



One Leisure Annual Performance Review

2023 - 2024



Agenda



- 1 Year in Numbers (2023 – 2024)
- 2 Year in Numbers (2022/23) vs. (2023/24)
- 3 Key Successes
- 4 We Said We Did
- 5 Challenging Operating Environment
- 6 Forward Plan (2024 – 2025)

Year in Numbers 2023 - 2024



3,330

SWIM SCHOOL



7,750

HEALTH & FITNESS



1.4m

ADMISSIONS



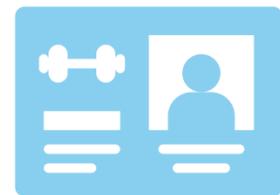
£6.5m

TOTAL EXPENDITURE



£1.2m

SWIM SCHOOL INCOME



£2.15m

MEMBERSHIP INCOME



£395k

BURGESS HALL INCOME



£6.1m

TOTAL INCOME

Year in Numbers 2023 - 2024



3,136

ORGANISED SESSIONS



31,457

ATTENDANCES



3,770

INDIVIDUAL PARTICIPANTS



£267k

TOTAL INCOME



309

EXERCISE REFERRAL



366 Walks
3,524 Attendances
194 Participants

**VOLUNTEER LED
SESSIONS**



1,337
**CONCESSIONARY
PAY & PLAY**



315
**ACTIVE LIFESTYLES
(HEALTH) MEMBERSHIPS**

Year in Numbers 2022/23 vs. 2023/24



INDICATOR	2022 - 2023	2023 - 2024	% CHANGE	UPDATE
Swim School Students	3,187	3,330	↑ 4%	Additional spaces identified to increase capacity
Health & Fitness	7,560	7,750	↑ 3%	Strategic approach taken in managing commercial sales
Admissions	1.3m	1.4m	↑ 8%	New member sales, swim school growth & new fitness classes provision (corporate KPI's)
Total Income	£5.5m	£6.1m	↑ 11%	2023-2024 price increase & compound effect from new sales and swim school growth
Total Expenditure	£5.9m	£6.5m	↑ 10%	Utilities (£325K), Payroll Costs (£200k), Business Rates (£65k)
Membership Income	£2m	£2.15m	↑ 8%	Higher level of membership sales & upfront income Leading to higher annual pre-paid membership base
Swim School Income	£1.1m	£1.22m	↑ 11%	Price Increase (£55k) & swim school growth £50k
Burgess Hall Income	£310k	£395k	↑ 28%	150 events 23-24 vs. 138 events in 22-23 Higher yield (average spend in events higher year on year) New Events & Hospitality Manager

Year in Numbers 2022/23 vs. 2023/24



INDICATOR	2022 - 2023	2023 - 2024	% CHANGE	UPDATE
Organised sessions	2,051	3,136	↑ 53%	New courses funded by the ICS (health), St Neots Primary Care Network & additional PAYG sessions in community venues.
Attendances	22,395	31,457	↑ 40%	New courses & growth in PAYG sessions
Individual Participants	2,470	3,770	↑ 53%	Increased offer targeting more individuals
Memberships	187	315	↑ 68%	Active Lifestyles Platinum & Concessionary Pre-paid Options
Concession Pay & Play	750	1,337	↑ 78%	Individuals with discounted access to One Leisure
Volunteer Led Sessions	364	366	← 1% →	Funding remained static and slow recovery post Covid
Exercise Referral Clients	275	300	↑ 12%	Referrals increasing post Covid for first time.
Total Income	£186k	£267k	↑ 43%	Memberships, PAYG, Commissioned Activity and Grant Funding all increased in 2023/24.

Key Successes 2023 - 2024



Commissioned and endorsed the Built & Playing Pitch Strategies

Developed and finalised the independent Long Term Operating Model review



Successfully reopened Pure Spas at One Leisure St Neots & St Ives

Awarded **£750k** from Sport England for installation of Solar PV (**£700k**) & Poolhall glazing (**£50k**) at St Ives Indoor Leisure Centre (Phase 2)

PHYSICAL ACTIVITY HAS INCREASED BY 100,000 ATTENDANCES YEAR ON YEAR

£250K

Project to re-lay 3G pitch at St Ives Outdoor Centre

Supported Sawtry (Meridian Trust) in Phase 1 of Swimming Support Fund to gain

£38K

of funding

One Leisure membership architecture review and new membership

Recruitment



Activities Manager
Business Support & Compliance Manager
Events & Hospitality Manager

Successful CIL & HDC capital funding of

£300k

to re-lay hockey pitch at OLSIO

Key Successes 2023 - 2024



NEW CARDIOVASCULAR DISEASE AND FRAILTY PREVENTION PROGRAMMES (ICS FUNDED)

- Staying Active
- Over 60's Club
- Active for Life
- Golden Games
- Active for Health Xtra
- FitFuture

43

Healthy You beginners activities delivered with some courses transferring to mainstream One Leisure classes

New care home offer developed

6

Continued after 6-week trial

11

Total settings

25 Volunteer 'Wellbeing Walk' Leaders trained for a number of partners



8 LEVEL 4 QUALIFICATIONS

Cancer & Exercise, Cardiac Rehab & Postural Stability instructor increasing resilience across the team of five staff

70% Completion rate for healthy weight programmes: Active for Health Lets Get moving

615

Individuals have taken part in one of our courses for beginners, for healthy weight or to stay active (6, 9 or 12 weeks)

“
I live alone and at times loneliness is my norm. I rarely get to just sit and chat and enjoy the company of others. Since attending I have felt more comfortable talking to people and feel my confidence has grown in initiating conversations. The club is making such a difference to my life and has become the highlight of my week.
”

“
Before this course, I felt the leisure centre wasn't worth my monthly subscription as my body image wasn't fitting for the sports environment. I have always enjoyed fitness but took my foot off the gas to raise a family. I would like to thank HDC's Active Lifestyles Staff for giving me a great kickstart back into becoming more healthy and the lovely group I was introduced to. There are many different characters in there and I have become very fond of them all. I look forward to continuing to meet up, sharing our laughs and showing support for each other.
”

“
I would just like to let you know how valuable I found the strength and balance sessions. As somebody who has lived her entire life with mobility difficulties that have been challenging, sometimes improving and sometimes being not so good, I have never found an exercise class I could access. Lots of the exercises could be done from a wheelchair, and he was so open to thinking about adaptations that allowed me to take part in a meaningful way. He also made the hour fly by.
”



“SINCE JOINING THE HEALTH ACTIVITIES, IT HAS BROUGHT THE JOY BACK TO MY LIFE, ENERGY LEVELS ARE IMPROVING, I'VE MADE FRIENDS, AND DISCOVERED A LOT OF EXERCISES I NOW ENJOY”
ACTIVE FOR HEALTH PARTICIPANT



We Said - We Did



WE SAID

WE DID

Provide a medium term financial and operational plan for One Leisure	Launched the 2023-2024 One Leisure Business Strategy
Implement a framework to support commercial sales	Delivered a dedicated commercial sales management system
Complete long term operating model review for One Leisure	Commissioned & implemented an independent review of One Leisure
To develop and implement strategic reviews of all built and playing pitch assets across the District	Endorsed the Built & Playing Pitch Strategies
Identify opportunities to showcase and promote work of Active Lifestyles	Developed and launched a physical activity catalogue for Active Lifestyles
Implement hybrid business model at Burgess Hall and recruit Events and Hospitality Manager	Undertook a full commercial review of Burgess Hall & appointed dedicated Events & Hospitality Manager
Review opportunities to support commercial sustainability across One Leisure	Implemented programme review actions across health and fitness and swim school to support increased financial sustainability
Improve online member experience for joining One Leisure	Fully launched a new modernised online joining and booking platform

Challenging Operating Environment



Rises in Inflation

Customer Behaviours

Utility Costs

Health & Wellbeing

Cost of Living Crisis

Long Term Operating Model

Local Competition

Commercial Sustainability

Forward Plan 2024 - 2025



Action	Implementation Date
Execution of One Leisure short term operating model	April 2024
Implementation of the new One Leisure staff review structures	April 2024
Introduction of 2024-2025 annual price increase	April 2024
Introduce new operational and commercial dashboard to support service improvements	April 2024
Develop outline business cases for capital investment	April - December 2024
Implement new membership architecture & re-branding	May 2024
Commence procurement of One Leisure CRM system	May 2024
Deliver health & fitness capital investment works at St Neots & St Ives	July - August 2024
Commence the development of a new look One Leisure website	September 2024

Forward Plan 2024 - 2025



Action	Implementation Date
Develop the exercise offer for care homes, residential homes, and assisted living in the district (currently 11 settings ongoing) - Target 25 by March 2025	Ongoing
Attain 'Tier 2' status for 'Active for Health' (healthy weight project) and 'Active for Health 'Xtra' (CVD prevention project)	June 2024
Continue to develop the service's and wider HDC's relationship with 'health' including the Integrated Care System, Primary Care Networks, Secondary Care, clinical health services and specialist health services	Ongoing
Increase membership take up including Concessionary Membership Scheme and Undefeatables to eligible residents	Ongoing
To develop and implement an Active Lifestyles (Health) Business Plan and Strategy for 2024-2027 - in line with independent review recommendations	July 2024

QUESTIONS?