

One Leisure Membership Architecture Proposal

Purpose of the Report

- Re-brand, re-align and modernise the membership architecture and pricing
- Consistent branding across all One Leisure activities
- Redefine its existing memberships and introduce new packages with added value to support financial sustainability
- Align pricing with the new online joining process and improve the customer experience
- Play a key role in returning One Leisure back to its pre-pandemic membership base

Proposal – Rebrand Memberships

Existing Branding	New 2024 Branding	Rationale for Change
Badminton/Squash/Table Tennis	<i>One Raquets</i>	Stronger branding Marketing uniformity
Roller Skating/ Soft Play / Kids	<i>One Kids</i>	
Fitness classes Pay-as-you-go	<i>One Group Exercise</i>	
Cyclone	To be removed , included in Platinum	Transparency of product offering with simple to understand titles Streamlining of offering. Removal of minimal use membership
Solo	<i>One Gym</i> (Replace 'Impressions' branding)	
Aqua	<i>One Swim</i>	
Platinum	<i>One Platinum</i>	
	<i>One Diamond</i>	Clear KPI areas Premium higher tier branding
	<i>One Diamond Plus</i>	

Proposal – New Memberships

Diamond membership (£55 per month)

- Inclusive access of the Pure Spa
- Pilot and if successful permanently implement 8-day advanced bookings rights (currently 7 days for Platinum members (group exercise))
- Free unlimited family swimming
- Access to all One Leisure sites
- Partner memberships are available for £100 per month and an annual is £550 (12 months for the price of 10 months)
- **This will be launched from April 2024**

Diamond Plus membership (£65 per month)

- Inclusive access of the Pure Spa
- Pilot and if successful permanently implement 14-day advanced bookings (currently 7 days for Platinum members (group exercise))
- 2-hour peak time racquets
- Free Soft Play
- 1 x Free Ten Pin Bowling (St Ives Indoor Leisure Centre)
- Free monthly guest pass for friends or family (limited to 4 per month)
- Multi discounts on product offerings across One Leisure
- Partner memberships are available for £120 per month and an annual is £650 (12 months for the price of 10 months)
- **We are seeking approval of this membership package in principle but reserve the right to implement it upon successful evaluation of the Diamond membership sales and take up post April 2024**

Junior membership is aimed at 11 – 15 years olds (£20 per month)

- Unlimited Swimming (at all One Leisure sites)
- Off peak court usage
- Junior Gym access
- Junior group exercise classes (to be launched from 1st April 2024)
- Free access to Roller Skating (at all One Leisure sites)
- Full access to all One Leisure sites
- Annual memberships are available at £200 per annum (12 months for the price of 10 months)
- **This will be launched from April 2024**

Why this approach?

- Clearer marketing offer
- Improved customer journey on the new online joining platform
- Clearer membership options driving more commercial sales
- One Leisure remains competitive
- Supports greater usage & increases physical activity across the family
- It will contribute to the longer-term financial sustainability of One Leisure and work towards achieving pre-pandemic levels.

Recommendations

1. Re-brand of One Leisure's existing membership architecture to support compatibility with its new online joining platform and to support wider improvements to customer service delivery;
2. One Leisure can re-align and modernise the membership architecture and pricing across all One Leisure sites;
3. One Leisure can implement three new membership options to support the sustainable operation of facilities, maximising access and supporting the wider commercial sustainability of One Leisure;
4. That this proposal forms a significant part of the process and journey of returning One Leisure back to its pre-pandemic membership base and thus strengthening its financial resilience as a non-statutory service, whilst contributing significantly to the council's corporate plan objectives around resident outcomes.

QUESTIONS?