (please see below for more details). We believe that we can gain significant synergies and economies of scale through marketing and advertising. For example, alongside site specific advertising, all fitness facilities, or indoor /outdoor pools can on suitable occasions be marketed through one advertisement or generic campaign so reducing media, printing and design costs. This allows SLL to deliver maximum marketing effectiveness, value for money and opportunities to see from its marketing budget.

SLL's unique position as a Social Enterprise, a Non Profit Distributing Organisation (NPDO), and a registered charity puts it in a strong position when it comes to attracting potential grant funding, and we will work closely with the county sports partnership, NGB's and the Sports Development team at NHDC to develop potential sporting projects that can attract a range of funding. These projects would have clear and measurable outcomes to gauge their effectiveness.

These projects would be effectively marketed to the local community through appropriate and targeted media and distribution channels to maximise their usage and attendance.

Acquisition Campaigns

SLL will run a series of major high profile acquisition promotions concurrently across the North Hertfordshire leisure centres. These major promotions would be widely publicised (especially to staff working at the sites) and supported throughout the year by a variety of site-specific sales generation promotions (a mix of new and innovative promotions or those used successfully elsewhere within the SLL portfolio) and held centrally by SLL's corporate marketing department. Example of major promotions included within the marketing plan:

- Catch 20-2- Corporate Summer Promotion
- Rest of The Year Free (Corporate Winter promotion)

There will be a major promotion also for the opening of the Letchworth Outdoor Pool, similar to that used by SLL for the Hitchin Outdoor Pool. Below is a recent example from NHDC's 'Outlook' magazine, which reaches every house in the district:

Examples of Corporate Promotions

Catch 20-2

Rest of the Year Free

Examples of Site Specific Promotions

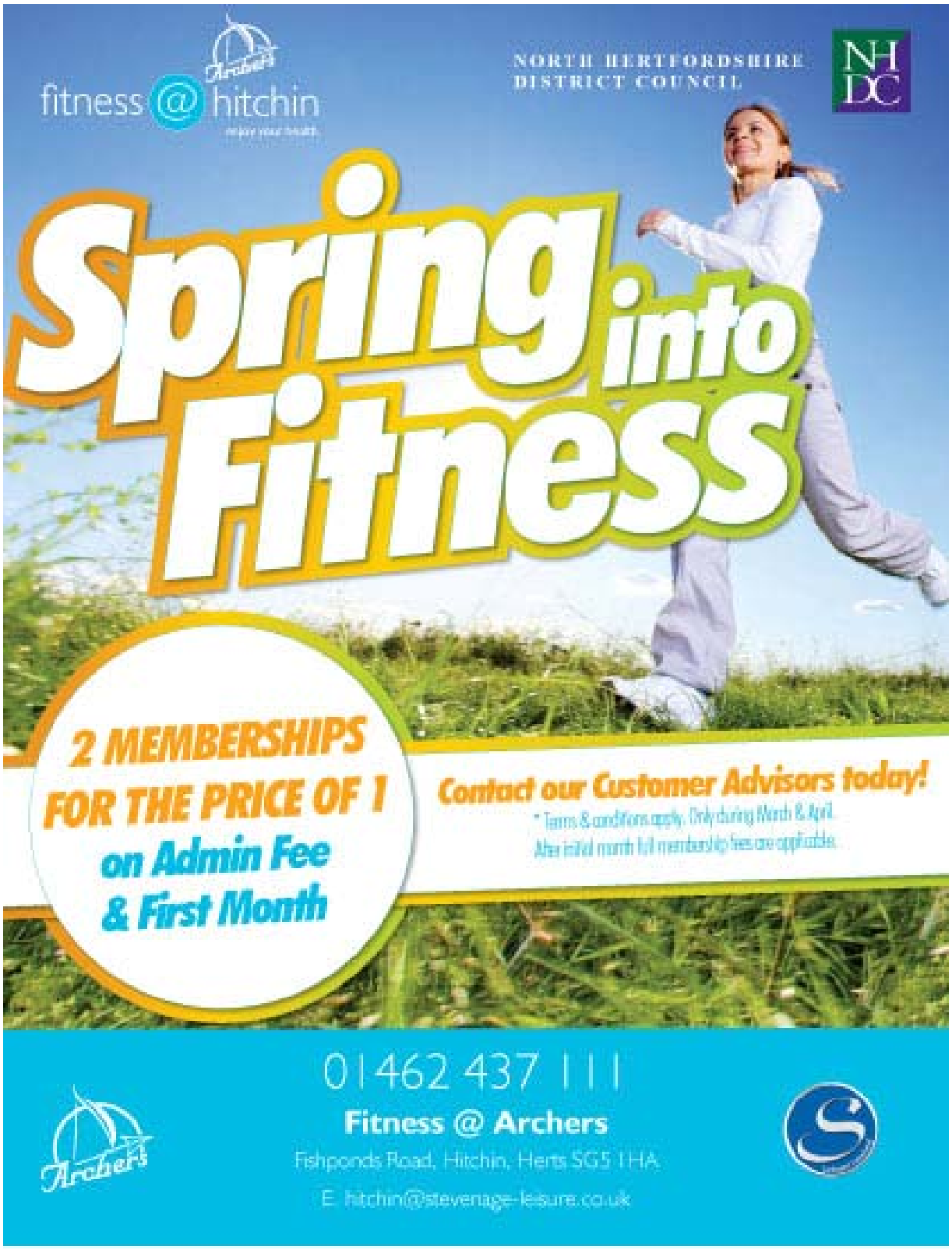
Open Days

As per the contract documentation and contained within SLL's Annual Promotional calendar, to encourage usage and participation for all sectors of the community, SLL will hold an Annual 'Sport for All' Day as well as other types of Open Days that offer a range of free taster sessions and activities.

OPEN DAY OFFERS
SAVE £
3 MONTHS
FREE
OR NO JOINING FEE
SAVE
OPEN DAY OFFER
fitness@letchworth
Available for one day only! Bring this voucher to our OPEN DAY on Saturday 23rd June and you'll be entitled to one of our fantastic OPEN DAY gym membership offers below.
OFFER ONE - 15 months for the price of 12 - when paid for upfront OR
OFFER TWO - No joining fee on direct debit memberships
name
Terms & conditions apply
OPEN DAY OFFER
Buy one Costa Coffee from our Coffee House and get the second half price!
Only available on Saturday 23rd June 2012
Terms & conditions apply
coffee HOUSE
ZOOM CLUB OFFER
Half price entry to Zoom Club (£2.45) with this voucher every Saturday in July.
Zoom Club is a sports based activity session including swimming from 9am - Midday for children aged 8-12 yrs.
Terms & conditions apply

One Month Free

Spring into Fitness



www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300

@ArchersGym
www.facebook.com/archersgym

Membership Retention

As part of the annual marketing plan SLL would also seek to run a series of member promotions throughout the year to reduce attrition, membership churn and maximise the benefits of membership.

Member promotions that SLL would be looking to run include:

- Gym Challenges- which would be themed to run around- The London Marathon, Tour De France, 'The Biggest Loser', Lands End to John O'Groats, etc.
- Low User campaigns- promotions specifically designed to encourage increased usage by certain members thereby incentivising them.
- Member of the Month Campaigns.
- Referral schemes- either in the form of taster sessions, guest passes or 2 for 1 offers.
- Exclusive member benefits
- A Top 10 Section for gym usage with regular prizes.
- Special member social evenings.
- A members only area of the website with promotions.
- The development of site-specific newsletters.
- Regular introduction of new classes

Examples of member retention programmes

Personal training offers

DON'T HIBERNATE THIS WINTER

6 FOR THE PRICE OF 5
SAVING £30

or

12 FOR THE PRICE OF 9
SAVING £90

01462 437 111

Fitness @ Archers

Fishponds Road, Hitchin, Herts SG5 1HA

E. hitchin@stevenage-leisure.co.uk

www.stevenage-leisure.co.uk

24 hour Customer Information Line: 0300 012 0300

@ArchersGym

www.facebook.com/archersgym

Example of gym challenges

TRIATHLON

Swim 150 lengths (3.86km) **Bike** 180km **Run** 42km

Each competitor should record their progress on their TGS key and show an instructor when they have completed a stage of the marathon so it can be ticked off and the instructor will put their initials in the box to verify it has been checked.

Royston Leisure Centre
Woodcock Road, Royston, Herts SG8 7XT
01763 255190
royston@stevenage-leisure.co.uk

www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300

@RoystonLeisure
www.facebook.com/roystonleisurecentre

Everyone who completes the Triathlon challenge will go in to a draw to
WIN A FREE PAIR OF TRAINERS FROM GREAT FIT.
(up to the value of £60)
fitness @ royston
GYM CHALLENGE
Royston Leisure Centre
Woodcock Road, Royston, Herts SG8 7XT
01763 255190
royston@stevenage-leisure.co.uk
www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300
@RoystonLeisure
www.facebook.com/roystonleisurecentre

North Herts Leisure Centre's
13 14 15 16 17 18 19 21 22 23 24 25
BIGGEST LOSER
6 week PT course £120
12 sessions (2 x per week)
Starting November 2011 • For clients with a BMI over 27
Biggest Loser (% weight loss) WINS UP TO £200
Runners-up win up to £50.
SAVE 66% ON PERSONAL TRAINING FEES
fitness @ letchworth
enjoy your health
WIN UP TO £200
Spaces Limited
Register your interest now with one of our personal trainers.
North Herts Leisure Centre
Baldock Road, Letchworth, Herts SG6 2ER
01462 679 311
E. letchworth@stevenage-leisure.co.uk
NHDC
www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300
join us on facebook at
www.facebook.com/northhertsleisurecentre

Example of members benefits leaflet

CONTACT INFORMATION

COMPANY	ADDRESS	CONTACT
MANTLES	York Way, Royston, Hertfordshire, SG8 5HJ	01763 722784 chris.moss@mantles.co.uk
ADHOC	The old Court House, Fish Hill Royston, SG8 9XT	01763 246838 adhocroyston@gmail.com
HERTS LASER LIPO CLINIC	1 Housman Ave, Royston Herts, SG8 5DN	01763 232894 liz_beautylicious@hotmail.co.uk www.laserlipoherts.com
SUNHILL DAY NURSERY	Grantham Close, Royston, SG8 5WY	01763 226030 sunhillmontessori@sunhilldaycare.com
SPORTS KIT	HFL House, Unit 1, Saxon Way, Melbourn	01763 261336 info@sportskit.net
KINGSWAY	Cambridge Road, Melbourn, Cambridge, SG8 6EY	01763 262943 kingswaygolf@btconnect.com
YUVA	51 Old North Road Bassingbourne Royston SG8 5JL	01763 244259
SZPAK PHOTOGRAPHY	45 Station Road, Letchworth, Herts, SG6 3BQ	01462 682774 michelle@szpak.co.uk www.szpak.co.uk
ESSENTIAL BEAUTY	The Corn Exchange, Market Hill, Royston, Herts SG8 9JR	01763 242007 joguiver@gmail.com
COWS & KISSES		07817 221607 www.etsy.com/shop/cowsandkisses cowskisses@gmail.com
EN AVANT THERAPY	The Dance College, Lumen House, Lumen Road, Royston, Herts, SG8 7AG	01223 969341 info@enavanttherapy.co.uk www.enavanttherapy.co.uk

Tell Your Friends

Now that you have joined fitness@royston why not tell your friends about it?

Research has shown that you are likely to train more often if you have a training partner than if you train alone. When you refer a friend that joins you will receive **a FREE months membership**.

The more referred friends who join the more free months you will receive!

Terms & Conditions apply.

fitness@royston
enjoy your health

NORTH HERTFORDSHIRE DISTRICT COUNCIL

Membership Benefits

Royston Leisure Centre
Woodcock Road, Royston, Herts SG8 7XT
01763 255190
royston@stevenage-leisure.co.uk

www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300

@RoystonLeisure
www.facebook.com/roystonleisurecentre

We have teamed up with some exciting companies within your local area to offer you some great savings as a member of fitness@royston.

Please contact the companies for further information.

Proof of membership required on take up of offers.
Offers correct at time of printing, the company / leisure centre reserve the right to change or withdraw these offers without prior notice.

GREAT OFFERS FOR ALL OUR MEMBERS

Cows & Kisses
10% Discount
on Custom Designed Wedding Invite sets and paper goods
07817 221607

Adhoc
10 % off food and drinks
01763 246838

Essential Beauty
10% Discount
on all Treatments
01763 242007

Herts Laser Lipo Clinic
Buy one get 2nd free
01763 232894

Sports Kit
10% Discount
on Products*
01763 261336
*Monday to Saturday

Szpak Photography
Portrait Experience, 7x5 Desk Photo*
01462 682774
*worth £150.00

Yuva
10% Discount
01763 244259

Kingsway Golf Club
10% off a Round of Golf
01763 262943

Mantles
20% discount on Service & Labour + £40 MOT
01763 722784

Sunhill Day Nursery
10% off Child care rates
(subject to terms and conditions)
01763 226030

En Avant Therapy
10% off initial consultation and all therapy
01223 969341

Membership Benefits

Example of member/customer newsletter for North Herts Leisure Centre

Regularly updating range of classes for members

Branding

SLL's corporate approach to branding is to adopt a 'joint branding' approach whereby its partner authority is always identified as the ultimate/joint provider of the services and we would look to continue this philosophy at the North Herts Leisure Centre, Letchworth Outdoor Pool and Fearnhill Sports Centre. We believe that there would be continue to be significant mutual benefits in terms of sales, operations and costs in utilising the common branding to the Letchworth Leisure Management Contract and the Hitchin and Royston Leisure Management Contracts to deliver a single and cohesive fitness brand and membership offering across North Hertfordshire. This brand, the Council's logo, and any associated strap line, will always appear on all marketing and communications material in line with the Council's own 'in house' style guide and the phrase 'Working in Partnership'.

Examples of this joint branding approach can be seen within all of SLL's contracts with the 'fitness@' brand being successfully used within Stevenage and North Hertfordshire. Examples of this branding can be seen below and on our website: www.stevenage-leisure.co.uk

This will allow the 3 fitness suites (Hitchin, Royston and Letchworth) to be advertised within one campaign-delivering significant savings and synergies in terms of graphic time, print costs, and advertising/publicity costs, uniforms etc. In addition to the cost savings, this will lead to increased sales in its core areas of memberships and uptake as well as the potential of increased sales of associated merchandise and discretionary areas of secondary spend in areas such as personal training.

SLL, in agreement with North Hertfordshire District Council, will also look (if successful) to continue its current brands such as 'AquaEd Swim School' and 'Party On' as used at North Herts Leisure Centre and Letchworth Pool and Fearnhill Sports Centre as well as the Hitchin Swimming Centre and Royston Leisure Centre, effectively delivering one brand across all of the district.

Leisure brands are relationship brands, enhanced by consistency and quality of experience, and the brand will be ultimately be enhanced by positive customer experiences and word of mouth. This will be enhanced by SLL's Quality Management System, which will ensure consistency of delivery and experience across all sites, thus helping the North Herts facilities to maintain their competitive advantage within the area.

This clear brand architecture would deliver major benefits in terms of sales and operations as well as savings and synergies through marketing, design, printing and advertising. This would deliver better value and effectiveness from the marketing budget, the community would have a coherent programme and brand that can be cohesively delivered across a range of sites, and the sites themselves would be working together and not effectively in competition with one another.

SLL would continue to work with the council to further develop the 'fitness@' brand in the future (or on the development of another joint brand if it was thought that this would better serve the needs of the community moving forwards), and refining it to ensure that it continues to remain in line with industry best practice, emerging technology and media, and contemporary design.

Example of cohesive fitness branding across the district

Example of party branding

PARTY ON!

BOOKING REQUEST FORM

Name: .....

Address: .....

Tel No Home: ..... Work: .....

Day of Party: ..... Date of Party: .....

Time of Party: ..... No. in Party: .....

Ages of Children: ..... Duration of Party: .....

Type of Party: .....

Preferred routine* (singer/song) 1st choice .....

*Dance parties only 2nd choice .....

Referee/Instructor/Games Organiser *(delete as appropriate)*

Food Booking *(complete Catering Order Form on reverse)*

BOOKING CONDITIONS

Payment of the fee is regarded as evidence of acceptance of the booking conditions. No refunds will be given unless a doctor's certificate can be produced as proof of illness. *Party bookee is responsible for collating any relevant medical information of the group and providing the information to the Duty Manager.

OFFICE USE ONLY:

TO BE COMPLETED BY RECEPTIONIST (Full amount must be paid at time of booking)

RECEPTIONIST TAKING BOOKING

Date: ..... Initials: .....

Amount Paid: .....

Receipt No: .....

Party checked on computer ❑ Pembroke Bar/Suite reserved ❑ Invoice given ❑

WHAT'S ON AT NORTH HERTS LEISURE CENTRE

Little Leagues Crèche

North Herts Leisure Centre provides an Ofsted registered crèche for children aged 3 months up to 5 years.

Leave your child in the capable hands of our N.N.E.B. qualified staff, whilst you enjoy the excellent facilities available.

We take a friendly and caring approach to ensure that your child enjoys their time with us.

Tiddlywinks

A multi activity session for children from walking age to 5 years with trampoline, bouncy castle and play equipment to amuse and entertain them. Free swim included.

Zoom Club

Shop till you drop while we entertain your kids in our Saturday morning fun club for children aged 8 to 12 years. Fun packed with sporting activities including swimming.

Fully supervised by our Zoom Club staff.

Skate House Roller Disco

Skate to the latest tunes with our fully supervised sessions.
Mums and Dads are welcome to join in the fun.

Sport Ed

North Herts Leisure Centre run a variety of dryside sports courses supervised by fully qualified professional Instructors.

Your child will work towards achieving the relevant recognised professional award certificate.

Our pre-school programme caters for children from 3 years of age.

The after school and weekend programme caters for children who are in full-time education.

For further information on all our courses please contact the main reception.

Leisure Pool

AquaEd

All of our AquaEd courses are taken by fully qualified swimming instructors.

North Herts Leisure Centre provides armbands, floats and all other swimming aids as required.

In order to achieve the maximum benefit from attending an AquaEd course, we strongly recommend that you use the Leisure Centre at least once a week (in addition to your lesson) to practice what you have been taught, and to build on your confidence.

If you require any further information about any of the AquaEd courses please contact the main reception on (01462) 679311.

Fun Frenzy

A fun packed session for all the family. Wacky waves, flume, inflatables, swan slide and squirting frog on the log.

Wild Camp

– Our fun packed Holiday Play Scheme

Join Lenny and the gang and be prepared to go 'Wild' with our mammoth timetable of fun filled activities.

Fun sessions include Softball, Arts 'n' Crafts, Face Painting, Swimming, Inflatable Fun, Team Games, Trampolining and much, much more.

Sessions available for children aged:
3-4 yrs, 5-7yrs, 8-9 yrs, 10-12 yrs

Your child will have the opportunity to meet Wild Camp Leader 'Lenny the Lion' and make new friends with many children of a similar age.

Wild Camp is OFSTED registered and all staff are trained to provide constant attention from the time you drop them off to when you pick them up at the end of the day.

BUS ROUTES – ARRIVA Numbers 90, 91, 94 and 99 will stop at Sainbury's, Third Avenue (opposite the Leisure Centre).

Prices are subject to change on 1st April every year.

PARTY ON!

NORTH HERTFORDSHIRE DISTRICT COUNCIL

★ Football ★ Roller Skating
★ Trampolining ★ Bouncy Castle
and much more...

North Herts Leisure Centre
Baldock Road, Letchworth, Herts SG6 2ER

01462 679 311

E. letchworth@stevenage-leisure.co.uk

www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300

PARTY ON!

Parties with a Difference

We have a full range of fun filled parties to suit your children's interests. We will provide excellent service to provide you with the best possible party. This includes party invitations and a full set up and clearing away service.

To ensure parties run as smoothly as possible, all catered parties will have a party host, who will; greet you, take food orders, ensure the room is set up as the ideal party venue and play party games with the children.

SELECT A PARTY

Pete the Pirate's Bouncy Castle (maximum number 15)

45 minutes £57.00 90 minutes £81.00

Inflatable pirate, which is set up in the Sports Hall.
Loads of fun and ideal for the under 8's.

Combo Party

£89 per 50 minute session

Create your own party with a combination of sporting activities or fun equipment to suit all ages. Pick any two from the following: Trampolining, Bouncy Castle or Gym Equipment and Toys. (Instructor included with trampoline).

Football Party

£57.00 per 50 minute session

Hire the sports hall for a fun packed party.
(A games organiser/referee can be provided for an additional cost of £23.25)

Multi Activity Party

£124.50 per 1 hour (includes instructor)

Why not club together with friends and book a party to remember. Ideal for all ages.
Activities include a mix of Trampolining, Bouncy Castle, Gym Equipment and Toys.

Pool Party

£177.00 (price includes lifeguards)

Enjoy the exclusive use of the pool for your party with floats, flume and waves (large inflatable not included), creating a real party atmosphere. Ideal for joint parties (please bring your own music). Maximum 100.
Saturdays 7.15pm – 8.15pm and 8.30pm – 9.30pm
(A ratio of 1 adult to 2 children under the age of 8 years must be applied)

Roller Skating Party

£63.40 per 50 minute session

You and all of your friends can come and enjoy the exclusive use of our sports hall in a private session, skating to the latest sounds (bring your favourite CD).
All skating parties include a host, who will help hand out skates, but for an additional £23.25 a games organiser can be provided.
(Limited skates available. To avoid disappointment, please bring skates where possible).

Themed Dance Party

£76.00 per 50 minute session (price includes dance teacher)

Bring your friends along to have lots of fun learning a dance routine of your choice. You can choose from any of your favourite pop stars or favourite film musicals. You will also play lots of fun party games with our dance teacher.

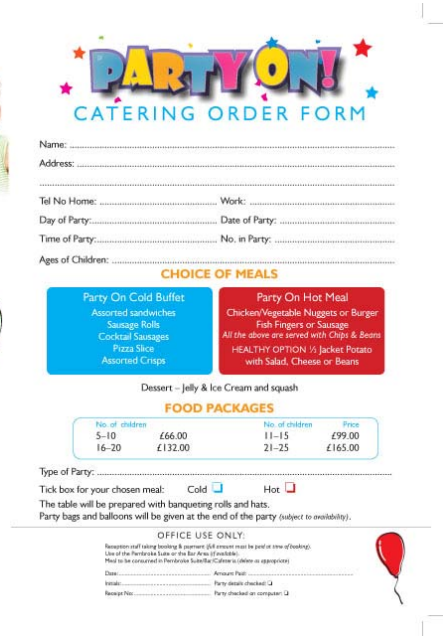
Trampoline Party

£76.00 per 50 minute session (includes instructor)

We provide an instructor to take the children through some basic moves.
(One trampoline with instructor - maximum number 10). Children must wear socks.

A Party Feast!

After working up an appetite why not enjoy a party feast in a private room with our special Party On menu. Enquire at reception for further information or see booking form for menu options. (£39.00 room hire, will be charged to bring your own food).



PARTY ON!

CATERING ORDER FORM

Name: .....

Address: .....

Tel No Home: ..... Work: .....

Day of Party: ..... Date of Party: .....

Time of Party: ..... No. in Party: .....

Ages of Children: .....

CHOICE OF MEALS

Party On Cold Buffet	Party On Hot Meal
Assorted sandwiches Sausage Rolls Cocktail Sausages Pizza Slice Assorted Crisps	Chicken/Vegetable Nuggets or Burger Fish Fingers or Sausage *All the above are served with Chips & Beans* HEALTHY OPTION ½ Jacket Potato with Salad, Cheese or Beans

Dessert – Jelly & Ice Cream and squash

FOOD PACKAGES

No. of children		No. of children	Price
5–10	£66.00	11–15	£99.00
16–20	£132.00	21–25	£165.00

Type of Party: .....

Tick box for your chosen meal: Cold ❑ Hot ❑

The table will be prepared with banqueting rolls and hats.
Party bags and balloons will be given at the end of the party *(subject to availability)*.

OFFICE USE ONLY:

Reception staff taking booking & payment (full amount must be paid at time of booking).
Use of the Pembroke Suite or the Bar Area (if available).
Meal to be consumed in Pembroke Suite/Bar/Cafeteria (delete as appropriate)

Date: ..... Amount Paid: .....

Initials: ..... Party details checked: ❑

Receipt No: ..... Party checked on computer: ❑

To promote children's activities within the district SLL will also support the council in the recognition of National Playday in August through a range of free sessions and activities, as well as school holiday programmes.

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Aqua Ed Swim School Branding

Please find your nearest AquaEd Swimming Centre below:

Flitwick Leisure Centre
Steppingley Road
Flitwick
Beds MK45 1TH
Tel: 0300 300 8045
Fax: 01525 718 871
Email: flitwick@stevenage-leisure.co.uk

Hitchin Swimming Centre
Fishponds Road
Hitchin
Herts SG5 1HA
Tel: 01462 441646
Fax: 01462 434475
Email: hitchin@stevenage-leisure.co.uk

Letchworth Outdoor Pool*
Norton Common, Icknield Way
Letchworth
Herts SG6 4UF
Tel: 01462 684 673
Fax: 01462 684 673
Email: letchworth@stevenage-leisure.co.uk
*Open between May & September

North Herts Leisure Centre
Baldock Road
Letchworth
Herts SG6 2ER
Tel: 01462 679 311
Fax: 01462 485 819
Email: letchworth@stevenage-leisure.co.uk

Royston Leisure Centre
Woodcock Road
Royston
Herts SG8 7XT
Tel: 01763 255190
Fax: 01763 257699
Email: royston@stevenage-leisure.co.uk

Saxon Pool & Leisure Centre
Saxon Drive
Biggleswade
Beds SG18 8SU
Tel: 0300 300 8076
Fax: 01767 600 366
Email: saxon@stevenage-leisure.co.uk

Stevenage Swimming Centre
St. Georges Way
Stevenage
Herts SG1 1XY
Tel: 01438 218 770
Fax: 01438 218 767
Email: swimming@stevenage-leisure.co.uk

Catmose Sports Centre
Huntsmans Drive
Oakham
Rutland LE15 6RP
Tel: 0300 456 2020
Email: enquiries.catmose@stevenage-leisure.co.uk

You're never too young or old to learn to swim

LEARN TO SWIM WITH...
aquaED

7
6
5
4
3
2
1

An introduction to AquaEd incorporating the National Plan for Teaching Swimming

www.stevenage-leisure.co.uk

NATIONAL PLAN FOR TEACHING SWIMMING

aquaED

What is AquaEd?

AquaEd is Stevenage Leisure's successful swimming lesson scheme, teaching thousands of children to swim each week using the Amateur Swimming Association's National Plan for Teaching Swimming (NPTS).

AquaEd offers a new approach to swimming with the emphasis being on fun and enjoyment. Our teachers spend time interacting with your child to make sure they get the most from each lesson they attend. We reward every effort made no matter how small.

When are the classes?

All SLL pools run a mix of classes to suit all needs. Classes operate during the day, after school and at weekends. Whether you are a beginner or want to be a competitive swimmer, we have a lesson suitable for you. You can enter on to the Scheme at any stage, dependant on age and ability.

SLL is working in partnership with the ASA to deliver the NPTS, therefore ensuring the AquaEd swimming scheme has different levels and clearly defined progression, so there is a swimming lesson for everyone.

How do I join?

AquaEd delivers swimming lessons for 50 weeks of the year through 5 ten-week courses. Anyone interested in joining the AquaEd swimming scheme should place their child's name on the waiting list at reception. As soon as a place becomes available, SLL will contact you to confirm the day, time and start date.

Why AquaEd?

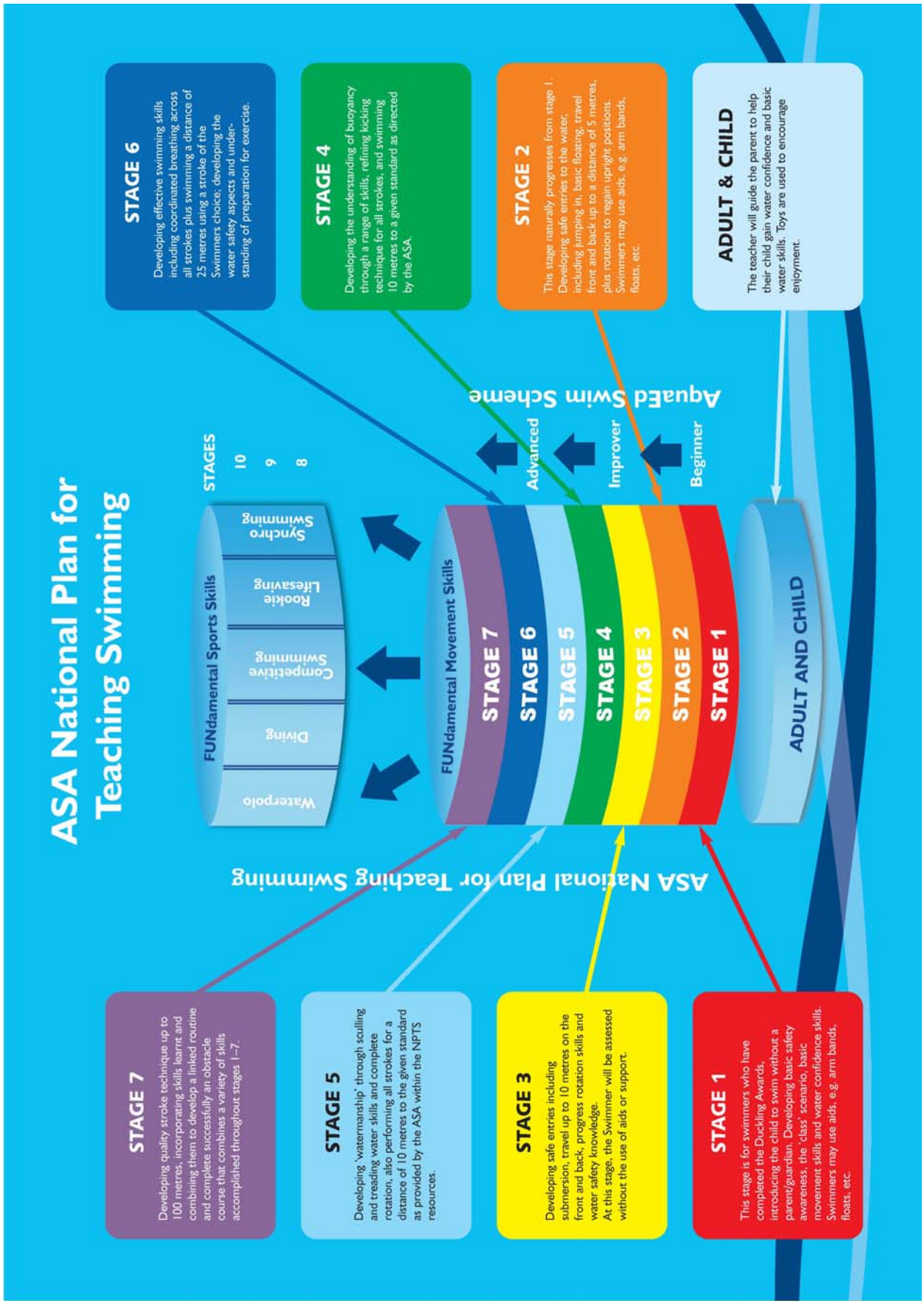
All our swimming teachers are ASA qualified to a high standard. They attend continual professional development training courses to ensure their knowledge is up to date.

Our teacher to student ratios are very low allowing us to work with small teaching groups.

Our students work on a continual assessment basis so have an ongoing opportunity to succeed.

At the end of each course your child will receive a report keeping you up to date with their progress. On completion of a level or distance a certificate and badge are awarded, these can be purchased at reception.

To check availability, more information or to book, ask or call reception now.


ASA National Plan for Teaching Swimming
FUNdamental Sports Skills
Waterpolo
Diving
Competitive Swimming
Rookie Lifesaving
Synchro Swimming
STAGES
10
9
8
FUNdamental Movement Skills
STAGE 7
STAGE 6
STAGE 5
STAGE 4
STAGE 3
STAGE 2
STAGE 1
ADULT AND CHILD
Advanced
Improver
Beginner
Aquaed Swim Scheme
ASA National Plan for Teaching Swimming
STAGE 6
Developing effective swimming skills including coordinated breathing across all strokes plus swimming a distance of 25 metres using a stroke of the Swimmers choice; developing the water safety aspects and under-standing of preparation for exercise.
STAGE 4
Developing the understanding of buoyancy through a range of skills, refining kicking technique for all strokes, and swimming 10 metres to a given standard as directed by the ASA.
STAGE 2
This stage naturally progresses from stage 1. Developing safe entries to the water, including jumping in, basic floating, travel front and back up to a distance of 5 metres, plus rotation to regain upright positions. Swimmers may use aids, e.g. arm bands, floats, etc.
ADULT & CHILD
The teacher will guide the parent to help their child gain water confidence and basic water skills. Toys are used to encourage enjoyment.
STAGE 7
Developing quality stroke technique up to 100 metres, incorporating skills learnt and combining them to develop a linked routine and complete successfully an obstacle course that combines a variety of skills accomplished throughout stages 1–7.
STAGE 5
Developing 'watermanship' through sculling and treading water skills and complete rotation, also performing all strokes for a distance of 10 metres to the given standard as provided by the ASA within the NPTS resources.
STAGE 3
Developing safe entries including submersion, travel up to 10 metres on the front and back, progress rotation skills and water safety knowledge.
At this stage, the Swimmer will be assessed without the use of aids or support.
STAGE 1
This stage is for swimmers who have completed the Duckling Awards, introducing the child to swim without a parent/guardian. Developing basic safety awareness, the 'class' scenario, basic movement skills and water confidence skills. Swimmers may use aids, e.g. arm bands, floats, etc.

IN1.2 Marketing Aims and Objectives

Within SLL's Corporate Strategy Document, the overall objectives for marketing within the company is:

The marketing function will again be focused on achieving 3 strategic aims for the benefit of our clients, customers and staff:

- **Enlarging the market**- through New Product Development /Innovation, development of existing products or moving into new markets
- **Increasing market share**- through product enhancement in terms of-performance/quality/features, or developing a competitive advantage through branding initiatives, sales or advertising
- **Improving profitability**

Key top line marketing objectives will be:

- To make marketing a strength of the company through increasing efficiencies and reducing costs-marketing for value in difficult economic times
- To identify and develop options to increase spend per customer and secondary spend
- To develop packaging and cross promotional opportunities and explore new marketing initiatives within SLL
- To focus on developing organisational sales capabilities, and member retention and develop value relationships with customers to reduce attrition levels

Within these strategic objective specific marketing aims and objectives for the centres within the Letchworth Leisure Management Contract are contained within the Marketing Plan in IN1.I below.

These objectives include:

- Continued research including two benchmarking visits a year following Quest quality improvement plan, monitoring of latest external research such as MINTEL and ISRM.
- To continue identifying customer needs and expectations and develop our services to meet these needs.
- Publicity at the centres will be of a consistently high quality to reflect our brand standards.
- To complete a non-users survey and develop an occasional-users survey
- To further develop the branding of fitness@letchworth
- To improve customer communications and internal marketing communications.
- To work with the management team to improve retention
- To fine tune the sales procedures

Specific tactics to achieve those objectives:

- To continue to build the fitness@letchworth brand, we will design a range of generic posters, leaflets and banners, which will be used at all sites to raise the profile.
- To review AquaEd Swim School across SLL sites, to provide a consistent approach.

- To revisit the Customer Comments board to be more customer friendly, to move from statistics and bring it back to basics.

- To develop fitness@letchworth brand into a more complete health and fitness brand.

For further details please see Marketing Plan below.

As a corporate objective SLL aims to use all areas of the marketing mix and will, within the confines of its marketing plan, ensure that the mix of media used and the communications/media channels used reach as wide and diverse an audience as possible. This will include the local paid and free press, magazines, leaflets, posters, banners, radio (where budgets allow) as well as North Herts own 'Outlook' magazine which reaches all households within the North Herts area (thus targeting those in very rural areas) and will further develop, social networking all advertising opportunities that occur through emergent technology (such as SMS, Social Networking, mobile applications and text messaging) which it is now successfully using at other centres. SLL will also consider other media, which may serve specific sections of the local community such as children's or schools publications or specialist ethnic or disabled publications. SLL will also supply material to community focal points such as libraries, community centres, health centres, council offices, and tourist information outlets for those who may not have access to information from any other sources.

Research has previously identified that Outlook magazine has high recall (86%) and satisfaction levels (over 80%) and SLL would work closely with the North Hertfordshire District Council's Communications Team to identify potential marketing opportunities through the publication.

Promoting Positive Visual Images

As a company SLL has a very open mind with regards to what persons with disabilities can achieve with the ongoing advances in technology, societal and media attitudes and rehabilitation. In terms of its marketing communications, SLL attempts to ensure that all images used are representative wherever possible of the communities it serves, the activities being undertaken and the target markets for those activities. All visual images will be used to positively promote the benefits that the services and facilities can provide and SLL will continue to develop a comprehensive image bank that mirrors the diversity of the community. Where such images are not currently held, SLL is committed to purchasing and obtaining suitable library images.

In line with its policy of inclusion SLL will attempt, where possible, to run inclusive advertising, promoting the fact that in some integrated activities whereby all members of the community such as the disabled, able bodied and different ethnic groups can participate side by side.

SLL supports this diversity and will seek to encourage it through its programming, marketing and promotional activities. A tangible example of this can be evidenced by Harriet Lee. Harriet is one of SLL's swim teachers who has overcome great adversity to win a Bronze Medal in the London 2012 Paralympics

Harriet is used positively by SLL to demonstrate its view that disability is not inability with regards to leisure opportunities and activities.

Harriet features heavily in SLL's company newsletter (as shown below) as a positive role model to inspire our staff and customers as to what can be overcome and achieved:

LONDON 2012 round up

OLYMPIC BRONZE MEDAL FOR HARRIET IN THE SB9 100m BREASTSTROKE

Harriet's connection started with Saxon Pool and Leisure Centre because she trained, as a young swimmer, with Mid Beds Swim Squad, who are based at the pool, before her disability was even classified. Harriet was then employed by Stevenage Leisure Ltd in June 2008 as a swimming teacher at Saxon Pool. Harriet taught many children to swim every week as part of the Centre's AquaEd Swimming Lessons. After winning gold in the World Championships in 2010, Harriet become a full time athlete in Peterborough and so made the tough decision to draw back from her regular teaching hours at Saxon. Harriet has however, continued to have strong connections with the centre.

She teaches on occasions, when her training schedule allows, and she also gets involved in various campaigns that we run. Harriet supported Saxon Pool's Charity Swimathon and Big Splash in April and helped to raise awareness of the importance of learning to swim alongside raising money for charity.

Harriet continues to be a regular visitor to Saxon, to both teach swimming lessons and complete training sessions with our Personal Trainers. She is not only an employee but a great friend to many of the staff at Saxon, who have supported her along the way. Every time Harriet swam during the Paralympics, staff and customers congregated in the café to watch her on television. Many of the staff also made the journey to the Aquatics Centre at the Olympic Park to support her.

The staff at Saxon are humbled by everything that Harriet has achieved. We feel like we have made the journey with her. The staff have celebrated her greatest achievements and have been there for her during her toughest times. She has had an incredibly difficult couple of years, which have been particularly trying over the last few months. When news came through 4 months ago that Harriet was in intensive care due to her condition, the staff were incredibly concerned for their friend. Harriet fought back though and has achieved the unthinkable. To say that Stevenage Leisure Ltd and the staff at Saxon are proud would be an understatement. Harriet is a true friend of the centre and her achievements are already inspiring the next generation to learn to swim. It is a great honour to be able to say that Harriet Lee works and trains at Saxon Pool and Leisure Centre, in Biggleswade.

ACROSS OUR CENTRES

To celebrate the Olympic Torch going through several of our towns and in anticipation of the Games, many SLL sites held special events.

The Stevenage Arts & Leisure Centre held a special children's morning with a range of free 'Olympic' activities including sprint, long and high jump and shot putt as well as frisbee for all the family.

Flitwick Leisure Centre held an Olympic week in July with over 500 children attending from local schools to participate in sports taking place at the Olympics which they were unable to do at school.

Knights Templar Sports Centre had an Olympic themed open day in conjunction with JackFM. It was a very successful day. They also hosted a 6-a-side football event in partnership with the Stevenage Community Trust. 10 teams were playing and the event was won by Buckey O'Hare.

An Olympic themed event was hosted by **North Herts Leisure Centre**. They held sports taster sessions, free swimming and free gym usage with fitness membership offers.

Letchworth Outdoor Pool held an Olympic flame pool party where the pool was open in the evening after the flame had passed through the town.

The weather didn't dampen the spirits of the people of Oakham who lined the streets for the process of the Olympic Torch. **Catmose Sports Centre** (see photo below), had a visual presence with their bright red Olympic t-shirts supporting the slogan 'Leading you to Fitness'.

Royston Leisure Centre hosted a schools 'Olympic sports day' in July, encouraging participation amongst youngsters. They also held an open sports day for local children to come down and try lots of events from swimming to running and badminton all for free.

Geoff Hains, Catering Manager of **The Kiosk at Howard Park & Gardens** pictured with the Letchworth torch bearer below.

MARK'S BIG WIN

Mark Jennings, Fitness Manager at North Herts Leisure Centre won two tickets to the Opening Ceremony of the Olympic Games, by registering on www.movergy.com which is a social media platform powered by Technogym for physically active people to share ideas, thoughts, pictures and discussion about Physical Activity.

The prize was given to the person with the most "likes" on their photos. They were uploaded based on the various passions in sport the user has, ie football, squash, gym.

Mark met a Technogym representative in the morning in Leicester Square, to collect the tickets (face value £1,600 each) and then spent the day in London soaking up the atmosphere and watching the Olympic Flame travel down the River Thames from Blackfriars Bridge.

After queuing up to enter the Olympic Park, Mark and his brother were one of the first people to enter the stadium to see the set-up for the Opening Ceremony.

WELCOME BACK TINA

Tina Lander, Deputy Manager of North Herts Leisure Centre is now back at work. Tina was the Team GB's Diving Manager at the London 2012 Olympics.

Tina is pictured on the left of Tom Daley who won a Bronze Medal.

IN1.3 Programming and Promotions Strategies

SLL will ensure that the range of services and activities offered meets the needs of as wide a section of the community as possible; particularly those target user groups identified within the Contract Documentation and the Marketing Plan. This will be carried out through a range of inclusive and innovative programming, a range of innovated and widely marketed promotions, the benefits of which are communicated to their target audience.

As outlined earlier SLL aims to use all areas of the marketing mix and will, within the confines of its marketing plan, ensure that the mix of media used and the communications/media channels used reach as wide and diverse an audience as possible. This will include the local paid and free press, magazines, leaflets, posters, banners, social media, radio (where budgets allow) as well as North Herts own 'Outlook' magazine which reaches all households within the North Herts area (thus targeting those in very rural areas).

Please see below from Outlook magazine, promoting family activities within the district:

GET THE WHOLE FAMILY ACTIVE IN NORTH HERTS

With a wide range of low cost sports and swimming courses available across North Herts, there's no excuse this winter. Bring the whole family and get active!

NORTH HERTS LEISURE CENTRE

NEW COURSES starting in January 2013

Junior football: Tuesdays - 4–5pm and 5–6pm
Gymnastics: Wednesdays and Fridays evenings at 4pm, plus a range of pre-school instructed dryside courses. **For more information please contact perry.maranian@stevenage-leisure.co.uk**

£5.75

Casual Drop in Sessions: Tiddlywinks with new soft play equipment aimed at toddlers (includes free swim) on Thursday mornings at 10am.

£5.90

For more information call: 01462 679311

HITCHIN SWIMMING CENTRE

LEARN TO SWIM WITH... aquaED

Spaces available all days, & free assessment sessions available from January.

Crash courses available during all school holidays.

For more information call:
01462 441 646

ROYSTON LEISURE CENTRE

Junior badminton course – Tuesdays 4–5pm and 5–6pm, £6 per session (Courses run in line with school terms and must be paid in advance)

No strings badminton – pay and play instructor-led sessions for over 14's. Sessions run Wednesdays 12.30–1.30pm, Fridays 8.30–9.30am and Saturdays 6.30–7.30pm, £3.50 per session

Junior gymnastics – **(New course starting in January)** with new equipment, call to reserve your place on the waiting list. £6 per session (Courses run in line with school terms and must be paid in advance)

AquaEd – Lessons available throughout the week and on Saturday morning from 3 years upwards. New lessons on Sunday mornings 8–9pm available now, and Sunday afternoons 4-5pm starting in Jan 2013.
Free assessment sessions available at weekends – contact reception to book.

Parent and baby sessions – Mondays and Wednesdays 10–10.30am

Parent and toddler sessions Mondays and Wednesdays 10.30– 11.00am

Wild camp – Running through all school holidays, £15 per ½ day, £25 per whole day, pay for 4 whole days and get 5th day free.

For more information call: 01763 255190

Supervised soft play session designed for under 5's

Creepy Crawlies

Tuesdays, Wednesdays & Thursdays
from 9.30–10.15am and 10.30–11.15am
£2.70 per child

Free Complimentary Pass

Terms & Conditions
- This voucher entitles 1 child to 1 complimentary Creepy Crawlies Session
- The ticket must be surrendered on entry
- Can only be used at Royston Leisure Centre
- No photocopies accepted
- There is no cash alternative

Parent Name:

Contact No:

Valid Until 1/02/2013

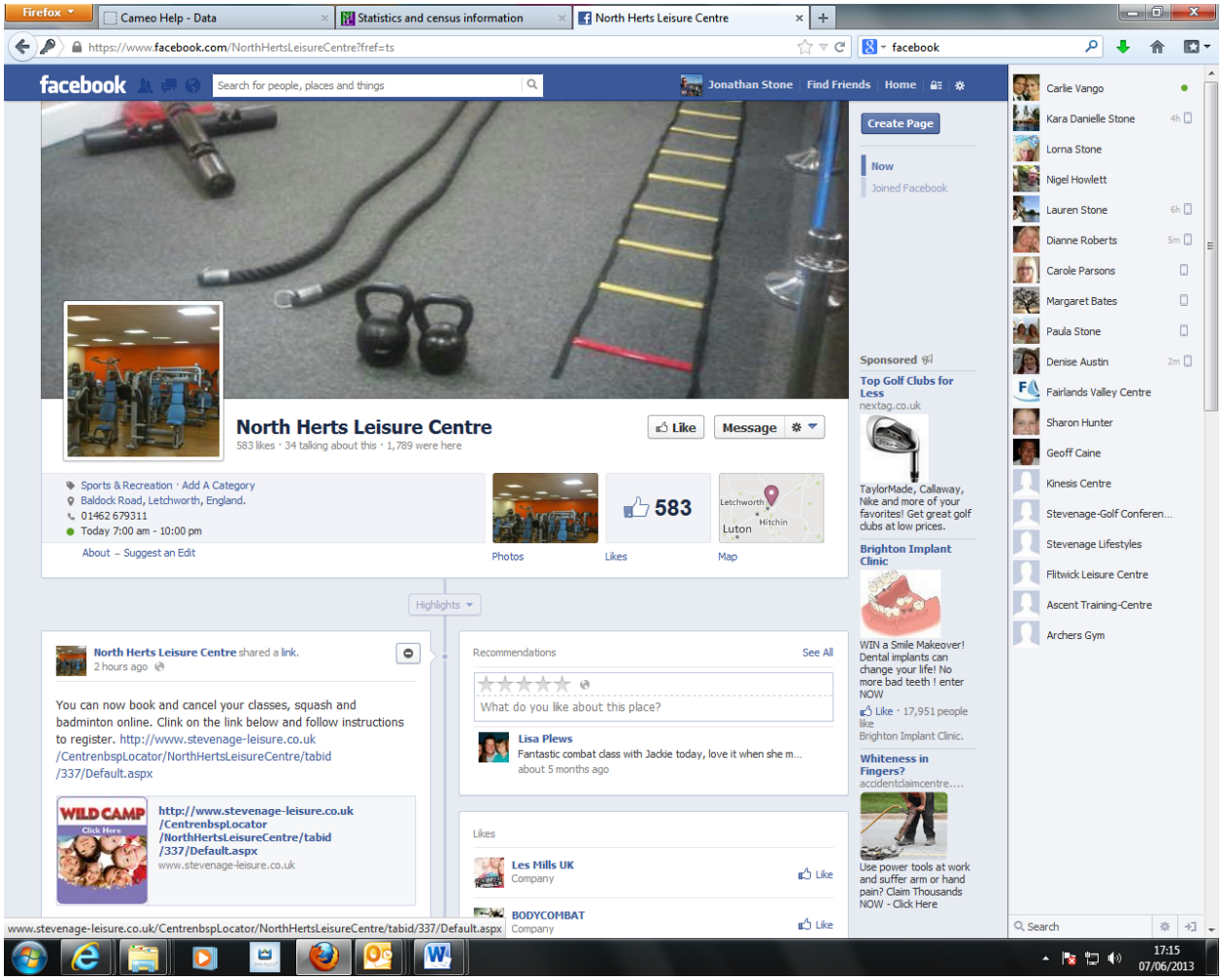
www.stevenage-leisure.co.uk

NORTH HERTFORDSHIRE DISTRICT COUNCIL

Social Networking

SLL will also consider other media, which may serve specific sections of the local community such as children's or schools publications or specialist ethnic or disabled publications. SLL will also supply material to community focal points such as libraries, community centres, health centres, council offices, and tourist information outlets for those who may not have access to information from any other sources.

SLL will continue to develop the very popular North Herts Leisure Centre Facebook site and will further develop into other areas of social media such as Twitter and Foursquare, seeking to incorporate interactive blogs and live Twitter feeds into its website. (see also IN 19)



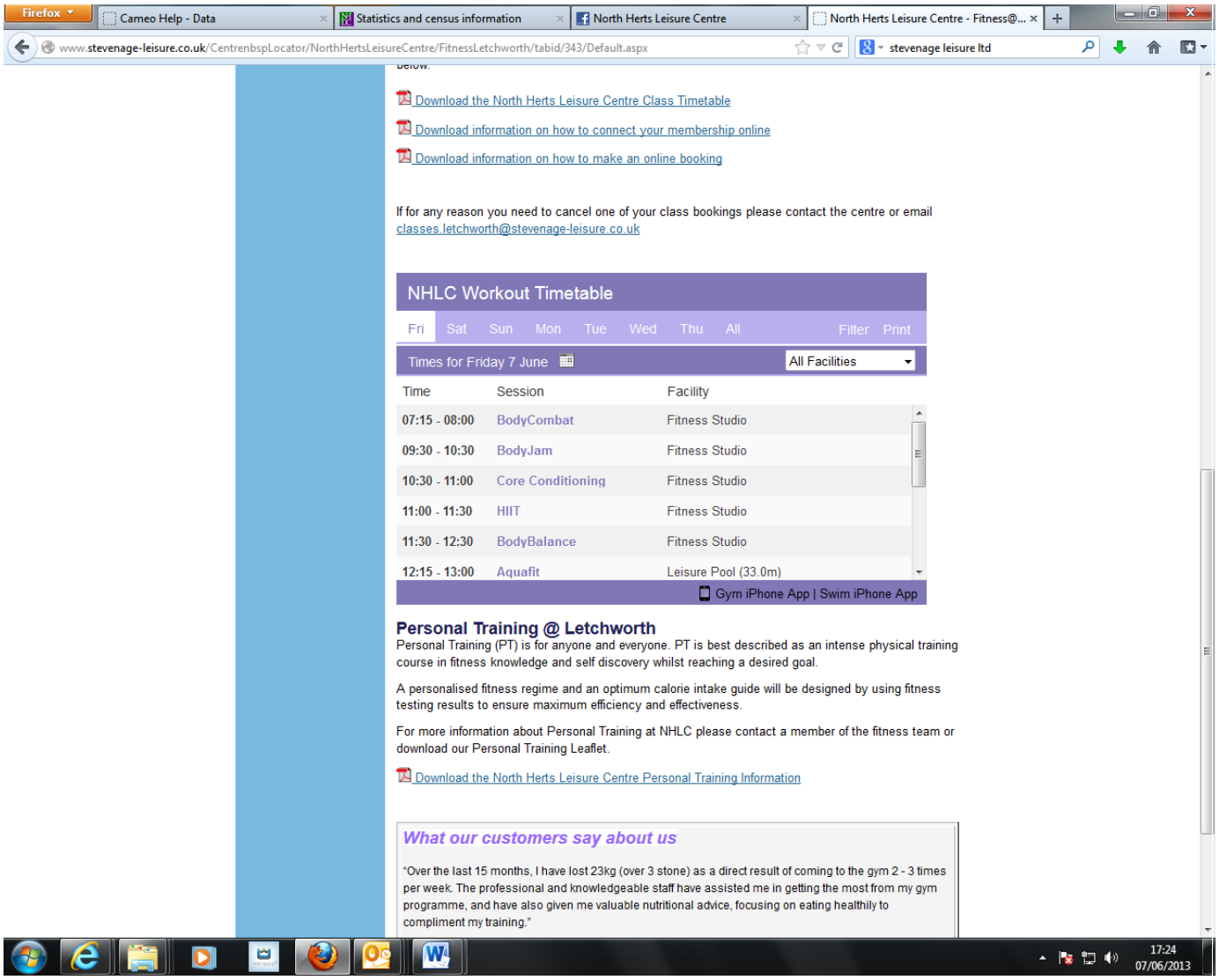
Mobile Apps (please see also IN 19)

SLL will also develop and promote the use of mobile apps through the use of QR codes for both iPhones and Android, directly linked in to its online booking capabilities through the Legend Club Management booking software. This will be heavily promoted in all marketing communications, particularly in the area of social networking where there will be a natural affinity for a defined segment of the market.

SLL, in conjunction with Legend Club Management Software, the providers of the new successful online booking and payment system in North Herts are developing a new mobile booking platform revolutionising the way online bookings can be made. Complete with Stevenage Leisure branding, this development, ready to be implemented for Summer 2013, is likely to have a big impact of bookings and retention rates.

Currently, users of iPhones have access to workout class and pool timetables across SLL's sites through the use of the Splashpath and Gym Jam apps:

‘Gym Jam’ App from SLL’s website



Download the North Herts Leisure Centre Class Timetable

Download information on how to connect your membership online

Download information on how to make an online booking

If for any reason you need to cancel one of your class bookings please contact the centre or email classes.letchworth@stevenage-leisure.co.uk

NHLC Workout Timetable

Fri Sat Sun Mon Tue Wed Thu All Filter Print

Times for Friday 7 June — All Facilities

Time	Session	Facility
07:15 - 08:00	BodyCombat	Fitness Studio
09:30 - 10:30	BodyJam	Fitness Studio
10:30 - 11:00	Core Conditioning	Fitness Studio
11:00 - 11:30	HIIT	Fitness Studio
11:30 - 12:30	BodyBalance	Fitness Studio
12:15 - 13:00	Aquafit	Leisure Pool (33.0m)

Gym iPhone App | Swim iPhone App

Personal Training @ Letchworth

Personal Training (PT) is for anyone and everyone. PT is best described as an intense physical training course in fitness knowledge and self discovery whilst reaching a desired goal.

A personalised fitness regime and an optimum calorie intake guide will be designed by using fitness testing results to ensure maximum efficiency and effectiveness.

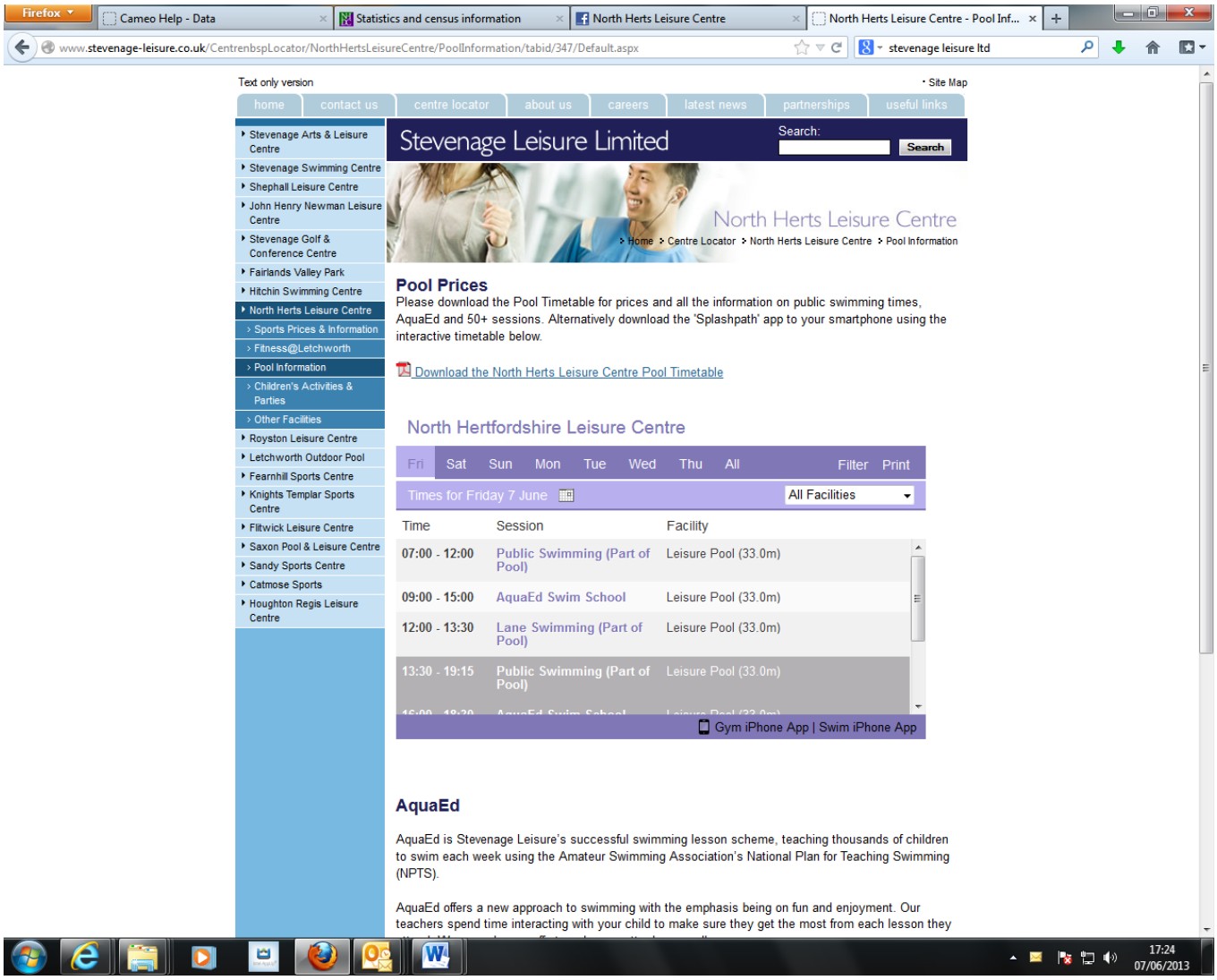
For more information about Personal Training at NHLC please contact a member of the fitness team or download our Personal Training Leaflet.

Download the North Herts Leisure Centre Personal Training Information

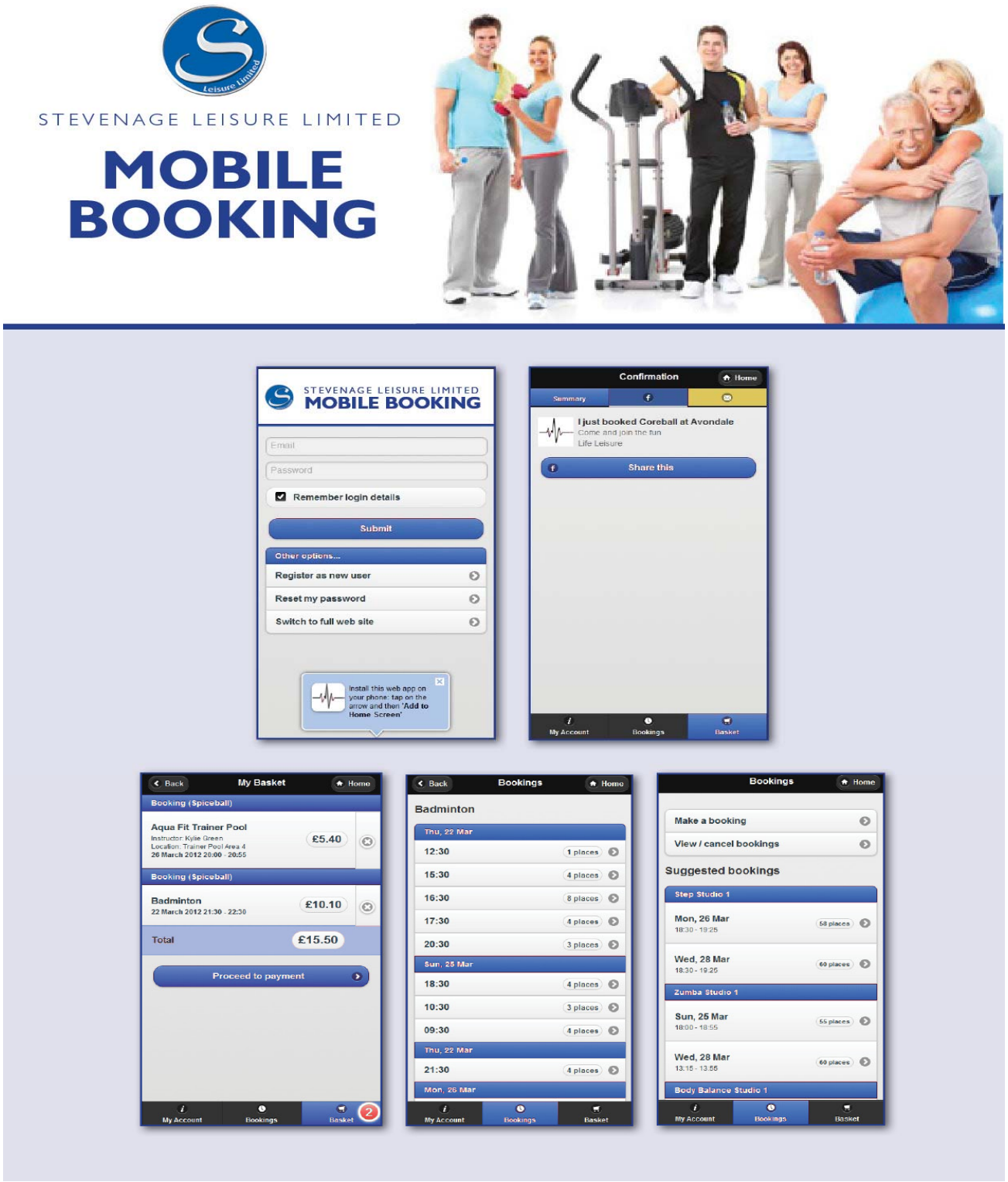
What our customers say about us

“Over the last 15 months, I have lost 23kg (over 3 stone) as a direct result of coming to the gym 2 - 3 times per week. The professional and knowledgeable staff have assisted me in getting the most from my gym programme, and have also given me valuable nutritional advice, focusing on eating healthily to compliment my training.”

Example of ‘Splashpath’ App from SLL’s website



Example of new online booking app



Referral Schemes

To increase usage by encouraging and incentivising members to refer friends and family members. A variety of referral schemes will operate throughout the year including- Bring a Buddy, Taster Weekends, Free Guest Passes, 2 for 1 offers etc.

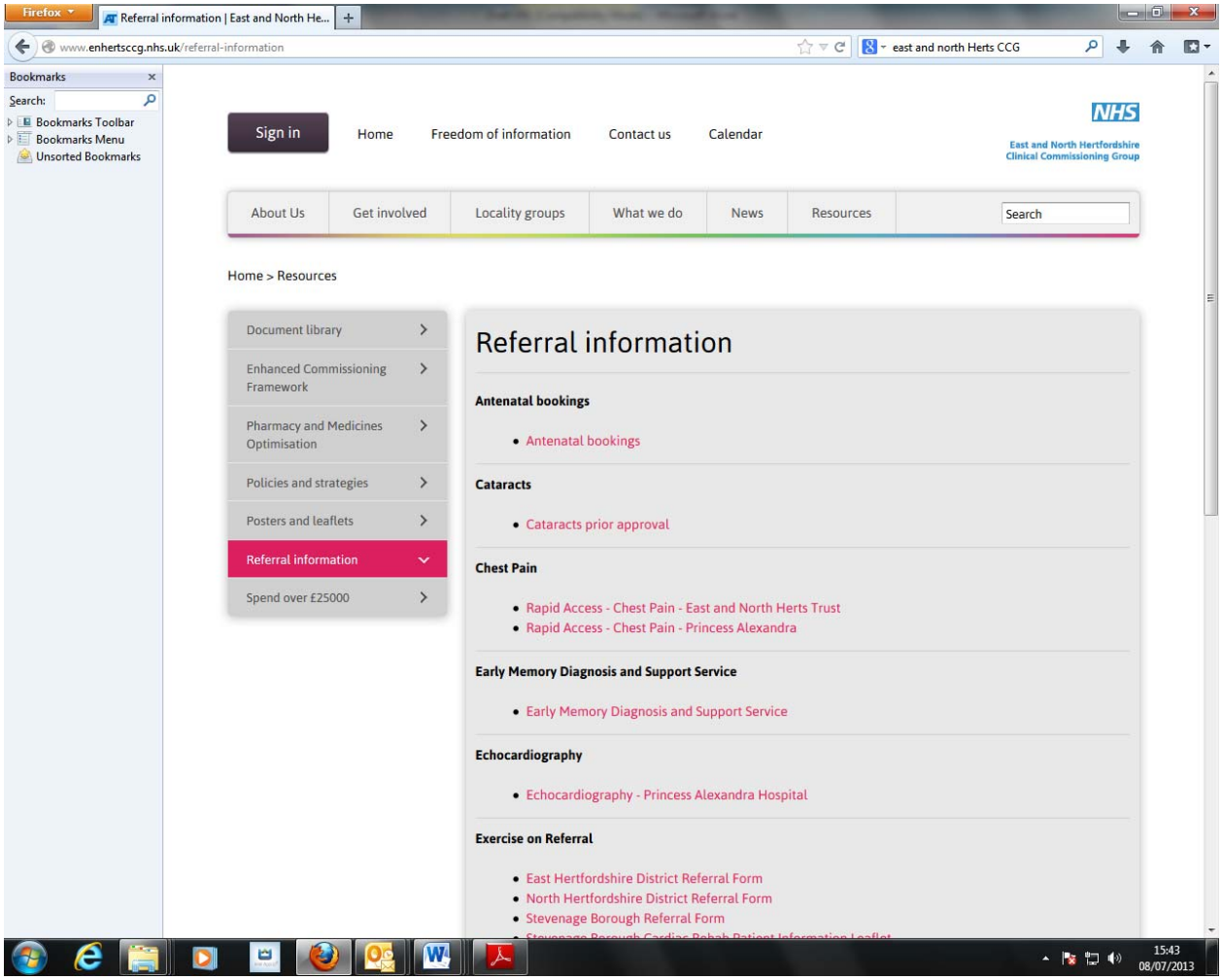
By running these concurrently across the Lifestyles centres in North Hertfordshire, this will allow the 4 fitness suites to be advertised within one campaign- delivering significant savings and synergies in terms of graphic time, print costs, and advertising/publicity costs, uniforms etc. In addition to the cost savings, this will lead to increased sales in its core areas of memberships and uptake as well as the potential of increased sales of associated merchandise and discretionary areas of secondary spend in areas such as personal training.

Health & Wellbeing

(Please see IN3 for details of proposed capital project.)

Exercise Referral

A key objective for marketing will be to promote and generate awareness and usage, not only within the general community, but also with the respective health commissioning bodies, of SLL's move into health and wellbeing. SLL's North Hertfordshire referral scheme is registered with the East and North Herts Clinical Commissioning Group, where its forms are available for download:



As highlighted in IN 3 SLL is proposing a capital project that, along with the necessary upskilling of staff, will provide the capacity to offer a wider range of services (focusing heavily on prevention and education) for the local community.

The proposed new PT and Rehab Studio would be launched in conjunction with the NHS and be a key driver in increasing referrals, from Nurses, GP's, Cardiac and Pulmonary Teams and direct from Lister Hospital itself.

Within the first 6 months SLL will be aiming to provide 3-5 rehab classes per day within the studio and gym, covering; Cardiac Rehab, Pulmonary Rehab, Cancer Rehabilitation, Stroke Rehabilitation, Back Care, Obesity and Diabetes Management. As the project develops we may be able to work closer with the NHS and the East and North Herts CCG to look at opportunities of aiding the rehabilitation of patients from drugs and alcohol dependency, and aiding the existing teams working with patients with mental health issues also.

The scheme is designed for those with health or physical disabilities, traditionally those who would not use a leisure facility. Main groups benefiting from the scheme include:

* Heart Disease
* Osteo and Rheumatoid Arthritis
* Osteoporosis
* Asthma
* Mental Health problems
* Diabetes
* High blood pressure
• High Cholesterol

* Obesity
* Stroke
* Parkinson's Disease
* Multiple Sclerosis
* Back problems

These schemes have delivered a vast improvement in health and wellbeing with demonstrable outcomes for those who traditionally have felt excluded from fitness and leisure centres:

- **borderline diabetics/hypertensive** patients have seen a noticeable reduction in their medication.
- **stroke** patients can now perform daily tasks that they were previously unable to manage.
- **cardiac** patients reduce their risk of a subsequent cardiac event by 25%
- **mental health** patients are able to reduce their levels of medication.
- **COPD (Chronic Obstructive Pulmonary Disease)** patients have reported improvements in their lung function and capacity,
- **osteoporosis** patients benefit from improvements in bone mass,

SLL's North Hertfordshire referral scheme is registered with the East and North Herts Clinical Commissioning Group, with forms available for download on their website, so the proposed new studio combined with an up-skilling all of our fitness staff to a minimum of REPS Level 3-Exercise Referral will give the capabilities and capacity to deal with this expected increase in the number of referrals in the above areas.

In addition, between Summer 2013 and the planned launch of the new studio we will train key SLL staff to provide Level 4 care for Back Care, Obesity and Diabetes, and Cancer Rehabilitation. We will then be working with the NHS and the CCG to provide care for key target groups, including Stroke Rehabilitation

Education

The GP referral scheme is designed to aid rehabilitation and stabilisation, but SLL is keen to put greater emphasis on prevention and health awareness, bringing all of these activities under a new brand umbrella of Healthy Lifestyles. The Health and Wellbeing Manager is presently developing educational material for all customers. A partnership is also being formed with the NHS project, 'Make Every Contact Count (MECC)'. This will be available within all SLL sites. Monthly 'Healthy Lifestyles' presentations will be available on subjects including: Hypertension, Weight Management, Back Care, Smoking Cessation, Healthy Hearts, Stress and Diabetes.

Recent measures have been introduced by the European Commission to ensure the health and safety of employees. In particular, employers have a duty to prevent work-related stress, and to take adequate action to prevent harm. Therefore companies are, by necessity, becoming more aware of health issues and addressing them through Education and Awareness workshops.

SLL will deliver 20 minute presentations on the areas of Blood Pressure, Weight loss, Back health, Healthy Hearts and Stress Management. After these presentations blood pressure and BMI tests are offered, and there are Q&A opportunities,

SLL sites will all offer adolescent sessions to help to combat the rise in childhood obesity and Diabetes type 2. Specific holiday sessions can be offered to encourage children to become active.

Two day Holiday Camps will introduce children to a variety of activities that are site specific. Healthy eating will be incorporated into the sessions .Funding may be available for these sessions.

Healthy Eating / weight loss
Literature will be produced as part of the staff up-skill training sessions which will be available to all customers through Healthy Lifestyles corporate scheme. Leaflets will provide customers with advice on how to lose weight through exercise and healthy eating: the importance of cardio-vascular and resistance training and weight loss: why fad dieting and skipping meals should be avoided and how to maintain a healthy fat percentage.

Smoking Cessation
SLL are Champions for Smoking Cessation Tobacco Control. All members are asked at the time of their Health Screening interview if they smoke and if they are interested in having help to give up. If they require assistance they are given the appropriate forms to receive the relevant assistance. It could be possible to introduce Stop Smoking sessions at SLL facilities. Healthy Lifestyles will produce literature regarding smoking cessation.

Chlamydia Screening
SLL has developed a scheme set up to reward customers who take part in the screening process. The Target age group is 18 – 24 years. New members who join the gym will be offered a Chlamydia screening kit. Completed kits are sent to the Screening Clinic. A verified voucher is sent from the Screening Clinic to the new members' home address offering them a choice of leisure experiences

Non – members who complete a screening test will receive a voucher to their home address from the Screening Clinic

Back Care
This is the most common reason for customers to be referred for exercise.

Healthy Lifestyles will produce literature for Back Health,

Mental Health
Mental Health is part of the referral scheme. GP's refer patients suffering from depression, schizophrenia and bi-polar. SLL gives talks to post natal depression groups and has attended MIND to give presentations on the benefit of exercise and mental health problems. Healthy Lifestyles will produce literature regarding the benefits of exercise for mental health.

Synergy of SLL and NHDC facilities

SLL strongly believe that an effective method of increasing usage and therefore income together with giving added value and benefits to the community would be to link all facilities within the NHDC portfolio e.g. an inclusive fitness or swimming membership at North Herts Leisure Centre which could also be utilised at any NHDC facility SLL believe this would give a unique selling point and marketing edge over any other leisure provider.

SLL, as part of its commitment to inclusive access has launched a new membership, which allows customers access to all SLL facilities.

IN1.4 Price Promotions and Incentive Schemes

Please see attached marketing plan for details of proposed promotions and incentive schemes. Whilst SLL may offer price promotions and incentive schemes through:

- Reducing or waiving the joining fee for a specific promotion.
- Open Day offers such as an off peak membership for the price of an off peak membership.
- Annuals Promotions- selling 12 months annual membership for the price of 10 months.
- Free personal training sessions to existing members.
- 2 for one offers for casual swimming or other holiday offers to drive casual usage.

SLL will not reduce or discount the listed price of the memberships themselves as we believe that this not only confuses the customer and potentially staff, but also may serve to 'devalue' the centre itself and its facilities.

Therefore price is a part of our marketing and promotional mix, but SLL prefers to focus on the value and benefits that the centre offers and incentise customers through a range of innovative promotions to experience those benefits for themselves.

IN1.5 Any Market Research in addition to that carried out by the Council.

As detailed in IN.4 Customer Care, in order to maintain the highest levels of customer service and as a focus for service improvements, SLL has a policy of the widest consultation with all key stakeholders, particularly the customers who use the services, and we value customer feedback highly. To that end SLL has a comprehensive system of customer consultation and research mechanisms, carried out externally and internally:

External Research

Sport England National Benchmarking Service (SENBS)

The National Benchmarking Service (NBS) uses a partnership approach to provide critical data on the performance of leisure facilities. This partnership brings together the expertise of Sport Industry Research Centre (SIRC) at Sheffield Hallam University, Ipsos MORI and PMP to work on behalf of Sport England and provide a seamless, rigorous and valuable collection and analysis of participation, financial and customer satisfaction data. It will enable East Herts Council to benchmark the performance of its facilities against other similar facilities throughout England. Each centre will be able to measure its performance against the proposed Comprehensive Performance Assessment (CPA) performance indicators.

SLL will enter the North Herts Leisure Centre every other year into the SENBS, and alternate this every other year with a non-user survey at an agreed date, with suggestions and improvements fed back directly into an action plan which will address any identified key issues. Surveys will be carried out by trained in-house staff from other contracts within the SLL portfolio, using NBS methodology and supplied questionnaires, and sent to Sheffield Hallam University for analysis.

SLL will aim to achieve scores demonstrating performance in the upper quartile for each performance indicator. Below is summary of last NBS survey carried out in 2011

Suggested improvements from the report are as follows, and marketing will play a strong part in ensuring that awareness of opportunities to identified target groups is as effective as possible:

- To improve the quality of the flooring in the sports hall through a re-seal over the Christmas period.

- To monitor and develop activities for 20-59 year olds to enhance usage in that particular access target group.

- To look into opportunities to improve the quality and efficiency of lighting in the main hall. This will achieve improvements in both financial and satisfaction indicator benchmarks.

- To increase the access opportunities for unemployed / discount card holders

NATIONAL BENCHMARKING SERVICE FOR SPORTS AND LEISURE CENTRES

EXECUTIVE SUMMARY FOR NORTH HERTS LEISURE CENTRE

1. This report uses survey data from 364 visitors to the centre, financial/management data provided by the centre's management, and estimated catchment population data from the National Census. It identifies performance across four perspectives: access (usage by specific market segments); finance; utilisation (overall throughput); and customer satisfaction with services at the centre.

2. The main strengths, weaknesses and factors to watch for at this centre are shown in the following table.

Strengths	Subsidy indicators; income per square metre; market penetration; staff
Ones to watch	Food and drink; three access indicators
Weaknesses	Sports hall indicators; cleanliness, cost per square metre; disadvantaged card holders; the unemployed

3. Access performance is mixed. Five groups which might be seen as important to social inclusion perform are located at the 50% benchmark level or above with one in the top quartile (11-19 years, 60+ years, NS-SEC 6&7, ethnic minorities and disabled 60+). However, three are below their 50% benchmark performance levels (disabled under 60 years, disadvantaged card holders and the unemployed).

4. Financial performance is strong relative to the benchmarks, with seven of the 14 indicators performing in the top quartile.

5. The main utilisation indicators, for throughput and market penetration, both perform in the top quartile.

6. Satisfaction and importance scores by customers show the following strengths and weaknesses.

	Relatively strong attributes		*Relatively weak attributes*
Primary strengths	Standard of coaching/instruction Activity available at convenient times Helpfulness of reception staff Water quality	*Primary weaknesses*	Quality of lighting in the sports hall Cleanliness of changing areas Quality of flooring in the sports hall Cleanliness of activity space
Secondary strengths	Equipment quality Value for money of activities	*Secondary weaknesses*	Quality of food & drink Value for money of food & drink Activity charge

Non User Surveys

In rotation with the Sport England National Benchmarking Survey SLL will undertake a non-user survey every other year. SLL currently works with Leisure-Net Solutions as part of HAFOS (The National Health and Fitness Omnibus Survey) which provides an extensive profile of non-users and their motivations. SLL will continue to utilise this facility and to incorporate any relevant findings into service improvement strategies, action plans, and marketing plans. An example of the most recent HAFOS for 2012 is shown below:

HAFOS

Consumer research into exercise and active leisure

HAFOS 2012

(The national Health and Fitness Omnibus Survey)

Stevenage Leisure Ltd

Autumn 2012

Introduction & Background

The national Health and Fitness Omnibus Survey (HAFOS), the only regular industry barometer of UK consumers' attitudes towards health, fitness and physical activity, is now in its tenth consecutive year.

HAFOS 2012, a street-based consumer survey, uses a national sample of, in this case, 1750 people interviewed in 13 locations throughout England. 400 of the sample was based in the Stevenage Leisure Ltd area – 126 in Letchworth, 124 in Hitchin and 150 in Royston.

To date, HAFOS has interviewed well over 18,000 people, making it the largest and longest running survey of its kind.

HAFOS 2012 was again supported by councils and trusts across the country, and we extend our thanks to them. We are always pleased to hear from people interested in 'hosting' HAFOS. We are also grateful to the various organisations who continue to support the HAFOS series.

The table below indicates the samples used for each HAFOS survey and the dates:

	Hafos 1	Hafos 3	Hafos 4	Hafos 5	Hafos 6	Hafos 7	Hafos 8	Hafos 9	Hafos 10	Hafos 11	**Hafos 2012**
Year	Spring 2003	Spring 2004	Spring 2005	Autumn 2005	Spring 2006	Autumn 2006	Spring 2007	Autumn 2008	Autumn 2009	Autumn 2010	**Autumn 2012**
Sample Base:	2000	1879	996	1136	1197	1589	897	2581	1600	2648	**1750**

Top Messages from HAFOS 2012

1. **Opportunity for the sector -** The percentage of the population who know activity is important to their health has remained consistently high over the last 5 years – 92% of people now believe exercise is essential to their health, a figure that's up 2% on the benchmark.

2. **Awareness-Desire-Action -** Every HAFOS survey has shown that less than half the adult population undertake as much activity as they would like, the latest HAFOS 2012 survey is no different, with just 39% of respondents feeling they exercise as much as they would like. For women this is even lower at only 36% being happy with their current activity level. This signifies that activity levels remain disturbingly low. As a sector, we have to ask ourselves how we can better turn this awareness into desire and then into action.

3. **Awareness of importance of physical activity -** Less than half (40%) of the sample strongly agrees that physical activity is good for your health even if moderate; similarly 34% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and over a quarter (28%) strongly agree it's better if you get out of breath. Interestingly 48% either agrees or strongly agrees you can get enough physical activity in your daily life without doing sport or focused exercise.

4. **Getting Active -** When asked how much physical activity they had actually done, a concerning 22% of the population stated they haven't managed any 30-minute sessions of moderate exercise recently, while 54% say they've done three or more sessions per week. Of these, 32% claim to have done five or more

5. **Engaging more in activity -** The HAFOS 2012 surveys shows the younger you are the more likely you are to want to increase your activity level. Only 22% of those aged over 75 want to do more, compared to those aged 25-34 at 64%. More women than men would like to be more active.

6. **Resistance/motivation to Change** - The percentage of people wanting to do more activity was close to the benchmark at 52% (benchmark figure 53%). For those that do the main reason for this is “wanting to improve my health” at 51%. A third (37%) thought that not enough time due to work was the major factor in preventing them doing more, (benchmark 41%), followed by costs involved at 13% and not enough time due to childcare at 12%. Of those who do not want to do more the main reason is “no need/do enough” at 47% (same as the benchmark), followed by “not enough time due to work” at 13%
7. **Likelihood of change -** When asked how likely they are to increase exercise levels in the near future, respondents’ views are slightly lower than the benchmark: with 10% being very likely, 17% being quite likely and a further 24% being likely. However 18% state very unlikely.

8. **A timely problem.** Lack of time is still a very real barrier to exercise in many people’s minds. Over a third of respondents (36%) stated it is very important in preventing them from being more active – especially those aged 25-34. Direct costs (23%) and lack of motivation (15%) were cited as the next two most important.

9. **Perception of time**- The perception of time as a barrier is one that must be addressed by operators, regardless of whether it is in reality a true barrier or just an excuse. As long as people feel they are “time deficient” then physical activity providers must find innovative ways to address this in how they programme, market and deliver their services. Coming up with alternatives that can be slotted in before, during or after a working day, such as providing “express workout” programmes and 30-minute group exercise classes, must be a priority.
It’s also time that we addressed consumers’ false, but nonetheless common perception that a workout must last hours in order to be valuable, both physically and in terms of ‘getting their money’s worth’. If consumers can be convinced that short, intense workouts can be just as, if not more, effective than long gym sessions, their perception of receiving value for their monthly membership fee will also increase.

10. **Local facilities -** The number of people who would consider using their local leisure centre or health club is significantly lower than the national benchmark, with under half (44%) of the sample stating they were open to the idea (compared to the benchmark of 60%). The number of people stating they already use, though, remains unchanged at 23%.
11. **Encouraging future usage -** As with barriers to exercise, once again pricing is an issue – reducing fees would strongly encourage a third (34%) of respondents to use their local leisure centre or health club, followed by improved facilities (16%) and better programming (11%). The age range of 15-34 is considerably more sensitive to price

    Whilst lower prices is always the most quoted ‘encouragement factor’ for people to use their local centres/clubs more, detailed analysis and qualitative research continuously shows that lowering price will not, in itself, make a difference to more than a small percentage of the population. Price is closely related to value for money and a gym membership, for example, only becomes ‘expensive’ if it’s not being used regularly.

    However some consumers still don’t fully understand the proposition that leisure centres and health clubs are offering in today’s market place. Many people in local communities haven’t visited their local leisure centre since they were a child, or been in a health club at all. Is it, therefore, really surprising that so many people see a price quoted for using these facilities in isolation, and conclude that it’s ‘expensive’?

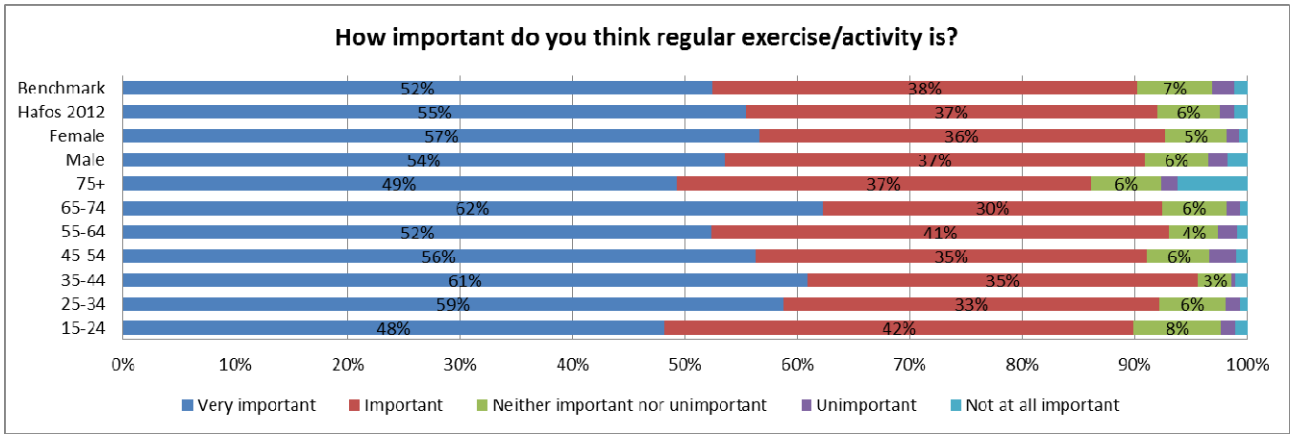
12. L**ondon 2012 legacy.** Continuing on the participation theme, HAFOS also asked about the London 2012 Olympics. An overwhelming 76% of respondents said they thought the event had encouraged people to be more active, with only 15% disagreeing with this statement. However, only 22% said the Games had encouraged them personally to be more active – an opportunity which needs to be capitalised on quickly or lost forever – while only 8% of inactive people said the Games had encouraged them to get moving.

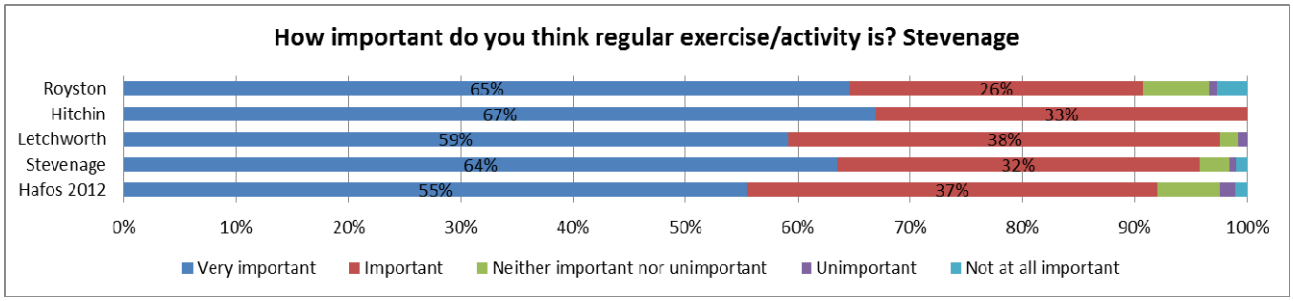
    Among respondents who had been encouraged to be more active, most had taken to running/walking (49%), followed by using a gym/health club (30%). Only 9% said they had taken up formal sport

Of those who were encouraged by the Olympics to be more active, 7% had done no moderate activity in the previous three months. 10% had previously achieved only 1 x 30 minutes of moderate activity a week, and 19% previously did 2 x 30. In total, therefore, 36% of those who were inspired by the Games to be more active had previously not been meeting the recommended guideline minimum of 3 x 30 minutes. Nevertheless, the group that saw the biggest uplift was those already achieving 3 x 30 – 24% of those who had been inspired by the Games to be more active fell into this category

Section 1: Current quality and pattern of lifestyle/physical activity

Opportunity for the sector - The percentage of the population who know activity is important to their health has remained consistently high over the last 5 years – 92% of people now believe exercise is essential to their health, a figure that's up 2% on the benchmark. Rather more people in 2012 think that it's very important, ranging from 62% of people aged 65-74 to 48% of those aged 15-24; we'd have hoped to see this as significantly higher for the youngest age group.





SLL has used SENBS at a variety of facilities for a number of years. In 2006 two of SLL's facilities were UK national winners: Flitwick Leisure Centre won the SENBS award for Best Financial Performance in the UK, whilst Sandy Community Sports Centre won the top award for Best Customer Service in the UK. Kevin Lane presented both awards at a SENBS national best practice event in Sheffield.

SLL uses the results of SENBS, in partnership with its client Council's, to develop and improve its services with results fed in directly to the facilities service improvement plans.

Other benchmarking activities

SLL has a comprehensive internal and external benchmarking process in place, continually comparing and measuring its sties in relation to each other, itself to best practice, industry trends and other local leisure providers. In addition, specific areas of the business are benchmarked against similar services offered elsewhere in the UK.

National Benchmarking

SLL is part of a new National Benchmarking Service in part of a new national benchmarking service in partnership with UKactive, Sport England and Mazars that covers 281 sites nationally and covers key areas of performance such as attrition, retention, joiner rate, and membership yield. SLL has achieved below average attrition and significantly above average levels of retention

November 2012 Metrics

Benchmarking the UK Health, Fitness and Leisure sector

Co-ordinated by:

UK active — More people More active More often

MAZARS

SPORT ENGLAND

1. Introduction

Context

There has been a longstanding interest from segments of the industry to create a single united industry benchmarking service that would measure performance and practices in key areas and compare them with other organisations in the industry to find ways of achieving better results.

A ukactive consultation highlighted the need for a greater focus on data collection methods within the industry. ukactive partnering with Mazars, with the support of Sport England, have started to develop a business performance benchmarking service for the health and fitness industry.

Over the course of the summer 2011, ukactive and Mazars interviewed a number of key operators in the UK health, fitness and leisure sector in order to gauge interest in a benchmarking service. We discussed some basic metrics which it was agreed would be helpful whilst also simple to collect and report on.

This benchmarking service is intended to compliment strategically and practically the market research reports and membership retention services, such as Sport England's National Benchmarking Service, remaining mindful not to compete against existing service providers active in the market.

Objective of the report

Following the consultation with ukactive's membership, ukactive and Mazars collated the key metrics which operators felt were important to benchmark. The data provided for April 2012 was analysed initially into 5 different metrics.

Following the April report we also produced the metrics for May and June on similar site sizes. In July we asked for operators to increase the number of sites they were providing and further so in November. We have collated this data and in the next sections we have presented the results. A total of 281 sites (July: 196 sites) participated this time around and each is represented in the data reported. Each site will be given their positions separately to ensure confidentiality of data. We have not in the main been provided with the data requested for metric 6 and 7.

The 5 Metrics

Each operator was asked to provide data on the following five metrics for their best performing sites:

***Metric 1:* Attrition rate**

Data collected:
- Total number of members who left the site in current month
- Total number of members at the end of the month reported

The attrition rate was calculated as the percentage of those leaving against the month end members.

***Metric 2:* Membership movement rate**

Data collected:
- Total number of members at the end of the prior month
- Total number of members at the end of the current month

UK active — More people More active More often

1

MAZARS

1. Introduction

The 5 Metrics (continued)

The rate was calculated as the percentage movement in members between the two months against the month end total members.

***Metric 3:* Joiner rate**

Data collected:
- Total new joiners in the current month
- Total number of members at the end of the current month

The rate was calculated as the percentage of new joiners in the current against the current month end total members.

***Metric 4:* Membership yield**

Data collected:
- Monthly membership income in GBP
- Total number of paying members (excluding joining fee)

The rate was calculated as the average membership paid (in GBP) in the month per paying member.

***Metric 5:* Average length of membership**

Data collected:
- Average length of membership of all leavers in the current month

The metric was given as per the data collected represented in months.

Participating Operators in this Report

Aberdeen Sports Village
Active Nation
Barnsley Premier Leisure
Bridport Leisure
Carlisle Leisure Limited
Central YMCA
DC Leisure
Doncaster Culture & Leisure Trust
Fitness Express
Fitness First
Hertsmere Leisure
LA Fitness
Life Leisure
Liverpool City Council
LivingWell
Stevenage Leisure
The University of Sheffield

Next Steps

ukactive welcomes feedback from operators on the content and format of this report, as well as the suitability and usefulness of the selected metrics. Mazars will conduct either individual face to face meetings with participating operators or will organise a roundtable in order to consult on the service to date. Any initial comments on the report, the metrics, and the data reporting process or the service as a whole should be sent to Olivier Smith at ukactive – Olivier@ukactive.org.uk.

UK active More people More active More often

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MAZARS

SLL undertakes a range of benchmarking exercises, both within our existing portfolio of 19 facilities, 10 swimming pools and 12 fitness gyms and through external sources such as regional groups and national benchmarking through Quest and the Sport England National Benchmarking Scheme.

This level of benchmarking is unparalleled within the local region. Benchmarking is vital for the measurement of our performance in service delivery and allows us to respond quickly to changing trends within the sector.

Local and regional benchmarking – TOG

SLL is a member of a Sporta Trust Operator Group (TOG), based within our region, which comprises of the following Trusts

- SLL
- Hertsmere
- Sportspace
- Slough Community Leisure
- Gosling Sports Park
- SOLL
- Wycombe Leisure
- Finesse

TOG has agreed terms of reference and represents over 44 facilities in Herts, Sporta has a total membership of 120 trusts within the UK, and this allows SLL access to significant resources including benchmarking on performance and pricing.

Quality Audits and Mystery Visits

Quality Audits and Mystery Visits are an established mechanism for improving customer service and reporting back on how different aspects of the service (including customer care and customer feedback) are performing through the viewpoint of the customer. Suggestions can then be directly fed back into improved services through each site's Service Improvements Strategies (SIS).

SLL believe that a robust system of external auditing is therefore an important part of its customer consultation process and accordingly uses Right Directions, an independent specialist company, to ensure that all visits are carried out in a professional, unbiased and effective manner.
To maximise levels of customer care the Centres will receive quarterly quality audits and regular mystery visits 9every 6 months) from Right Directions, auditing levels of customer care and service quality, helping centres to become more customer focused through the delivery of high quality services.

Suggestions and reports from the visits will be shared with North Hertfordshire District Council and the respective Centre Managers, and fed back into joint work plans and Service Improvement Strategies.

UK Active/REPS

SLL has registered its fitness facilities with UK active (formerly the FIA) following the introduction of the FIA codes of practice and protocols. All fitness staff are REPS registered and attend regular CPD sessions in order to validate their qualification. SLL will ensure that all fitness staff employed at all of the centres will possess a level 2 REPS registration as a minimum, and staff dealing with cardiac rehabilitation and GP referral schemes will possess a minimum of a level 3 and the required CPD's. As part of its move into wellbeing, SLL is currently upgrading all of its fitness staff to a REPS Level 3 to provide a range of wellbeing advice and services.

SLL will manage the facilities in line with the UK active codes of practice throughout the term of the contract.

Register of Exercise Professionals

SLL has a corporate agreement with REPS for the registration of all employed fitness staff as its corporate policy is for all fitness staff to be REPS registered. SLL will ensure that staff are REPS registered throughout the term of the contract.

Customer Forums

The Centres will benefit from quarterly customer forums to encourage customer consultation. All disabled users groups will be invited to an annual evening meeting. As part of SLL's Quality Management System (QMS), as shown below, customer forums are subject to a robust process that enables both customers and SLL to gain the maximum effectiveness for their mutual benefit. Refreshments will be provided and incentives considered to ensure maximum attendance at each meeting. North Hertfordshire District Council, as the client, will be invited and encouraged to send representatives wherever possible. SLL will pre-publicise the forum as widely as possible to attract a diversity of users including clubs and other 'block bookers' at the centres.

IN1.6 Customer Feedback and methods for achieving same

SLL believes that customer feedback is vital in terms of measuring and monitoring effectiveness and continuous improvement of its services. SLL view customer complaints as opportunities to retain customers through changing something to improve levels of customer service.

SLL has an ethos of continuous improvement, which has evolved through directly linking customer feedback to future programming and the development of services and facilities, to ensure that they continue to meet the needs of the community. Customer feedback is an integral part of SLL's

Quality Management System, thus ensuring a robust system that can be consistently applied across all sites. Please see below for details of QMS 2.7. This is monitored as part of SLL's KPI process.

Staff undergo customer care training and undertake specific training with regards to dealing with complaints.

Correspondence, compliments and complaints are encouraged in several ways:

- Via the website or email
- Customer Comment cards (please see below)
- In person to any member of staff
- Over the telephone
- Letters
- Customer/user group forums

SLL believes that effective customer consultation, in addition to its existing comprehensive customer comment and feedback process, is vital in terms of measuring and monitoring the effectiveness of its current services and for the future programming and development of services and facilities.

Therefore SLL has in place, and will introduce within the Letchworth Centres, a comprehensive programme of formal customer consultation mechanisms as below:

- Correspondence, Compliments and Complaints
- Quarterly customer forums
- Sport England National Benchmarking Survey (SENBS) (please see IN26.E)
- Customer Satisfaction Surveys
- Non-user surveys
- Mystery Visits
- Quality Audits
- In House Research

As per E8 Volume 3 of the Contract Documentation, SLL will host an annual public meeting per annum at the 3 Centres to invite comments from the public about all areas of the facility, and to give out information on future proposals. SLL will provide a written report outlining the results of the meeting to the Authorised Officer at North Hertfordshire District Council.

Example of customer comment card

Together we will make things better.

enquiries@stevenage-leisure.co.uk

We endeavour to provide a quality leisure service in a clean and safe environment and actively encourage customer feedback. Please take a moment to complete this form and place in the box provided or send to:

The Centre Manager, North Herts Leisure Centre, Baldock Road, Letchworth, Herts SG6 2ER.
We assure you of a response, within 4 working days, answering your specific comments.

This is a: Comment ☐ Compliment ☐ Complaint ☐ *(please tick the appriopriate box)*

Centre visited: 1. Date of visit __/__/__

2. Purpose of visit 3. Time of visit

4. What other activities do you take part in at this centre?

5. Are there any additions to our programme that you would like to see us provide.

6. What is your overall impression of this centre?

☐ Very Satisfied ☐ Quite Satisfied ☐ Not Satisfied ☐ Not at all Satisfied

7. How often do you visit this centre?

8. Do you have any comments or suggestions you wish to make about your visit?

A reply will automatically be made to your comments. If you require your comments to be noted and a reply is not necessary please tick this box. ☐

9. If there are any activities that you would like to receive regular information on please tick the appropriate boxes below for inclusion on our mailing lists.

☐ Fitness Studio ☐ Exercise Classes ☐ Swimming ☐ Dry Side Activities
☐ Swimming Lessons ☐ Children's Activities ☐ Children's Parties
☐ Other:

Mr,Mrs,Ms,Miss, (Delete as necessary) Forename:

Surname: Date of birth: / /

Address:

Town/Village:

Post Code: Tel (Day): (Eve):

E-mail:

Please post this card in box provided or return to the above address.
Stevenage Leisure Limited reserve the right to send you information on forthcoming events and promotions, if you do not wish to receive this information please tick the box. ☐

OFFICE USE ONLY Information entered on database/mailing form ☐
All information will be treated in the strictest confidence and will be used to assist Stevenage Leisure Limited to continually improve customer care.

Together we will make things better

2.7
Customer Feedback
Issue 3

Content:

The following procedure covers:

- Plan
- Do
  - Information available to customers
  - Customer Comments
  - Comments Boxes and Comments Cards
  - Formal Comments
  - Verbal Customer Comments & Complaints (In person or by phone)
  - Feedback display
  - Customer Forums
- Measure/Review
  - Comments and Complaints Review
- Impact

Plan

The gathering of customer feedback and the actions as a result of customer feedback is carefully planned to ensure that each facility can improve the levels of service offered to it's customers.

Customer feedback is included on the agenda for every meeting and it is important that any feedback is discussed and valid comments added to the centre SIS to ensure that continuous improvement is evident.

The methods detailed below assist the centre manager to gather relevant data and information on customers opinions to facilitate the actions detailed above.

Do

Information available to customers

If a customer wants to contact a member of staff not on shift, the following must be adhered to:

2.7
Customer Feedback
Issue 3

- Names, work address and work office phone numbers of senior members of staff or the most appropriate person to deal with the customer's enquiry can be given out.
- Do not give the home phone number or personal / work mobile numbers of any employee to anybody. In an extreme case, a line manager can pass on a message to the member of staff at home or on their mobiles.

Customer Comments

Comments, complaints and suggestions are encouraged in several ways:

- Via the website or email
- Comment cards
- Wow awards nominations
- In person to any member of staff – via verbal comments
- Over the telephone
- Letters
- Questionnaires and forums

Comments Boxes and Comments Cards

In the Reception there is a comments box, which will always have comment cards available next to it. Larger Centres may have more than one comments box.

Centres will either provide pens or signage to suggest that pens are available on request.

It is the responsibility of the designated staff to ensure that the box is emptied daily and the cards are given to the Centre Manager (or designated number 2) to address.

The Receptionists or appointed person are responsible for ensuring there are plenty of comments cards available.

The Centre Manager will ask the relevant member of Staff for feedback on the content of the comment. The details of the comment card is given to the relevant member of staff, who must feed back to the Centre Manager within 5 working days (the original must not leave the comments file).

2.7
Customer Feedback
Issue 3

The relevant member of staff will either phone the person who completed the card on the same day or send out an acknowledgment letter (if an investigation is required) or send out a full response straight away. (North Herts sites must complete a full response within 4 working days).

All full written responses must be Discussed with the appropriate Contract Manager if the subject matter may have ongoing repercussions for the site of SLL corporately.

If the Centre Manager is absent the nominated Deputy will deal with all comments.

The originals are placed in the Customer Comment File in a pending section until the full response has been sent / actioned.

Any serious complaints / comments must be followed up by the Centre Manager within 4 weeks of the comment (on occasions comments may have been passed to legal services – which may mean managers cannot liaise with the complainant).

If a respondent is unhappy with their response the comment is passed to the Regional Contracts Manager to review.

Formal Comments

Formal complaints have to be received or confirmed in writing, this includes emails, forms that have been filled in online, faxes and letters. Head Office or clients may pass these to the Centres.

The email address is enquiries@stevenage-leisure.co.uk. Complaints will be forwarded from Head Office to the Centre Manager. The Centre Manager will acknowledge the comment on receipt and then respond to the complainant within 5 working days of receiving the email/ letter(4 days within North Herts contract sites)

The Centre Manager or designated manager is responsible for printing out a copy of the complaint (putting in pending section of comments and complaint file) and adding it on the Comments and Complaint Log when completed.

Verbal Customer Comments & Complaints (In person or by phone)

2.7
Customer Feedback
Issue 3

All staff who receive a verbal comment/complaint are responsible for dealing with the complaint/comment to the satisfaction of the customer and recording it.

If the complaint / comment can be resolved immediately then action should be taken.

If the member of staff cannot deal with it immediately they seek assistance.

Any member of staff dealing with or overhearing verbal feedback should record it on the verbal comment log.

Staff should not ask complainants to go to reception to fill out a card, as this will seem as if their comment is not important.

If the comment can be dealt with immediately, it must still be logged on the verbal comment log.

All verbal comments are added to the analysis.

Feedback display

A review of the comments will be displayed on the 'Customer Notice Board' in Reception (Fairlands has one in corridor), no longer than 3 months in arrears.

Along with comment feedback, other suggested items may be displayed:

- Survey results
- Customer charter
- Capital projects
- Changes to the centre or programme
- Future events
- Mission statement
- Forum minutes and next date.

Customer Forums

Objective

To add to the feedback from users of the facility by personal interaction, expanding upon the customer comments system. To involve any customer that wishes to attend an organised, structured meeting with a regular frequency. Allowing the Client to attend at their discretion and when required to do so.

2.7
Customer Feedback
Issue 3

Method

The Customer Forum will be held at least six monthly at the given facility, with the next date advertised on 'the Customer Notice Board'.

Each Manager will decide on which stakeholders / customers will be invited to Forums. Forums may be open meetings or group specific.

The meeting agenda will be;
1. Apologies
2. Previous minutes
3. Managers reporting on the actions since the last forum
4. Managers discussing future plans
5. Customer comments received since the last forum.
6. Forum Questions
7. Date & Time of Next Meeting

Minutes will be taken and posted within 14 days after the customer forum onto the customer notice board and / or posted to the stakeholders.

Measure/Review

Comments and Complaints Review

Each Centre has a target to achieve – 5% increase of the previous years annual comments.

The following should be recorded on the comments log / analysis:

- Comments cards
- Verbal
- Written
- Survey comments
- Questionnaires comments

The Centre Manager will review the comment and complaints file on a weekly basis for discussion at the Management Team Meeting.

2.7
Customer Feedback
Issue 3

On a monthly basis the Centre Manager will review the Comments and Complaints Log Form and complete the analysis. This analysis will be reviewed on a quarterly basis and discussed at management team meetings.

All comments analysis are part of the KPIs & monthly reports.

Impact

As a result of good quality feedback from our customers, the following impacts will be evident for SLL

- Increased compliments
- Reduced complaints
- Increased average length of membership / improved casual usage figures
- Increased number of wow award nominations
- Improved customer survey scores
- Reduced number of refunds
- Stability in block bookings / reduced turnover of clubs

Review:

This procedure is reviewed every two years or updated as and when necessary

Internal Forms:

- Comments Log
- Comments Analysis
- Forum Checklist
- Verbal Log
- Customer Comment Form

Site Specific Work Instructions:

Sources of Information:

- Xxx

Customer feedback is actively sought and acted upon at the sites concerned. Customers can complain and comment through a variety of mechanisms:

- Customer comment cards (as shown above) are prominently displayed at each site with an appropriate posting box. For those who are unable or unwilling to complete a card at site, SLL provides a Freepost address on the card to incentivise customers who can consider any issues away from site and then their have their say at no monetary cost to themselves. Cards are sent initially to the Centre Manager who will acknowledges the initial complaint and investigate and action as necessary. Customers will receive a response to their comments within 4 working days.

- Verbally- face to face or by telephone. Each site has verbal customer facing and telephone comments books.

- Customer email comments directly to the centre concerned or via the SLL website.

- Customer letters.

- Electronically (please see below)

SLL Head Office staff and senior management work closely with centre managers and site staff to ensure that all complaints are resolved satisfactorily.

All complaints and comments are added to the complaints and comments log, which is reviewed by the Centre Manager on a weekly basis and discussed at the sites weekly Management Team meeting. The Centre Manager will then analyse the complaints log monthly to ascertain any trends and identify possible recommendations and improvements. The results of this analysis will appear on the customer notice boards at each site.

Customer comments and feedback will also form part of a regular monthly client/contractor meeting and the quarterly partnership board meetings.

In House Research

These activities are formalised within a research plan for each site. A sample research plan for the North Herts Leisure Centre is shown below. (please see the marketing plan for more details) SLL has an annual research calendar for all of its centres. Many of these surveys are carried out electronically through touch screens and analysed using CRT ViewPoint software. SLL has 4 of these touch screens which are used across its portfolio over the year. The CRT (Customer Research Technology) also has useful reporting capabilities.

SLL has also introduced a new customer research programme utilising the latest tablet hardware and Customer first solutions software, to gain instant responses on the customer experience. The system has been piloted successfully and is being rolled out other SLL centres:

From Leisure-kit.net 08 May 2013

'Customers given the power to shape future of a leisure group'

A leisure centre group is rolling out the latest customer feedback technology after a trial saw comments rise by 500 per cent.

Stevenage Leisure Ltd is placing Customer First Solutions' (CFS) touchscreen Smartboxes in 13 of its sites across nine towns, after seeing customer responses increase from an average of 10 to 50 comments a month.

In just seven months of using the device Knights Templar Sports Centre has already implemented several customer's suggestions. It has extended its off-peak usage to weekends, purchased a mixed martial arts kit and even asked gym-goers to help redesign the new layout before their January refit.

Tom Galvin, centre manager at the Hertfordshire-based centre, said: "It's fantastic the increase in responses we've seen since moving from paper feedback. Previously it was just the people who wanted to make a complaint who would go out of their way to pick up a comment card in reception. With the new technology we are now also hearing from the generally happy customers whose views are just as important."

Completing the Smartbox questionnaire takes just one to two minutes depending on how much information the customer wants to share.

Kieron Vango, operations director for Stevenage Leisure Ltd said: "In terms of quality it definitely gives us the edge. The comment card system we used previously was just messy and confusing. CFS has streamlined the entire process meaning less man power is needed and we get regular clear and detailed reports that we can quickly act upon. The trial has been a huge success and we look forward to rolling it out."

Marketing Research
Proposed Planner

Research Overview/Summary	**Month**											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Database – User/Subscription Analysis												
Database – Sales Trends Analysis												
Customer – Straw Poll												
Customer Satisfaction Survey – Gym												
Customer Satisfaction Survey – Workout												
Customer Satisfaction Survey – Swimming												
Customer Satisfaction Survey – Crèche												
Customer Satisfaction Survey – Café/Bar												
Customer Satisfaction Survey – Dry Side Courses												
Post Activity Questionnaire – Party												
Post Activity Questionnaire – AquaEd												
Post Activity Questionnaire – Holiday Activities												
Post Activity Questionnaire – Private Hire												
Post Activity Questionnaire – Dry Side Courses												
Post Activity Questionnaire – School												
Exit Questionnaire – Gym Member												
Exit Questionnaire – Workout Member												
Exit Questionnaire – Swimming Member												
Sport England – National Benchmarking Survey												
Non-User Survey												
Competitor Analysis												
Pricing Analysis												
Customer Forum												
Customer Comments Analysis												
Mystery Visit												

Research broken down by Activity Areas

Department	Gym/Workout	[redacted]	Person Responsible	Gym Manager

	Month											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Customer Satisfaction Survey – Gym												
Customer Satisfaction Survey – Workout												

Department	Swimming	[redacted]	Persons Responsible	Customer Advisors

	Month											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Customer Satisfaction Survey – Gym												
Customer Satisfaction Survey – Workout												
Exit Questionnaire – Gym Member												
Exit Questionnaire – Workout Member												
Exit Questionnaire – Swimming Member												

Department	Crèche	[redacted]	Persons Responsible	Crèche Supervisors

	Month											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Customer Satisfaction Survey – Crèche												

Department	Café	[redacted]	Persons Responsible	Café Manager

	Month											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Customer Satisfaction Survey – Café												

Department	Centre	[redacted]	Person Responsible	Marketing Manager

	Month											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Database – User/Subscription Analysis												
Database – Sales Trends Analysis												
Customer – Straw Poll												
Sport England – NBS												
Non-User Survey												
Competitor Analysis												
Pricing Analysis												
Customer Forum												
Customer Comments Analysis												
Mystery Visit												

- All questionnaires & instructions/guidelines will be provided to the “Person Responsible” by the
- Marketing Manager at the beginning of the month where research is scheduled.
- Completed Questionnaires must be returned by the “Person Responsible” to the Marketing Manager by the date stated on the questionnaire guidelines.
- The Marketing Manager will analyse the responses and provide a findings and recommendations report back to the “Person Responsible” (usually department head) within 30 days of receiving the raw data.
- The Marketing Manager will ensure that all reports will be copied to the Centre Manager to be filed in the Marketing Research Folder.
- The Centre Manager will decide on actions required and enter into SIS.

IN1.7 System for measuring and assessing marketing targets including income and usage targets

To monitor usage within relevant groups appropriate Key Performance Indicators (KPI’s) will be devised, monitored and reported on a regular basis.

These KPI’s will be sent to North Hertfordshire District Council no later that 14 days after the month end to which they refer.

Other areas assessed and measured on a monthly basis are (customer facing and non customer facing), customer comments, as well as usage per department (fitness / swimming / dryside). This policy of measurement will also form part of the monthly client/contractor meeting and quarterly meetings of the partnership board. (Please see below for examples)

The agenda for the partnership meetings will include:

- Performance Management
- Profit and Loss Information
- Usage
- Complaints, Compliments and Comments (the 3 C’s)
- Work Programme

- Operational and Marketing Update
- Research and Survey Information
- Energy and the Environment
- Quest/continuous Improvement

Stevenage Leisure Limited - Partnership Board

Usage – Letchworth Outdoor

(April 2012 – March 2013)

REPORTING MONTH: LOP - REPORT 2 | Mar-13 | Usage

Section / Category	Mar-13 Actual	Mar-13 YTD Usage	Mar-12 Actual	Mar-12 YTD Usage	Actual Variance	YTD Variance
INCOME						
Swimming Pool						
Casual	0	15,615	0	12,535	0	3,080
Clubs	0	2,645	0	3,720	0	-1,075
School	0	2,037	0	2,483	0	-446
Courses	0	0	0	307	0	-307
Total >	0	20,297	0	19,045	0	1,252
Secondary Spend						
Café	0	0	0	0	0	0
Resale	0	0	0	0	0	0
Total >	0	0	0	0	0	0
Swim Other						
Season Tickets	0	5,180	0	4,780	0	400
Totals >	0	5,180	0	4,780	0	400
Total Usage >	0	25,477	0	23,825	0	1,652

Working in Partnership

Stevenage Leisure Limited - Partnership Board

Financial Performance – NHLC

(April 2012 – March 2013)

Draft

Mar-13 Profit and Loss Summary

North Herts LC	Month		Variance	Year to date		Variance
	Bid	Actual		Bid	Actual	
Total Expenditure	£132,527	£151,153	£18,626	£1,582,242	£1,498,516	-£83,726
Total Income	£141,526	£146,252	-£4,726	£1,698,314	£1,835,231	-£136,916
Contract price	-£3,368	-£3,435	£0	-£54,120	-£37,785	£0
Anticipated Profit / loss	**-£ 5,632**	**£ 8,336**	**£ 13,901**	**-£ 61,952**	**-£ 298,929**	**-£ 220,643**

Working in Partnership

Stevenage Leisure Limited - Partnership Board

3 C's - NHLC

- **Customers: April 2012 – March 2013**
  - **Total of 475,058 visits**
  - 154 Compliments
  - 152 Complaints
  - 86 Comments
  - 1 complaint per 3,125 customers
  - 1 feedback per 1,211 customers
  - **Total of 465,808 visits during April 2011 – March 2012**
  - 1 complaint per 2,857 customers
  - 1 feedback per 1,032 customers during that period

Working in Partnership

Stevenage Leisure Limited - Partnership Board

Non User Survey – Overview

Participation encouragement factors (All Facilities)	SLL / NHDC	Benchmark	Performance
Lower costs	28%	31%	3%
Improved facilities	11%	12%	1%
Improved programming	9%	12%	3%
Improved transport	7%	8%	1%
More childcare facilities	4%	7%	3%

The impact of London 2012 returned a mixed response:

76% felt that the Olympics would encourage increased participation, but only 22% stated that they had actually become more active

Working in Partnership

Example marketing plan for North Herts Leisure Centre

North Herts Leisure Centre

Marketing Plan

Working in partnership

NORTH HERTFORDSHIRE DISTRICT COUNCIL

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Introduction

Stevenage Leisure Limited is an expanding company; our expansion into contract management evolved out of hard work, dedication to the job and quality of service to our customers. The aim of this marketing plan is to encourage a strategy of growth for the Letchworth Leisure Management Contract and to encourage customers to recognise the North Herts Leisure Centre as their own community facility, not as that of a private leisure companies. Most importantly SLL is focused on providing facilities where customers can get good value for money and an excellent level of service.

North Herts Leisure Centre has on site marketing through Mark Jennings specifically responsible for delivering the marketing plan at facility level. Supported by the Leisure Sales and Marketing Manager Caroline McCallion and SLL's Corporate Marketing Department. Responsibilities include creating, promoting and delivering products and services to our customers, giving them what they want and need.

The Marketing Function

The Marketing Team

North Herts Leisure Centre – Marketing Responsibilities Defined

Leisure Sales and Marketing Manager: Caroline Higginson

Responsible for all regional sales and marketing needs, she provides the link between NHLC and Head Office and manages all marketing needs over the North Herts leisure sites.

Fitness Manager: Mark Jennings

Responsible for all on site membership sales and the site specific marketing needs for fitness.
Mark has been with SLL since Oct 2005 in position as Fitness Manager. He was brought in to increase membership base and manage the fitness refurbishment, Mark has led the team through the changes successfully, increasing the membership base from 400 to 1500. He manages the Sales advisors on site alongside his fitness team.
He has over 13 years' experience in fitness and membership sales and marketing spanning private sector and public sector facilities.

Assistant Manager: Tina Lander

Responsible for all the site specific marketing needs for dry side and wet side courses alongside supporting the Contract Manager in his role.

Customer Sales Advisor: Danielle Casey

Responsible for all site membership sales when on site, and input into future marketing campaigns.
Danielle has been with SLL since Jun 2006 and has helped increase the membership base throughout the refurbishment.
She is also responsible for sales reports, membership referrals, and the member journey (courtesy calls, absence calls, and letters).
Danielle has a lot of sales experience, built up from her past positions and the last 5 years with us.

Corporate Marketing Support

SLL's Corporate Marketing provides strategic direction, expertise, planning and support as well as in-house graphic design and printing capabilities

Jon Stone	-	Marketing Director
Carole Parsons	-	Graphic Design
Dan Brawn	-	Graphic Design and Web Editor

Review of marketing activity

Would be completed with last years marketing activity with a critical appraisal as to its success against targets, and lessons learned for future campaigns.

MARKETING STRATEGY, AIMS AND OBJECTIVES

SLL's Corporate Marketing Objectives and Strategy

Corporate Marketing Objectives and Goals

Within SLL's Corporate Strategy Document, the overall objectives for marketing within the company are:

The marketing function will again be focused on achieving 3 strategic aims for the benefit of our clients, customers and staff:

- Enlarging the market- through New Product Development /Innovation, development of existing products or moving into new markets
- Increasing market share- through product enhancement in terms of-performance/quality/features, or developing a competitive advantage through branding initiatives, sales or advertising
- Improving profitability

Key top line marketing objectives will be:

- To make marketing a strength of the company through increasing efficiencies and reducing costs- marketing for value in difficult economic times
- To identify and develop options to increase spend per customer and secondary spend
- To develop packaging and cross promotional opportunities and explore new marketing initiatives within SLL
- To focus on developing organisational sales capabilities, and member retention and develop value relationships with customers to reduce attrition levels

.

Areas of potential competitive advantage will be based upon our core competences of providing quality leisure and cultural services at competitive, value for money prices, as lower pricing itself rarely offers a sustainable competitive advantage.

Centre's Target User Groups

Target user groups identified within the marketing plan are as follows:

Juniors –SLL has developed, and will continue to develop over the lifetime of the contract, a wide range of wet and dryside sports and fitness opportunities for juniors within North Hertfordshire (please see below). These include traditional fitness sessions such as circuits and aerobics.

SLL also has one of the UK's most successful swim schools delivering quality lessons to over 6,000 children per week.

SKATE HOUSE ROLLER DISCO

Skate to the latest tunes with our fully supervised sessions.
Mums and Dads are welcome to join in the fun.
Skate Hire available.

Saturday	13.00 – 14.00	14.00 – 15.00	Mixed Abilities
Sunday	16.00 – 17.00	17.00 – 18.00	Mixed Abilities

Family ticket	Members	Non-members
2 adults & 2 children	£12.35	£16.15
1 adult & 2 children	£7.40	£9.70
Adult	£4.90	£6.45
Concession	£2.45	£3.25
Skate Hire	£1.00	£1.00

TIDDLYWINKS

Thursdays 10.00 – 11.00

A multi-activity session for children walking to 5 years with trampoline, bouncy castle and play equipment to amuse and entertain them. Free swim included.

Tiddlywinks prices	Members	Non-members
One child	£4.30	£6.05
Extra child	£2.70	£2.70

CRECHE

Little Leagues CRECHE

Our Ofsted registered crèche is available Monday to Friday at the following times:

Monday	09.30–11.00	
Tuesday – Friday	09.30–11.00	11.00–12.30

For further details our crèche leafet is available at reception.

PARTY ON!

PARTIES WITH A DIFFERENCE

We have a full range of fun filled parties to suit your children's interests. We will provide excellent service to provide you with the best possible party. This includes party invitations and a full set up and clearing away service.

To ensure parties run as smoothly as possible, all catered parties will have a party host, who will; greet you, take food orders, ensure the room is set up as the ideal party venue and play party games with the children.

Pete the Pirate's Bouncy Castle
(maximum number 15)
Inflatable pirate, which is set up in the Sports Hall. Loads of fun and ideal for the under 8's.

Football Party
Hire the sports hall for a fun packed football party. (A games organiser/referee can be provided for an additional cost of £22)

Multi Activity Party
Why not club together with friends and book a party to remember. Ideal for all ages.
Activities include a mix of Trampolining, Bouncy Castle, Gym Equipment and Toys.

Pool Party
Enjoy the exclusive use of the pool for your party with floats, flume and waves, creating a real party atmosphere. (Ideal for joint parties). Maximum 100.

Trampoline Party
We provide an instructor to take the children through some basic moves. (One trampoline with instructor - maximum number 10). Children must wear socks.

Parties are available on Saturdays 7.15pm – 8.15pm & 8.30pm – 9.30pm (A ratio of 1 adult to 2 children under the age of 8 years must be applied)

Roller Skating Party
You and your friends can enjoy the exclusive use of the sports hall in a private session skating to the latest sounds (bring your favourite CD).
A games organiser can be provided for an additional cost of £23.25.
(Limited skates available. To avoid disappointment, please bring skates where possible).

Themed Dance Party
Bring your friends along to have lots of fun learning a dance routine of your choice. You can choose from any of your favourite pop stars or favourite film musicals. You will also play lots of fun party games with our dance teacher.

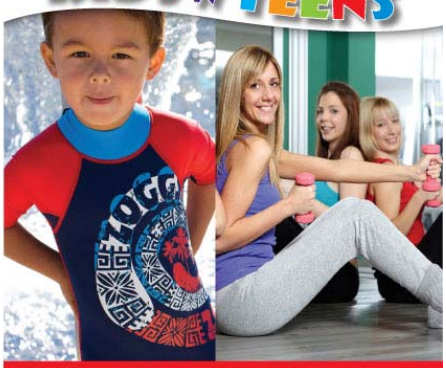
A Party Feast!
After working up an appetite why not enjoy a party feast in a private room with our special Party On menu. Enquire at reception for further information or see booking form for menu options.

BUS ROUTES - ARRIVA Numbers 90, 91, 94 and 99 will stop at Sainsbury's, Third Avenue (opposite the Leisure Centre).

Prices are subject to change on 1st April every year.

NORTH HERTFORDSHIRE DISTRICT COUNCIL

KIDS N TEENS



North Herts Leisure Centre
Baldock Road, Letchworth, Herts SG6 2ER

01462 679 311

E. letchworth@stevenage-leisure.co.uk

www.stevenage-leisure.co.uk
24 hour Customer Information Line: 0300 012 0300

join us on facebook at www.facebook.com/northhertsleisurecentre

JUNIOR fitness@letchworth

Junior Memberships are available for 11-15 year olds with the prime objective to increase their fitness levels and promote a healthier lifestyle.

Memberships include:

- Personal fitness programme
- Nutritional advice
- Specific sporting advice
- Free swim

Junior Gym times

Tuesday – Friday	16.00 – 17.30
Saturday & Sunday	14.00 – 15.30
	15.30 – 17.00

For further information please enquire at reception.

ZOOM CLUB

Shop till you drop while we entertain your kids in our Saturday morning fun club for children aged 8 to 12 years. Fun packed with sporting activities, including swimming.

Saturday 09.00 – 12.00 £5.00

Fully supervised by our Zoom Club staff.

WILD CAMP

Fun packed Holiday Play Scheme

Join Lenny and the gang and be prepared to go 'Wild' with our mammoth timetable of fun filled activities.

Sessions include Softball, Arts n Crafts, Face Painting, Swimming, Inflatable Fun, Team Games, Trampolining and much, much more.

Sessions available for children aged:
3–4 yrs 5–7yrs 8–9 yrs 10–12 yrs

Your child will have the opportunity to meet Wild Camp Leader 'Lenny the Lion' and make new friends with many children of a similar age.

Wild Camp is OFSTED registered, and all staff are trained to provide constant attention from the time you drop them off to when you pick them up at the end of the day.

Monday – Friday (excludes Bank Holidays)
9am – 12.30pm or 1.30pm – 5pm Half-day session
9am – 5pm Full Day Session

SPORT ED

North Herts Leisure Centre run a variety of dryside sports courses, supervised by fully qualified professional Instructors.

Your child will work towards achieving the relevant recognised professional award certificate. Our pre school programme caters for children from 3 years of age.

The after school and weekend programme caters for children who are in full time education.

For further information on all our courses please contact the main reception.

LEARN TO SWIM WITH... aquaED

All of our AquaEd lessons and courses are taken by fully qualified swimming teachers and instructors.

North Herts Leisure Centre provides armbands, floats and all other swimming aids as required.

In order to achieve the maximum benefit from attending an AquaEd lesson or course, we strongly recommend that you use the Leisure Centre at least once a week in addition to your lesson to practice what you have been taught, and to build on your confidence.

If you require any further information about any of the AquaEd lessons or courses, please contact the main reception on 01462 679 311.

FUN FRENZY

*A variety of fun packed activities incorporating the flume, inflatable, swan slide and squirting frog on the log.

TERM TIME	HOLIDAY TIME (except Christmas Holidays)
Saturday & Sunday	Monday – Sunday
11am – 12.30pm &	11.00am – 12.30pm &
2.00pm – 4.00pm	2.00pm – 3.45pm

* Please contact reception for specific activities available in each session.

People with Disabilities – SLL looks to deliver activities and opportunities for all the community regardless of age or disability, whether physical, sensory or mental, and would look to develop specific sessions both within the fitness suite and in the swimming pools. Over the lifetime of the contract to date and in partnership with the East and North Herts PCT SLL has recently developed a comprehensive Exercise Referral Scheme and would look to extend these through the lifetime of a future contract. SLL is committed to moving into the area of wellbeing and will be upskilling its fitness staff accordingly to advice of referral, nutrition, health screening and checks amongst other services.

Staying Safe

Please inform the instructor if you experience any of the following

- discomfort in your chest or upper body
- dizziness or feeling faint
- palpitations during exercise
- severe breathlessness on exertion
- unstable diabetic control
- raised blood pressure
- fever, illness or feeling unwell
- your pain worsens during or after the exercise

Ensure that you

- continue taking your medication as prescribed.
- always carry your GTN and/or asthma inhaler if you use one.
- don't hold your breath when exercising.
- dress appropriately for the activity: normally loose fitting clothes and good fitting training shoes. You will need warm clothing when participating in outside activities, especially in cold or windy conditions.
- avoid lifting heavy weights.
- avoid overhead exercise if you have high blood pressure.
- start any physical activity slowly and build up gradually.
- do not exercise if you have a flare up of your condition i.e. arthritis.
- do not use your heart rate as a way of telling you how hard you are working if you are taking beta-blockers.
- have sugary carbohydrate snack with you when you exercise in case you get any symptoms of hypos if you are diabetic.

The greatest increase in health benefit comes from inactive people who start to take regular moderate physical exercise.

Referrals accepted at

North Herts Leisure Centre
Baldock Road
Letchworth
Herts
SG6 2ER

01462 679 311

Knights Templar Sports Centre
Weston way
Baldock
Herts
SG7 6EY

01462 631 300

NORTH HERTFORDSHIRE DISTRICT COUNCIL

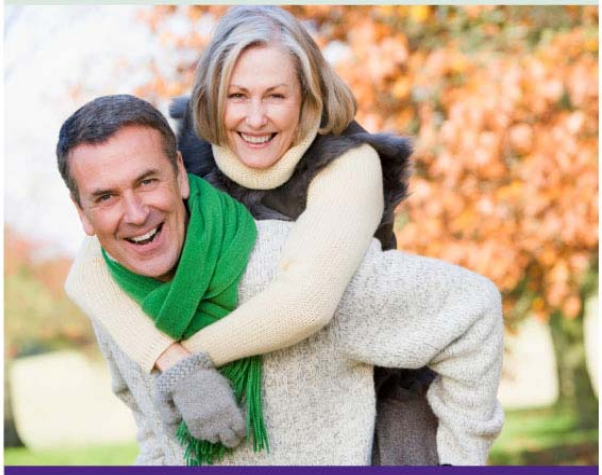
Hertfordshire

East and North Hertfordshire NHS
Primary Care Trust

North Hertfordshire District Council and Hertfordshire County Council working in partnership with East and North Hertfordshire NHS Primary Care Trust and Stevenage Leisure Limited to improve the quality of life within North Hertfordshire.

East and North Hertfordshire NHS
Primary Care Trust

NORTH HERTFORDSHIRE DISTRICT COUNCIL



Exercise Referral

in North Hertfordshire

North Herts Leisure Centre
Baldock Road
Letchworth
Herts
SG6 2ER

01462 679 311

Knights Templar Sports Centre
Weston way
Baldock
Herts
SG7 6EY

01462 631 300

Hertfordshire

What's the scheme about?

Exercise Referral
in North Hertfordshire

Physical activity and exercise have clear benefits to health.

Participating in regular physical activity helps to prevent health problems developing and assists in controlling and managing existing medical conditions. It is a fact that seven out of ten adults in the United Kingdom don't take enough regular physical exercise to benefit their health.

Who is it for?

Individuals that would qualify for the scheme are those with:

- Family history of heart disease
- High cholesterol
- Obese / overweight
- High blood pressure
- Diabetes
- Asthma
- Mild depression, stress or anxiety
- Osteoporosis

According to research, people who exercise with others are seven times less likely to give up on exercise than those who exercise alone.

Cost and duration of activity referral

The price per session is £2.60. The course will last for 24 sessions, (twice per week for 12 weeks) and there will be a maximum of 25 people undertaking the programme at any one time.

Activities to be undertaken

Participants will be given a chance to try a number of different activities both wet and dry within the centre and outside.

Once you've been referred

step 1 • A referral co-ordinator will contact you with further details to book your first assessment.

step 2 • Start a 12 week programme when an induction date and time is given.

step 3 • Final assessment and personal activity plan.

step 4 • Continue agreed activity plan, and meet monthly with the activity co-ordinator to monitor your progress.

Cardiac Friends

Get healthy, get fit & have fun with your local heart support group.

It is fun to exercise with others, have a laugh together and enjoy what you are doing – it will make a difference both physically and mentally to your health.

Call 01438 351119

24hr answer phone

THURSDAY
2pm – 3pm

WITH MATT
OUR BACR INSTRUCTOR

£4 a session

North Herts Leisure Centre, Baldock Road, Letchworth, Herts SG6 2ER

UPSTAIRS IN THE STUDIO

Cardiac Friends is affiliated to the British Heart Foundation

SLL has a very open mind with regards to what persons with disabilities can achieve with the ongoing advances in technology, societal and media attitudes and rehabilitation. In terms of its marketing communications, SLL attempts to ensure that all images used are representative wherever possible of the communities it serves, the activities being undertaken and the target markets for those activities. All visual images will be used to positively promote the benefits that the services and facilities can provide and SLL will continue to develop a comprehensive image bank that mirrors the diversity of the community. Where such images are not currently held, SLL is committed to purchasing and obtaining suitable library images.

In line with its policy of inclusion SLL will attempt, where possible, to run inclusive advertising, promoting the fact that in some integrated activities whereby all members of the community such as the disabled, able bodied and different ethnic groups can participate side by side.

Over Fifties – SLL recognises that this group needs particular encouragement and building upon its success in North Herts Leisure Centre would look to continue to deliver separate sessions), promoting fun, health, and leisure are encouraged. Whilst this would increase casual use, SLL would look to increase membership in this important user group by offering peak membership for the price of off peak.

Women – SLL will ensure that awareness is raised for women to participate in specific programmes or casual use, and will look wherever possible in the programme to deliver sessions such as ‘Women Only’, ‘Parent & Toddler’, Pre and Post Natal Groups with appropriate female staff where possible. SLL would also continue to run its Ofsted registered crèche at North Herts Leisure Centre to allow mothers with young children to take part in activities.

Unemployed - people of all ages who are without regular employment and can produce proof of such.

Income Support/Family Credit - families of all ages who receive either of these benefits for their family and can produce proof of such.

For both these groups SLL has a well publicised concessionary policy to encourage casual usage but also a range of concessionary memberships which would benefit those with the financial and time capacity to enjoy more of the facilities. SLL will not stigmatise these groups who would enjoy equal access to the facilities.

Black and Ethnic Minority Groups -In line with its policy of inclusion SLL will attempt, where possible, to run inclusive advertising, promoting the fact that in some integrated activities all members of the community such as the disabled, able bodied and different ethnic groups can participate side by side. SLL staff also receive mandatory training in Equal Opportunities and Diversity.

SLL supports this diversity and will seek to encourage it through its programming, marketing and promotional activities.

The information on SLL's website and printed promotional material will be updated regularly and although it is provided in English, it can be made available in different languages or formats upon request.

Performance and Excellence. SLL is currently working in partnership with the Council on the Passport for Excellence Scheme giving memberships and use of its facilities to 30 elite athletes (please see below from The Royston Crow). We would also look to promote excellence in swimming through a link with the Letchworth Swimming Club from our Aqua Ed Swim School, and at other sports development opportunities.

www.roystoncrow24.co.uk

New county high sheriff appointed

A NEW high sheriff has been appointed for Hertfordshire.

Fiona Trenchard was declared the High Sheriff of Hertfordshire at a ceremony on Friday. The ancient office dates back to Saxon times.

Speaking after the declaration, Viscountess Trenchard, who is 58 and lives in Standon, said that she was very excited and deeply honoured to have been appointed to the post.

"I am delighted to have this opportunity to bring together people who are working with a myriad of organisations to do good in the county's communities," she said.

"I look forward to working with both the statutory services and voluntary organisations.

"I hope to support families during my year as high sheriff. The modern family faces many challenges. If we can support

need it, by early intervention, it may also reduce crime later on.

"Parenting older children and teenagers is as challenging as ever and in 2013 we face modern communications which have revolutionised our world and brought good and bad information to our fingertips. People are living to a great age and this is something that the family in the 21st century has to prepare for."

The office of high sheriff is an independent and non-political appointment made annually by The Queen at a pricking ceremony in March in front of the Privy Council at Buckingham Palace.

The Queen uses a bodkin to mark the name of each high sheriff throughout the 55 counties. The ceremony is thought to date back to an occasion when the Privy Council interrupted Queen Elizabeth I while she was busy with her embroidery.

Viscountess Trenchard's husband Hugh

Viscountess Trenchard

Thursday, April 11, 2013 – THE CROW 9

Council plan to attract top athletes to leisure centre

YOU may just be seeing more of the country's most talented athletes in a Royston sports facility.

Sports stars who live in North Herts and represent any of the home nations are being given free, unlimited use of Royston Leisure Centre as part of a new plan.

The passport for excellence scheme is being rolled out by North Herts District Council in conjunction with Stevenage Leisure Limited to give talented athletes the opportunity to progress with their training. Other centres in the district will also be included.

The idea is an attempt to continue the legacy left by the 2012 London Olympics.

Cllr Tricia Cowley, NHDC's portfolio holder for community engagement, said: "There are a number of very talented athletes and sports people throughout the district, and we want help them achieve their full potential.

"Passport for Excellence is an excellent way to ensure they have access to some wonderful training facilities across North Herts."

To qualify you must have been

Royston Leisure Centre is one of the facilities across North Hertfordshire opening its doors to sportsmen and women who represent one of the home nations

a permanent resident of North Hertfordshire for a minimum of 12 months and be able to provide evidence that you have been selected to represent your country within the next 12 months.

To apply, search for Passport for Excellence at ***www.north-herts.gov.uk*** and complete an application form.

SLL will also work with North Hertfordshire District Council to identify any areas or pockets of deprivation or relevant groups and individuals.

SLL would also look to develop a close working relationship with Hitchin Swimming Club an important user of the facility, looking to feed from its AquaEd Swim School directly into the club for those interested in competitive swimming.

Centre Aims and Objectives

We will be looking to develop the marketing of North Herts Leisure Centre by using a penetration strategy.

We seek to sell our existing products and services to the same types of people that currently come through our doors, but increase the usage at all centres by encouraging more visits from existing customers, encouraging referrals, increasing testimonials and raising awareness in our local area.

We are also aiming to increase our level of service to be competitive with private clubs within the area, using them as a benchmark in order to offer a quality service and facilities to as many segments of the market as possible.

This strategy will involve increased targeted advertising, communications through mobile apps, text, email, newsletters, direct mailings, website and online development and development of members' benefits.

We have segmented the market we work within to target key user groups geographically, demographically and psychographically. We have identified these segments to focus on: the youth market, the grey (50+) market, families with young children and professionals. To monitor usage within these relevant groups appropriate Key Performance Indicators (KPI's) will be devised, monitored and reported on a regular basis.

Geographically we look at postcode classifications using the Nomis website and work within a 15 minute drive time of each centre.

Demographically we consider how our catchment area breaks down, and we also have a policy of social inclusion. We tend to attract B, C1 and C2 socio-economic groups.

Although we will consider offering price promotions in the form of joining fee and 12 months for the price of 10 for annual memberships, we will not discount our membership prices and focus on selling the benefits and value of the facilities.

Aims and Objectives

Listed below are the aims and objectives for marketing

- Continued research including two benchmarking visits a year following Quest quality improvement plan, monitoring of latest external research such as MINTEL and ISRM.
- To continue identifying customer needs and expectations and develop our services to meet these needs.
- Publicity at the centres will be of a consistently high quality to reflect our brand standards.
- To complete a non-users survey and develop an occasional-users survey
- To further develop the branding of fitness@letchworth
- To improve customer communications and internal marketing communications.
- To work with the management team to improve retention
- To fine tune the sales procedures

Specific objectives

- To build the fitness@letchworth brand, we will design a range of generic posters, leaflets and banners, which will be used at all sites to raise the profile.
- To review AquaEd Swim School across SLL sites, to provide a consistent approach. By doing this we will be able to strengthen the way we promote the scheme. To develop a prospectus that can be used across the sites and establish how to communicate with the target segment.
- To revisit the Customer Comments board to be more customer friendly, to move from statistics and bring it back to basics.
- To consider how to incorporate all facilities we currently offer into the fitness@letchworth brand into a more complete health and fitness brand.; This will involve training and developing our fitness staff in key areas such as looking at healthy eating and nutrition, smoking cessation and health screening whilst strongly promoting the holistic benefits of the a healthy lifestyle.

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RESEARCH AND ANALYSIS

Overview of the UK Leisure Market

Source: 2012 FIA State of the Industry, Leisure Database Company
Health and Fitness Clubs, November 2012, Mintel
Household and Economic Activity Tracker, YouGov
State of the UK Leisure Industry: A Driver for Growth, BISL

Despite the difficult economic climate, the UK Health and Fitness Industry still managed to achieve a degree of growth in membership numbers.

The UK health and fitness clubs market has endured particularly tough trading conditions for the past 3 years, as consumers have had to deal with reductions in their real disposable income due to flat earnings growth and higher inflation. However, the sector has grown throughout this recessionary period since 2009: growing its total market value by 2.9% and its member base by 3.6%, whilst increasing the number of fitness facilities by 1.8%

The total market value of the UK Fitness Industry is estimated at £3.86 billion, an increase of 1.4%. It remains a high performing part of the UK Leisure Industry which overall employs 2.6 million people, representing 9% of total UK employment, and provides jobs for 730,000 16 to 25 year olds.

The London 2012 OIympics provided a major stimulus in participation levels. In research carried out in August by the Local Government Association, 44% of councils reported increased use of their facilities during the Olympic Games, particularly in areas such as: swimming, gym use and athletics. Swimming still remains the popular activity carried out at leisure centres.

According to the 2012 FIA State of the UK Fitness Industry Report, the total number of UK fitness facilities now stands at 5,900, a 0.8% increase on last year's figure of 5,852. There were new openings in both the private and public sectors with 30% being low-cost centres.

163 new public and private facilities opened in the 12 month period (as compared to 149 in 2011). There are now 47,701 health clubs within Europe with over 43,453,000 members and total revenue of $31.2. Germany with 7,304 clubs has the highest number of clubs per country within Europe.

Thanks to these new openings, 88.9% of the UK population now lives within a 2 mile radius of a fitness site.

Membership levels reached record highs with the UK fitness industry's registered membership base increasing by 3.4% to 7.6 million members in the period to 31st March 2012. This represents 12.1 % of the UK population, who are now registered as members of a health and fitness club or publicly owned fitness facility

This membership growth was spread across each sector with the private sector increasing its membership numbers by 2.2% to 4.5 million, and the public sector performing even better- a 5.4% increase in members to a figure of 3.1 million. For both sectors this represents the highest figures since records began.

The public sector saw growth across 3 areas: increasing sites open by 0.7% and growing its market value by 5.8%, in addition to its impressive growth in membership numbers.

Much of the growth in the private sector continued to come from low-cost sites which increased their membership by 17%, whilst growth from the public sector was driven by multi-use (wet and dry) centres, which showed membership increases of 6.2%. The highest net increase in the private sector was seen in London (5.8%) whilst Scotland saw the highest membership increase in the public sector at 14%.

The average annual revenue per UK member is £498. According to YouGov's Household Economic Activity Tracker (HEAT) consumer confidence will be lower going forward, with consumers expecting to spend less on gym memberships over the next 12 months when compared to the previous 12 months.

Attitudes towards Fitness Memberships

Source: Health and Fitness Clubs, November 2012, Mintel

The reasonably healthy state of the industry shows that many consumers regard their fitness and health club membership as a key part of their lifestyle, and are willing to cut back in other areas of their life.

Around 16% of adults use a private health club with around 1/3 of these being members. Almost 40% of Brits have been members of a club at some stage, while 23% are lapsed members. 21% show an interest in becoming members in the future

Flexibility seems to be the key of making health club memberships more attractive, with the growth of 'easy in, easy out' no-contract membership options or shorter-term memberships. Almost half of all users (47%) would like an element of flexibility and customisation in their membership package, perhaps only paying for the facilities they actually use.

More consumers are also interested in at-home fitness provision such as exercise videos that can be downloaded and followed at home, and particularly the development of mobile apps which can offer ease of use while on the move.

This places the emphasis on operators to think creatively to have different relationships with their customers and to offer different types and levels of advice and support, keeping the customer connected -even outside the gym

'Diabesity'

Diabesity: the global epidemic of diabetes, obesity and lifestyle disease, is set to cost $47 trillion over 40 years and kill 50 million people per year by the end of the decade. An estimated 1.46 billion adults are overweight with 502 million considered obese. Almost 1 in 10 adults now suffer from type 2 diabetes (around 347 million people) -double the figure of 30 years ago.

Worldwide obesity has more than doubled since 1980.

The direct costs of obesity in the UK are now estimated to be £5.1 billion a year.

Attitudes towards Exercise and Healthy Living
Source: YouGov, Sports Supplement Report
10th HAFOS, Leisure-Net Solutions

63% of Britons fail to meet recommended activity levels, putting the UK 8th from bottom of 122 countries globally. Across Europe 34% of people say they never or seldom take part in physical activity.

In the HAFOS (Health and Fitness Survey) Report more than 90% of the population recognise that regular exercise and activity is important to their health. YouGov reports that the most popular exercise activities are the more gentle activities such as walking and gardening, which are undertaken by 46% and 36% of the population respectively.

14% of UK adults claim to visit a gym regularly, but the majority (73%) claim never to visit a gym at all. HAFOS highlights that 51% of respondents say they don't exercise as much as they want

Finding time to exercise is the major obstacle for the 25-44 age groups due to their day to day commitments for both work and family, with stress levels the highest among 35-54 year olds.

Age is also a factor when it comes to determining goals with younger consumers more focused on image and keeping fit for particular outcomes, whilst older age groups are more interested in goals such as keeping fit generally and maintaining body weight.

A growing percentage of consumers continue to exercise at home though the use of computer based exercise games such as Nintendo Wii and Xbox Kinect.

Globally 43 million children under the age of 5 are overweight

Nearly 2/3 of UK adults classify themselves as overweight to some degree. Women (20%) are more likely than men to classify themselves as 'very overweight' than men (12%). The majority of weight problems appear to be within the 35-44 age range as work and family responsibilities overtake available time for exercise and healthy living.

The overall percentage of people claiming they would like to be more active has remained static over 10 years with 52% stating that they would like to be more active. This represents 55% of women as compared to 47% of men. The problem remains converting this intention into action.

Outdoor fitness remains an increasing threat to the traditional gym, with the number of outdoor fitness classes likely to grow from 42% to 100% over the next 12 months to meet the needs of the 40% of the population who expressed a preference to exercise outdoors.

Operators Confidence
Source: Fitness Industry Confidence Survey 2012, Leisure Net Solutions

39% of senior managers across both the private and public sector of the industry are more confident about the future of the sector as a whole, whilst 42% are more confident about the future of their individual businesses. Over a third (39%) also have confidence in their primary income streams (as compared to 23% in 2010). 41% believe that their secondary income streams will remain the same with 29% confident that they will increase.

54% reported that their retention over the past 12 months was better than the previous year, with 45% reporting a better or much better average membership yield for the period.

Prospects for employment also look brighter with 26% of respondents looking to employ more people in the forthcoming year, as compared to 15% who will be employing less.

The major problems facing the industry were seen to be the economy (43%), member retention (15%) and utility costs (11%).

Competition has been seen as getting tougher for 59% of respondents, with only 7% thinking competition for business has become easier.

National Participation Levels

Source: Active People Survey 6
The results of Sport England's 6th Active People Survey (APS6), for the period October 2011 to October 2012 were published on 8 December 2012.

This highlighted that during 2011/12 over 15.5 million people aged 16 and over were playing sport at least once per week. This is 750,000 more than last year, and over 1.5 million more than when London won the Olympic and Paralympic bid in 2005/6. The strongest area of growth has been among women, with an annual increase of over 578,000, whilst men increased by over 175,000 over the past year.

Despite this impressive growth in women's participation -representing 31.1% of the total female population, more men (41.1%) still play sport regularly at least once per week.

7.4 million (aged 16 and over) participated in sport three times a week for 30 minutes at moderate intensity, a 500,000 increase on last year's figure of 6.927 million and more than 1.1 million since the Olympic bid was won.

18.3% of disabled people now play sport at least once per week. This has risen from 1.32 million (APS1) to 1.68 million in APS6, and also shows an increase of 65,000 on last year.

54% of those in the 16-25 age groups are playing sport at least once per week, a similar figure as compared to last year, whilst the 26+ age group increased participation levels by 722,220, as compared to APS5.

19 of the 32 sports measured by the survey have shown participation increases with athletics, judo, hockey, swimming and netball amongst those growing in popularity.

Record levels of women and men in the East of England Region are playing sport, with more than 1.7 million participating each week- an increase of 61,000 on last year. This represents 36% of the total population. Local research

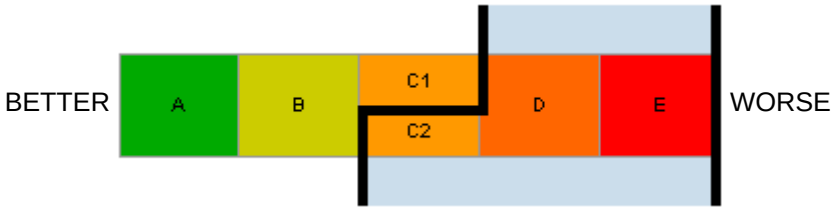
Postcode Information - SG6 2ER

Using the Cameo UKClassification system, the postcode SG6 2ER is classified as 10F in one of 54 standard geodemographic types.

General Overview of SG6 2ER

We bring together information from several different sources including census data about SG6 2ER so you can gain an impression of how the area is described, including what type of people live in the area, and how affluent they are. The data can often be one of the components of the calculation of some credit scores, can affect your insurance ratings and, of course, can dictate the levels of junk mail you receive.

Classification	**Poorer singles in local authority family neighbourhoods**
Relative to Population	This postcode is typical of **2.58%** of the UK population.
Housing Type	Properties are mainly semi-detached or terraced and are mortgaged or council houses. The typical property price is very low. The properties are smaller than average in size and are located in large and small towns or suburbs. People could have lived here for any number of years.
Residents	In this area the most common social group is C2DE. The children living in this area are typically aged between 0 and 19 years and the adults between 20 and 59 years. Households consist of young and mature singles, families and single parents. The population density at this postcode is approximately 19% higher than the national average. The people living here are in general qualified to a very low level and the typical employment type is classified as blue collar, semi and unskilled or homemaker. Unemployment stands at twice the national average, and the industry sector is defined as consisting of manufacturing, for example brewing, steel, petrol and car manufacture or the service industry, for example tourism, retail, transport/distribution and catering. The number of directors is 15% of the national average. As defined by the Census, the ethnic break-down of this postcode is typically white.
Social Classification	We are all described as being within a "social class" or " socio-economic grouping". These tend to rely on the occupation of the main earner within a household and are no more than rough groupings, used principally by advertisers to segregate their target audience. There is no reliable single definition of the groups, or of what is included in them, so please treat this with a pinch of salt. The social classification of the residents of **SG6 2ER** is **C2DE** and is shaded blue below. Please note that if your area contains more than one group, the shading can cover several classifications:



What the letters mean...

A	Professionals such as doctors, lawyers and dentists, chartered architects and engineers. Individuals with a large degree of responsibility such as senior executives and senior managers, higher grade civil servants and higher ranks of the armed services.
B	University lecturers, heads of local government departments, executive officers of the civil service, middle managers, qualified scientists, bank managers, police inspectors and senior ranks of the armed services.
C1	Nurses, technicians, pharmacists, salesmen, publicans, clerical workers, clerical officers within the civil service, police sergeants and constables and senior non-commissioned officers within the armed services.
C2	Skilled manual workers who have served apprenticeships; foremen, manual workers with special qualifications such as long distance lorry drivers, security officers and other non-commissioned officers within the armed services.
D	Semi-skilled and unskilled manual workers, including labourers and people serving apprenticeships; clerical assistants in the civil service, machine minders, farm labourers, laboratory assistants, postmen and all other members of the armed services.
E	Pensioners, casual workers, long term unemployed people, and others with relatively low or fixed levels of income.

Financial	The level of investors in this area is 25% of the national average and the financial risk associated with this postcode is classified as being roughly twice the national average.
Other Information	Most people read a newspaper such as the Sun, the mirror or the Daily Star and the level of internet usage is low. Response to mail order companies is average. There is a very low level of car ownership and when travelling to work people tend to use public and private transport or walk.

Financial Characteristics in SG6 2ER

Financial Risk

Based on Cameo financial risk, in **SG6 2ER** the ratio of good credit accounts and bad credit accounts across the area is as follows. A good credit account is one with payments made on time. A bad credit account is, or has been, in arrears.

One bad account in every 4 accounts

Credit Score

In **SG6 2ER** the average Credit Score for all households as calculated by checkmyfile.com and based on the Cameo financial risk is **526**

Affluence Rating of SG6 2ER

Affluence

Residents in **SG6 2ER** have a **lower than average** affluence rating which is common amongst people in the heavy spending years of building a family, or in later life when assets are sold to provide better income.

Newspaper Readership

Newspaper readership is linked with overall income and wealth. This is controversial because newspapers are not the only source of news and some papers attract a wide range of readers, but the correlation is nevertheless a strong one.

Number of Investors

The term 'investors' in this category relates to ownership of stock exchange quoted shares. The **number of investors** in an area reflects a higher than average level of disposable income and a better than average ability to save money.

Financial Risk

'Financial risk' is taken principally from the number of court judgments or decrees in any postcode. This is used as a negative measure of affluence as not all assets may be available to the apparent owner.

Car Ownership

One of the least reliable indicators of affluence, because cars may be leased rather than owned. If leased - for example a 'company car', **car ownership** can still give a measure of underlying income.

Property Ownership

Property ownership is one of the most popular ways of storing wealth and is usually the largest asset available to any individual. This measure is a strong indicator of affluence.

2011 Census for North Hertfordshire

The first release of 2011 Census population and household estimates for England and Wales was published on 16 July 2012.

The 2011 Census first release shows that on 27th March 2011 (Census Day) there were an estimated 127,100 usual residents in North Hertfordshire District. Of these 125,800 (99%) lived in households and 1,300 (1%) lived in communal establishments. The 2001 census showed a population of 116,900. 49.10% of the usual resident population of North Hertfordshire District at the time of the 2011 Census were male compared to 50.90% who were female. There were 53,400 households with at least one usual resident.

In addition to the usual residents there were an estimated 100 non-UK short-term residents (those who said they intended to stay in the UK more three months but less than twelve months). Of these 0 were male and 100 were female.

Competitor Analysis

Below are competitors that we have analysed to compare quality and price of service

COMPETITOR REPORT 2013

NUFFIELD HEALTH

Peak 12mth contract £61p.m.
Corporate Discount 12 mth £56p.m.
Peak 3mth Corporate contract £61p.m.
If you join for the 12 month contract you pay just the Joining Fee which is half price so normally £40 and just £20 with the rest of December Free.
If you join the 3 month membership you pay the rest of December and No Joining Fee.
Includes full body M.O.T. if your results improve after 3 months you receive 1 month's free membership, free P.T. or free guest passes.
Prices have generally gone up £1/£2 from August.

BANNATYNES
Peak Single £62pm
Off Peak single £50pm
Joining Fee is £15 for December with the Rest of the Year FREE.

KNIGHTS TEMPLAR
Off Peak £29p.m
Peak £35p.m.
Student £25p.m.
Joining Fee £25
Rest of the Year FREE.

PRIDE FITNESS
Peak rolling month £49.
Off Peak rolling month £39.
No Contract
Peak £40pm.
Off Peak £32pm
12 month agreements
Annual Peak £360
Annual Off Peak £300

ARCHERS
Relax Peak £30p.m. Joint £49p.m. Swim and Sauna and Steam only.
Relax Off-Peak £23p.m. Joint £37p.m.
Off Peak 33p.m. Joint £54p.m.
Peak £43p.m. Joint £74p.m.
Joining Fee £15 and Rest of the Year Free

X-CHANGE FITNESS
Major Investment Equipment Update January 2013.
The Best Offer is going to be Join in January and don't pay anything until March, but if I want to join in December he will let me join for £17.50.
£35p.m. use of both sites
£20 Admin Fee
2 Months Notice

ROYSTON LEISURE CENTRE
Off Peak £35p.m.
Peak £47p.m.
£15 Joining Fee with Rest of the Year Free.

DAVID LLOYD
£110 worth FREE New Member package which includes a free portrait with a local company, P.T. and reviews.
£43.75 Peak Membership 12 month contract.
£48.50 Peak Flexible minimum of 3 months.
Join Now For £35 Joining Fee and Get the Rest of the year FREE.
Facility to Join On-line.
12 day Membership for £12.

CHESTERFIELD DOWNS
£35p.m.
£25 Joining Fee.
Join now and pay nothing until February 2013.
No Contract.

SWOT Analysis

Strengths

Knowledge
Skills / Qualifications
Range of services
Free car parking
Variety / Diversity
Staff - Friendliness
Value for money of services
Professionalism
Classes
Pool layout
Sauna / Steam area
Department meetings
Feedback on creche
Location
Fitness facilities
Pricing
Free staff membership

Weakness

Cleanliness
Lack of interaction within departments
Equipment
Pay
Phone systems
Reception at peak times
No swipe system (doorman)
Staff motivation
Imbalance of staff contributions
Unreliable waves
Swimming waiting lists
Broken equipment
Old furniture
Issue of uniform
Personal development

Opportunities

Staff training
Multi skilling between departments
Course progression
Shadowing
Management training schemes
Increase in customers
Improvement of service
Improvement of activities
Weekend classes
Outdoor work in the summer
Weekend cleaners
Staff progression to other sites

Threats

Local competitors
Recession
Time constraints
Old facilities
Staff attitude
Technology
Financial constraints
Customers leaving
Complaints
Less communication
Possible bad reputation

Marketing Products

Facilities available

Facilities available at	NHLC	Fearnhill	LODP
25m pool / 50m pool	O		O
Teaching pool	O		O
Gym	O		
Workout programme	O		
Sports hall	O	O	
Vending	O	O	
Changing Rooms	O	O	O
Café	O		O
Sauna and Steam Room	O		
Badminton Courts	O	O	
Squash Courts	O		
Personal Training	O		
Sports massage	O		
AquaEd Swimschool	O		O
Ladies only sessions	O		
OFSTED registered Crèche	O		
Function room available for hire	O		
Children's parties	O		O
Children's holiday activities	O		
Courses	O	O	
Gymnasium		O	

Unique Selling Points

- Membership Diversity
- Ample Free Parking
- Everything under one roof
- Pay as you go options
- Ofsted registered Crèche
- New State of the Art Gym
- Disabled Access and facilities
- Child/ Family Friendly centres
- Comprehensive gym starter pack
- Working in partnership with the PCT
- Working in partnership with local organisations
- Answerable to the local authorities
- A part of the community
- Quest accreditation

Promotional Campaigns 2013 - 2014

Month	Promotion	Unit Target	Income Target
April	½ Price Joining Fee	85	5161
May	½ Price JF	80	6374
June	½ Price JF	80	4893
July	Open Day – Annuals Promotion – ½ price JF	90	8689
August	Catch 20-2 corporate promotion	75	5513
September	½ Price JF	90	6911
October	½ Price JF	90	6911
November	Rest of Year Free corporate promotion	90	7800
December	Open Day – Annuals Promotion – ½ price JF	40	4816
January	Annuals Promotion – ½ Price JF	140	11673
February	Annuals Promotion – ½ Price JF	115	10921
March	½ Price JF	85	7828

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NB Marketing costs are kept low due to high levels of referrals and leads coming from word of mouth.

Marketing Methods used are below;

- Internal and External Fliers
- Internal and External Posters
- Internal and External Banner
- Social Media (Facebook and Twitter)
- Text Outs
- Letters
- SLL Website

Research Planner

Example shown is a proposed planner for North Herts Leisure Centre

Customer Feedback
The Contractor shall invite on an annual basis all disabled user groups to an evening meeting to discuss their current and future requirements. SLL shall provide written notification shall be to these users and North Hertfordshire District Council at least two months prior to the meeting.

Research Overview / Summary	**Month**											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Database – User/Subscription Analysis												
Database – Sales Trends Analysis												
Customer – Straw Poll												
Customer Satisfaction Survey – Gym												
Customer Satisfaction Survey – Workout												
Customer Satisfaction Survey – Swimming												
Customer Satisfaction Survey – Crèche												
Customer Satisfaction Survey – Café/Bar												
Customer Satisfaction Survey – Dry Side Courses												
Post Activity Questionnaire – Party												
Post Activity Questionnaire – AquaEd												
Post Activity Questionnaire – Holiday Activities												
Post Activity Questionnaire – Private Hire												
Post Activity Questionnaire – Dry Side Courses												
Post Activity Questionnaire – School												
Exit Questionnaire – Gym Member												
Class Timetable – Workout Member												
Exit Questionnaire – Swimming Member												
Sport England – National Benchmarking Survey												
Non-User Survey												
Competitor Analysis												
Pricing Analysis												
Customer Forum												
Customer Comments Analysis												
Mystery Visit												

Example proposed promotional campaigns

Catch-20-2

July- August

Two customers can try the facilities as a full Archers Extra member for £20. The membership will last for 2 weeks and they will receive a program key and step 1 of the introduction course.

The campaign provides customers with the unique opportunity to trial the Archers xtra membership; this generates increased leads for us to convert to full memberships.

At the point of sale the customer advisors will offer the Catch-20-2 customer the opportunity to join as a DD member now and receive: 50% off the joining fee, if they don not need inductions they will get 50% off their Activation Fee (normal conditions apply) and the Catch-20-2 pass free. This offer will **NOT** be available at the end of a customer's 2-week trial membership. If only 1 person wants to do catch-20-2 they will still need to pay £20. Only 1 purchase per person.

The catch-20-2 memberships will be available to purchase between July and August 2013. Passes cannot be purchased for use after the end of August. All passes to be finished by the end of August.

- Advert to go out in the Comet Newspaper and Royston Crow
- Send out message on the wellness system on 3rd July
- Send out message on the incentivated system on 3rd July

Text Message: "Did you know that you and a friend can enjoy unlimited gym, swimming and classes for just £20 total. Call.... for more details."

Wellness System Message: "Why don't you and a friend try out our Archers Xtra membership which gives you unlimited gym, swimming and classes for just £20 in total. Please ask at reception for more details"

Date	Job	Completed (sign off)
20th June	Leaflets are handed out at local community days	CA's
Early July	Briefing on Catch-20-2 to gym staff & receptionists	CA's
9thJuly	Advert to go in The Comet and Royston Crow	CH
3rd July	Wellness message to go out	CA's
6th July	Text message to go out	CA's
Early July	Display Banner	CA's
July/Aug	Distribute leaflets	CA's
Early July	Contact ex-members	CA's
Early July	Outreach through local schools	CA's
Early July	Posters to local customer-facing businesses	CA's
Early July	Outreach to local businesses	CA's
Early July	Outreach to local sports & social clubs, posters and leaflets	CA's
16th Aug	Promotion End	

Target units= 75 new members, Target income =

‘Join now and get the rest of the year FREE’

Date: November - December

This promotion is for all new members taking out the Direct Debit membership option. The aim is to increase Direct Debit Memberships and beat the January 2011 rush traditionally the time when fitness centres advertise

Initial payment for customers joining;

15th November - to 15th December = Joining fee only.
(first DD January 14).
16th December - 31st December = Joining Fee + Jan 14
Pro-Rata (first DD 7th February 14).

When taking payment through MRM take the rest of year Pro-Rata amount off via the upgrade/downgrade button.

- Notice board and posters to go up around the centre on 16th November
- Send out text messages on 15th November
- Send out message on Wellness system 15th November
- Banners to up 15th November
- Advert in the Comet and Royston Crow

Text Message: ‘Join now and receive the rest of 2013 FREE!
Call..... (Centre’s telephone number) for more details’.

Wellness System Message: ‘Join onto a Direct Debit membership now and receive the rest of 2008 FREE! Please ask at reception for more details’.

Date	Job	Completed (sign off)
15th Nov	Notice Board/ Posters to go up around the centre	
15th Nov	Text messages to go out	
15th Nov	Wellness message to go out	
15th Nov	Banners to go up	
15th Nov	Start distributing leaflets to local community	
15th Nov	Advert in the Comet and Royston Crow	

Target = 90 units, target income

Promotions and Marketing Budget

SLL believes that to deliver an effective and co-ordinated marketing programme and general awareness campaign to all sectors on the community as above, a contract marketing budget of £13,600 would be necessary- split £12,205 for North Herts Leisure Centre, £1,170 for the Letchworth Outdoor Pool and £225 for Fearnhill Sports Centre. Together with the marketing spend for Royston Leisure Centre and Hitchin Swimming Centre this gives a total spend of over £50,000 which can be cost-effectively used to cohesively promote leisure and sport across the district.

This budget is profiled for each Centre (example below for North Herts Leisure Centre) by month and activity as below:

RESOURCES REQUIRED	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
Newspaper Adverts	0	0	0	500	0	0	0	500	0	0	0	0	1000
Banners	500	500	0	0	0	200	0	200	0	0	200	0	1600
Display/Notice Boards	200	0	0	0	0	0	0	0	0	0	0	0	200
Flyers	300	300	0	0	0	300	0	0	0	225	0	0	1125
Mailshots	20	20	20	20	20	20	20	20	20	20	20	20	240
Internal leaflets , cards/slips/packs	200	600	900	1000	0	900	900	1000	300	300	500	600	7200
Text Messaging	50	50	50	50	50	50	50	50	50	50	50	50	600
Posters	20	20	20	20	20	20	20	20	20	20	20	20	240
TOTAL	4215	1615	1015	1495	115	1515	1015	1315	615	415	815	715	12205

Letchworth Outdoor Pool and Fearnhill Sports Centre

Both Letchworth Outdoor Pool and Fearnhill Sports Centre will have a marketing and promotional plan included as part of their annual business plan. Please see below for example research, marketing and promotional plan and competitor analysis for Fearnhill Sports Centre

Fearnhill Sports Centre Research Planner

Research Overview/Summary	**Month**											
Research Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Database – User/Subscription Analysis												
Database – Sales Trends Analysis												
Customer – Straw Poll												
Customer Satisfaction Survey – Gym												
Customer Satisfaction Survey – Workout												
Customer Satisfaction Survey – Swimming												
Customer Satisfaction Survey – Crèche												
Customer Satisfaction Survey – Café/Bar												
Customer Satisfaction Survey – Dry Side Courses												
Post Activity Questionnaire – Party												
Post Activity Questionnaire – AquaEd												
Post Activity Questionnaire – Holiday Activities												
Post Activity Questionnaire – Private Hire												
Post Activity Questionnaire – Block Bookings	X				X				X			
Post Activity Questionnaire – School												
Exit Questionnaire – Gym Member												
Exit Questionnaire – Workout Member												
Exit Questionnaire – Swimming Member												
Sport England – National Benchmarking Survey												
Non-User Survey												
Competitor Analysis		X					X					
Pricing Analysis							X					
Customer Forum			X			X			X			X
Customer Comments Analysis	X	X	X	X	X	X	X	X	X	X	X	X
Mystery Visit												

Fearnhill Sports Centre Marketing/Promotion plan

		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Acquisition	Memberships												
	Referrals												
	Aqua Ed												
	Swimming												
	Children												
	Dry side	Banner to promote children's parties.		Utilise FernFile (School Newsletter)		Banner to promote dry activities		Utilise FernFile (School Newsletter)		Banner to promote dry activities			Utilise FernFile (School Newsletter)

Fearnhill Sports Centre Local Competitor Analysis

Centre	Membership type	Benefits	Minimum Contract	Price
NHLC	Peak / Off Peak Gold, Silver, Bronze	Gym, Classes, Sauna, Swim, Crèche, 2 courts p/w	None	Gold £44, Silver £36, Bronze £33
Knights Templar	Peak Fitness, Classes and Courts	Gym, Classes, Tennis and Badminton	3 Months	£35 Peak, £29 Off Peak
Nuffield	Peak – All In Off Peak – All In	Gym, Classes, Sauna, Swim, Crèche	12 / 0 Months	£56/61 Peak, £50.50 Off Peak
Pride Fitness (Spirella)	Full	Gym, Sauna and Steam	12 Months	£360 Per Year, £49 monthly
Bannatynes	All Inclusive	Gym, Classes, Spa, Sauna, Steam, Pool and Jacuzzi	None	£62 peak / £50 off peak Per Month
Archers	Swim / Gym / Classes	Gym, Classes and Pool (plus 5 free PT sessions)	15 Days	£43 peak / £33 off peak Per Month. Annuals £430 / £330
Fitness Connection	Peak / Off Peak	Gym, Classes, Sauna and Steam	12 Months	£35 peak / £20 off peak Per Month
Parkwood	Monthly	October free	2 Months	£38.50
Royston LC	Peak, Joint and Corporate	Gym, Swim, Sauna (Free PT X5)	3 Months	£47 Peak / £35 Off Peak
Chesfield Downs	Monthly	Gym, Classes, Par 3, Sauna, Steam and Jacuzzi	12 Months	£35 per month – Includes Zumba