

**Cotswold DC Leisure Management Contract
Health and Wellbeing Strategy and Facility Improvements**

SLM and Cotswold District Council are working in partnership to enhance the health and wellbeing of the Cotswold communities. This is achieved by the provision of high-quality leisure facilities, with modern equipment, supported by a wide and varied programme of sports, health, leisure and cultural activities, designed to cater for the Cotswold communities.

As a means of maintaining customer experience and ensuring that the service achieves its objectives, the health and fitness equipment is replaced every five years, the costs of which are contractually met by the Council. The health and fitness equipment was last replaced in 2015. The equipment replacement schedule required all health and fitness equipment to be replaced in November 2020, but this was delayed due to the pandemic and the subsequent closure of leisure facilities. Now that the centres are open, SLM and CDC are working together to look at a means of modernising and enhancing the current health and fitness offer, replacing the fitness equipment and extending health and wellbeing service across the community. This is ever more important in order to improve the health of communities.

Since coming out of lockdown and re-opening of services, SLM have developed a new Health and Wellbeing Strategy aligned to the new Sport England Strategy "Uniting the Movement". The pandemic has highlighted the huge importance of leading a healthier and more active lifestyle, and there has never been a more important time to encourage communities to get active in our leisure centres. In doing so, our leisure services can make a significant contribution to the achievement of the Councils health and wellbeing and social value outcomes.

The partnerships health and fitness facilities play a major role in keeping our communities active, and we are now at a stage where investment in new, more inclusive health and fitness equipment is required. Currently, the equipment is outdated for encouraging a more diverse range of people to use the facilities. This is especially important at Cirencester Leisure Centre where there has been growth in health and fitness competition from Puregym, which has led to a decline in membership and participation at Cirencester Leisure Centre.

To enhance the quality of fitness equipment for our residents, and ensuring that participation levels continue to increase, we are now seeking approval for the replacement of equipment at Bourton and Cirencester Leisure Centres. There is also a need to refresh the health and fitness provision at Chipping Camden Leisure Centre. This can be achieved as a result of either:

- Option 1: Refurbishing and relocating some of the equipment from the Cirencester or Bourton facilities and transferring the equipment to Chipping Camden, or,
- Option 2: Purchasing new health and fitness equipment for Chipping Camden.

The cost for option 1 would be £5,000. The cost for option 2 would be £40,000.

The Cotswolds facilities would benefit from enhancement through refurbished, modernised fitness suites and brand-new equipment (44 stations at Bourton, 75 stations at Cirencester). Both centres will benefit from new state of the art equipment with the innovative digital and online programming solutions that this equipment brings.

This will provide enhanced opportunities for residents and will support the achievement of the required outcomes in the Councils new Health and Wellbeing Strategy.

Health and Fitness Equipment

Through the health and fitness suite developments, we will create fresh, modern, inviting fitness areas that will deliver a better-quality customer experience, and provide facilities that will compete with other local health and fitness operators that have moved into the District. These developments, combined with our approach to increased marketing, sales and active communities planning, will enhance the quality of provision and add value to the facilities at this important time of recovery. These improvements will:

- create inspiring, modernised facilities, offering excellent value for money in an increasingly competitive Sports and Leisure Management Limited

health and fitness market

- promote healthy lifestyles by encouraging greater levels of participation across a wider range of activities, and
- expand and improve the health and fitness offer to attract new users from specific target groups such as inactive residents, women and girls and people with health conditions.

Equipment Innovation: Due to a rising trend in “functional” fitness training, and a move away from traditional gym equipment (treadmills, rowing machines and stair climbers) the fitness suites have been designed to include more functional training options (using more free weights and benches) and HiiT (High Intensity) training areas, providing greater choice for customers, thereby attracting a wider variety of users.

These new activities increase workout options for people wanting to become active, lose weight, get fit and improve their general well-being. HiiT high Intensity workouts are designed for people who are “time-pressured”, providing a quick and efficient workout for today’s busy society. These workouts have developed over recent years and will enhance the offer at our centres. Functional training equipment helps users to lose weight and increase strength and flexibility for everyday life. There has been a significant move towards functional training in recent years and this will help improve health and wellbeing when introduced in the centres.

We will continue to include cardiovascular equipment, but there is less demand for this type of equipment than there was 10 years ago when this equipment was installed. Importantly, we will also include accessible equipment in order to meet the needs of people with disabilities and specific needs. The equipment will meet the **Inclusive Fitness Initiative** requirements, meaning that customers with mobility and accessibility needs will be catered for.

Technogym Equipment

Our Group Development Director works closely with our suppliers Technogym to ensure fitness equipment delivers an excellent customer experience that meets the ever-changing health and fitness trends.

The new equipment will deliver the following benefits:

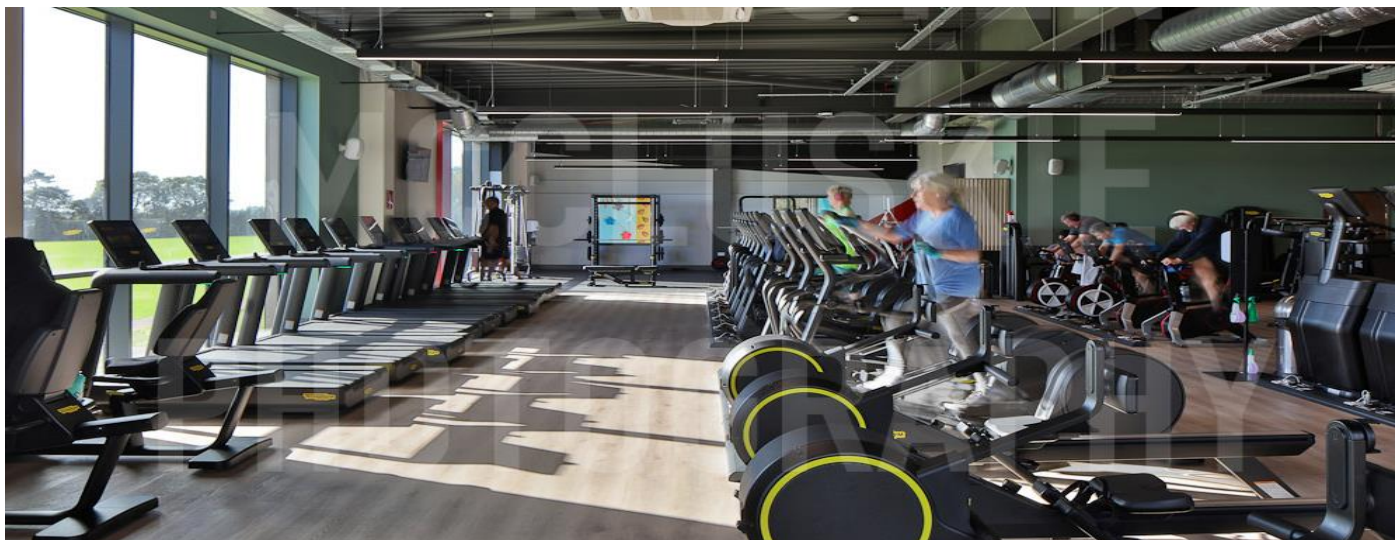
- Attractive new look facilities – enabling the “re-launch” of the facilities. This will deliver an increased customer base, leading to increased participation levels
- Inclusive equipment for those living with disabilities or long-term health conditions
- Improvement in functional training areas to attract different users’ groups
- Increased the opportunities for all ages and abilities
- New programming of activities in the fitness spaces
- Provision of new small group training sessions on the functional equipment
- A wider offer for customers of the Exercise Referral Scheme
- Energy efficient equipment, providing a reduction in the centres carbon footprint, and
- A comprehensive warranty ensuring continuity of service for customer and less breakdown events.

The fitness suites will also benefit from a full redecoration of the walls and new floor coverings. New carpets will be laid, and new rubber gym matting will be placed where required to protect the floor surfaces.

Group Exercise Equipment Replacement

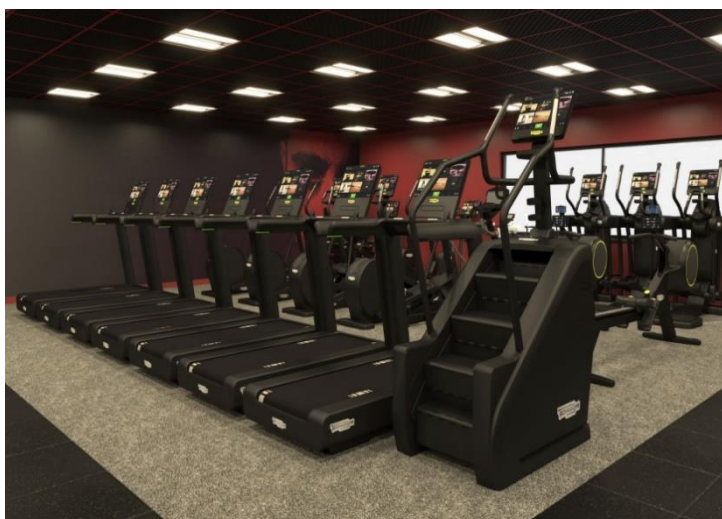
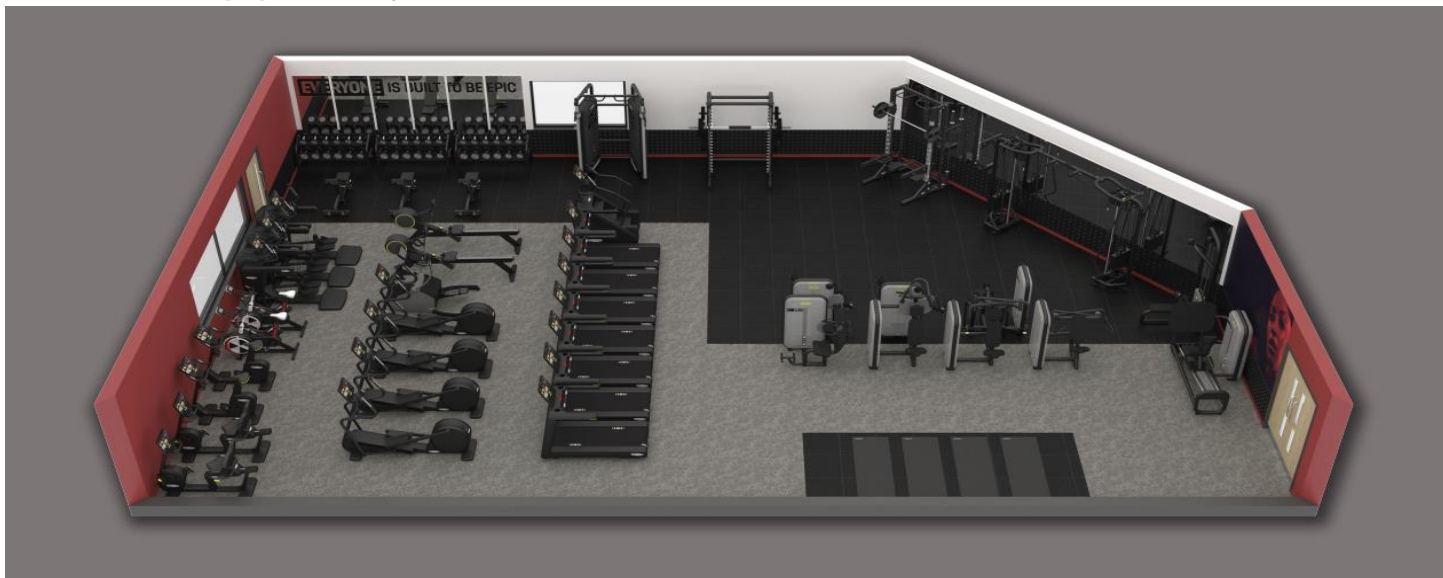
Everyone Active will invest in the replacement of new equipment and Group Cycling bikes to enhance the customer experience for members that participate in the Group Exercise Programme. This equipment will be replaced at the same time as the replacement of gym equipment, meaning that customers will benefit from new, enhanced equipment, leading to increased customer satisfaction.

We have recently undertaken similar projects in other fitness suites and provide visual examples of Fareham Leisure Centre to illustrate the quality of finish and the positive environments for health and wellbeing which have been created.



The images below illustrate the new layouts for fitness equipment, showing an increase in resistance and functional equipment, whilst still providing a range of cardiovascular machines – in order to meet adapting trends in health and fitness requirements.

Bourton New Equipment Layout Plan



Cirencester New Equipment Layout Plan

EVERYONE ACTIVE - CIRCENCESTER - CUTAWAY



Example of a recent SLM development resulting in improved performance:**Case Study:****Meadowside Leisure Centre****Location:** Burton on Trent, Staffordshire**Client:** East Staffordshire Borough Council**Refurbishment:** £1.3million**Completion:** June 2019**Main Contractor:** Calix Leisure

Starting on 1st February 2019, this 10-year contract included the delivery of £1.8m capital development schemes within the first twelve months of the contract.

The works comprised a full refurbishment of Meadowside Leisure Centre and part refurbishment of Uttoxeter Leisure Centre and the creation of a new 35 station fitness suite at Shobnall Leisure Complex.

The scheme at Meadowside Leisure Centre consisted of a major internal redesign and refurbishment of activity spaces with a new 120 station fitness suite, soft play and climbing centre, creating a fantastic activity hub in the town centre.

The investment has ensured that the Council meets its objective of offering value for money services, identified in the Corporate plan. These new and diverse activities have created more opportunities for the residents of East Staffordshire to improve their health and well-being.

Key Outcomes

- 2019/20 participation – 641,357 visits. An Increase of 43,000 on the previous year's figure
- 3,028 health and fitness memberships - 182% increase
- 1,958 swimming lesson students - 46% increase from the beginning of the contract
- 45,625 visits from local sports club participants
- 10,237 attendances on children's sport school activities
- 24,860 Everyone Active Card registrations in the first year of the contract
- Provided free access to the facilities for the 58 local sports scholarship winners
- 1,083 free day passes given to local organisations and members of the general public

Participation and Member Growth

Actively promoting and creating awareness of the facilities, activities, and programmes inside the centres and in the wider community will be crucial to the increase in participation and membership growth post Covid.

In line with the latest Sport England Strategy, SLM are working towards “recovery and reinvention” in order to return to the membership and participation levels that were being achieved before Covid. A Group Marketing and Sales Strategy has been developed towards implementing national and local level campaigns to return to the growth that was being achieved prior to March 2020.

The Cotswold Contract Sales Manager will oversee the local sales and marketing plan. The Sales Manager will be supported by a Membership Consultant for the operational delivery and success of the sales plan. The Cotswold sales team will be supported by an Area Sales Manager and the West Region Regional Sales & Business Manager. The Area and Regional Managers will support the local team with training and development and ongoing review of sales performance and reporting measures. A robust reporting system is currently adopted to review sales performance and membership growth against forecasts on a routine

basis (daily, weekly and monthly). A copy of the Sales KPI report will be shared with the Council on a weekly / monthly basis as part of the ongoing review.

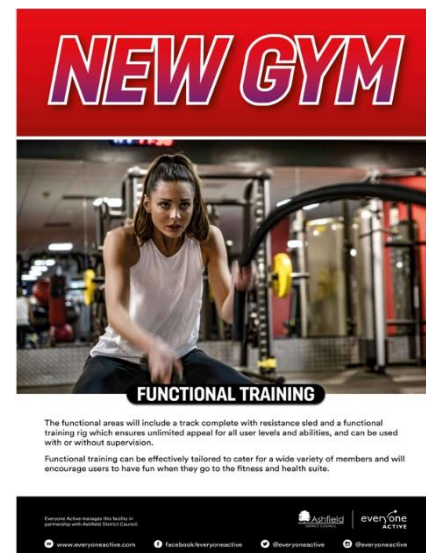
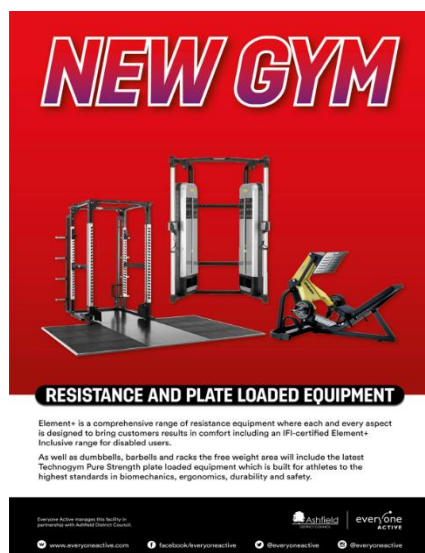
Below, we have highlighted the focus areas of our marketing and promotion strategy 2022–2023:

- The primary objective is to recover the fitness and swimming lesson membership bases back to where they were pre-Covid and the opening of competitor Pure Gym. This includes:
 - Regain the members lost during Covid and the opening of Pure Gym
 - Re-engage with our existing members
 - Limit the amount of new leavers
- Encourage customers to make movement, sport and activity central to their lives
- Remove the barriers to exercise
- Encourage customers with disabilities and long-term health conditions to be more active
- Encourage more under 16s to become active by giving each child/young person the opportunity to experience the enjoyment of activity in a safe and inclusive environment
- Increase participation in sports amongst all ages and demographics
- Work in partnership with Cotswold DC to form a unified marketing and communication approach to encourage customers in lower socio-economic groups and inactive communities to be more active
- Increase the value of our membership and online packages to appeal to a wider demographic (long-term health conditions, customers with disabilities, etc.)
- Improve the customer “online” journey, including new at home workout options
- Increase social media presence and engagement
- Remain flexible in our approach and adapt as the World changes

The refurbishment of the fitness facilities will provide the opportunity for a PR and marketing campaign to raise awareness of the Councils and Everyone Active's investment and the improvements that have been made to the centres as a result. This will help to generate greater awareness of the Centres, stimulate interest and help engage the local populations to get active.

Re-launch of the refurbished facilities

Throughout the refurbishment of the 3 facilities, we will keep customers fully informed with the timescale of works and provide imagery on social media and in centre so they are able to view what the refurbished facilities and new equipment will look like. We will implement our ‘coming soon’ promotional materials to create excitement and stimulate interest in the new facilities, and we will engage with non-members to promote the improvement in quality of the facilities to increase the opportunities for membership growth. Examples of marketing and promotional imagery of a recent refurbishment can be seen below:



The investment in the facilities will help to recover the membership levels back to pre-covid levels as shown in the table below. Since re-opening, membership has increased, but has failed to reach pre-covid figures. The refurbishment of the facilities will help recover the service and grow membership levels as shown below:

Facility	Pre-covid	Current	Forecast
Bourton	822	650	850
Cirencester	2895	1890	3000
Chipping Camden	168	132	198

Re-opening of the Café Facility at Cirencester.

The lockdown and restrictions on re-opening had a detrimental impact on the café at Cirencester Leisure Centre with trade dropping to loss-making levels since re-opening. The café has remained closed as a means of reducing financial losses.

Since restrictions are being removed and consumer confidence growing, we intend to re-open the café service in April 2022. The recruitment of catering colleagues is being undertaken and we intend to re-open the café as soon as fully trained colleagues are in post. Re-opening the cafe will be important in re-instating a social area which can be used by the whole community.

In order to recover the café service and commercial performance, investment in refurbishment of the area with redecoration and the installation of new furniture is required. The café will be re-established as a quality food and beverage offering catering for leisure centre users and visitors in the area. The café area will be further improved with the removal of the radiators that are in front of the pool viewing gallery spectator windows. The removal of these and the addition of additional spectator seating will enhance customer experience, enabling spectators improved viewing experience in this area.

Example image of new café furniture at the Everyone Active Grange Paddocks Leisure Centre



The café will provide opportunities for social gatherings, meetings and health and wellbeing activities throughout the daytime such as community café sessions to help reduce social isolation and improve opportunities for people of all ages to feel safe and welcomed in a community environment. These opportunities will be promoted through the Health and Wellbeing Plan and will be managed by the new Active Communities Manager

In addition to the above, we will:

- promote positive attitudes towards healthy eating with a responsible approach to educating customers.
- link calorific intake to activity levels for a balanced lifestyle with clear labelling

Sports and Leisure Management Limited

Commercially Sensitive "not for disclosure to third parties"

- ensure food and beverage offers are based around healthy options and choices, using this as an opportunity to educate and promote the benefits of healthy eating to our customers
- provide a comprehensive food and drink selection that caters for different groups of customers as well as different dietary requirements
- We will provide areas to relax before, or after using the facility or just as a place for socialising in the local community with groups, clubs, friends or family
- We will review our offering in line with customer feedback and new innovative options for secondary spend to ensure that we remain at the forefront of health and wellbeing in the local community.

Contract Investment Summary

Below, we have provided a breakdown of the proposed investment costs for each facility. It should be noted that the costs below for fitness equipment replacement have been increased (compared to previous quotes supplied in 2021) to make an allowance for inflation. We have recently been notified of a 20-25% increase in costs from our supplier Technogym.

Cirencester Leisure Centre	Cost
Technogym Equipment Replacement (includes warranty)	£200,000
Octane	£4,500
Watt Bike	£3,300
Cabling and Wiring	£9,900
Rubberised Flooring	£14,000
Temporary Gym Removal	£1,000
Gym Equipment trade in	-£15,000
Café Equipment (Seating, tables and servery equipment)	£7,000
Total (excluding vat)	£224,700
Bourton Leisure Centre	Cost
Technogym Equipment Replacement (includes warranty)	£125,000
Cabling and Wiring	£8,280
Rubberised Floor – D2F	£10,000
Temporary Gym Removal	£1,000
Gym Equipment trade in	-£10,000
Total (excluding VAT)	£134,280
Chipping Camden	Cost
Option 1 Equipment re-location from Bourton and Cirencester	5,000
Option 2 Replacement equipment with new Technogym equipment	40,000
Total (excluding vat)	£
TOTAL CAPITAL INVESTMENT WITH CHIPPING CAMDEN OPTION 1	£363,980
TOTAL CAPITAL INVESTMENT WITH CHIPPING CAMDEN OPTION 2	£398,980

Approach to Delivering the Key Authority Outcomes

This investment is crucial to the facilities and communities and is also linked directly to the delivery of the following Council objectives.

- **Delivering our services to the highest standards** – by investing into the facilities, we will deliver an enhanced customer experience through an improved café environment, circulation areas and programmes of activities within the gyms.
- **Responding to the challenges presented by the climate crisis** – new equipment and the enhanced mix/layout will reduce the amount of powered equipment which will help towards the reduction of consumption and our carbon footprint. The new equipment which is powered is also more energy efficient in comparison to the old equipment.
- **Helping residents and communities access the support they need for good health and wellbeing** – customers expect to exercise in bright, clean, well-equipped environments which provide the latest equipment and technology to support their health & wellbeing journey. This investment will secure a much-needed improvement, enhancing accessibility, flexibility and inclusive services at the facilities. Through improved programming opportunities due to the new fitness equipment and the

implementation of our Health and Wellbeing framework, we will improve the outcomes of the Cotswold residents. Customers at Cirencester will also be able to relax and socialise in an improved café environment, with the addition of health and wellbeing programmes.

- **Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs**
Improvement in the fitness equipment and new programmes will help reduce levels of inactivity deliver increased participation and improve health and wellbeing.

New Post: Active Communities Manager

To support the achievement of Cotswold DC's Strategic Outcomes and the delivery of a new bespoke Cotswolds Community Wellbeing Plan, we will recruit to and implement a new role of Active Communities Manager in the Cotswolds Contract. The Active Communities Manager will work in partnership with the Council's Health and Wellbeing team focussed on developing partnerships programmes, developing club links, providing and assessing insight, sourcing funding and delivery of programmes.

The Active Communities Manager will be supported by leisure centre colleagues, external instructors and up-skilled, experienced volunteers. Investing in colleagues and local volunteer champions will ensure the links between partners and their strategic objectives will transcend further through the community to ensure a seamless link is created.

Improving Social Value in the Cotswolds

Since January 2013, The Social Value Act requires Council procurement to enhance economic, social and environmental wellbeing. We will be to work with partners in a collaborative way to provide improvements in Health and Wellbeing for the people of the Cotswolds but also wider Social, Economic, Health and Environmental outcomes which will benefit the community through the equipment replacement.

This aligns to Cotswold Council's objectives of 'reducing levels of inactivity and improving the health and wellbeing outcomes of residents. We will create opportunities for:

- Health initiatives to the wider community through outreach programmes
- Local and National Suppliers, both small, medium and large
- Economic development via targeted employment (local people), apprenticeships/training opportunities
- Partnership working and supporting local communities and charitable organisations, and
- Environmental sound practices to minimise our impact on the environment

Working in Partnership to Demonstrate the Social Value Outcomes

Partnership working with Cotswold DC and key stakeholders is crucial in delivering the outcome objectives of the partnership. We will ensure regular dialogue, working closely to develop new partnerships who will utilise the new facilities in order to provide a wider impact from the service.

We will work closely with Council, stakeholders and wider partners to focus on:

- **Sharing resources:** we will develop a joined-up approach to the delivery of community wellbeing
- **Collaboration:** deliver joint marketing, digital communications and PR messages
- **Insight and Research:** conduct/share insights, research to help partners deliver community initiatives
- **Connect with stakeholders:** connect with education, health, social care and housing partners
- **Connect Local Partnerships:** develop engagement with schools, business and voluntary sector
- **Relationship with Public services:** identify public / community facilities / village halls / green spaces to deliver Active Communities and outreach activity
- **Funding support:** support funding applications and grant programmes to provide community increase in community and facility-based activity.

Cotswolds Social Value Calculator: We will utilise the new 4Global and Datahub Social Value reports to demonstrate and evidence the Social Value impacts that we make in the Cotswold District. Using evidence based academic research, undertaken by Sheffield Hallam University and funded by DCMS and Sport England, the Social Value Calculator (SVC) provides the ability to measure and value the impact of sport

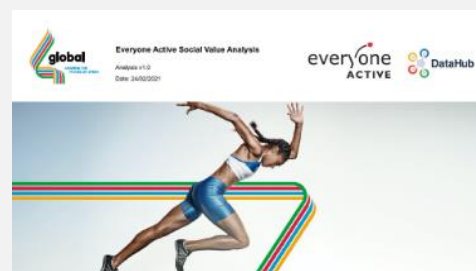
and physical activities we offer. Using our EA card data and sector-wide benchmarks, SVC gives insight to the community savings generated across four key areas;

- **Physical and Mental Health** – generated savings in health and social care costs through the reduced risk of various health conditions thanks to being physically active.
- **Subjective Wellbeing** – generated social value through the increased wellbeing derived from a participant's engagement in sport using a wellbeing evaluation approach.
- **Individual development** – generated social value through improved educational attainment thanks to physical activity participation.
- **Social and Community development** – generated social value through savings in the criminal justice system costs derived from reduced crime rates in young people and increased social capital derived from enhanced social networks.

Evidence – Everyone Active Social Value: In 2019/20 Everyone Active generated **£342 million** of Social Value return from activity programmes delivered across England (broken down into 4 key areas below). The report, which can be provided upon request, enables us to filter savings by strategic demographic groups, activity programmes over different time periods, as well as align it with other contextual data such as deprivation, population density and a dynamic activity layer in individual contracts.

Social Value Generated

- Improved health: £52,005,503
- Improved subjective wellbeing: £282,579,808
- Increased educational attainment: £6,876,923
- Reduced crime: £279,972.



This demonstrates how effective Everyone Active facilities are at targeting high value groups that deliver significant community savings: For further information on Datahub / 4Global: <https://vimeo.com/218005570>. Click the following link for more information: [LocalGov.co.uk - Your authority on UK local government - Everyone Active generated £342m in social value](https://www.local.gov.uk/your-authority-on-uk-local-government-everyone-active-generated-342m-in-social-value). In April 2019 to March 2020, the **Cotswold** contract generated **£3.6 million** of social return from programme delivery and activity in and outside of the leisure centres.

TOTAL SOCIAL VALUE ⓘ £3,633,529	TOTAL SV PARTICIPANTS ⓘ 21,881
SOCIAL VALUE PER PERSON ⓘ £166	SOCIAL VALUE PER SITE ⓘ £908,382

The fitness suites and associated activities generate £724,663 which equates to 20% of the total value of social value generated across all the facilities. This evidences the importance of the fitness suites and the positive impact they place on people's lives.

	LEISURE CENTRE ↓↑	CONTRACT ↓↑	REGION ↓↑	SOCIAL VALUE (FILTER PERIOD) ↓↑	SV YOY % CHANGE ↓↑	PEOPLE COUNT (FILTER PERIOD) ↓↑	AVG VALUE PER PERSON (FILTER PERIOD) ↓↑	AVG SV YOY % CHANGE ↓↑
+	COTSWOLD LEISURE CIRENCESTER	COTSWOLDS CONTRACT	WEST REGION	£2,636,112	-	14,146	£186	+286.64%
+	COTSWOLD LEISURE BOURTON	COTSWOLDS CONTRACT	WEST REGION	£621,827	-	4,352	£143	+259.35%
+	COTSWOLD LEISURE CHIPPING CAMPDEN	COTSWOLDS CONTRACT	WEST REGION	£214,064	-	1,690	£127	+107.77%
+	CORINIUM MUSEUM	COTSWOLDS CONTRACT	WEST REGION	£161,525	-	1,693	£95	+13.39%
	GRAND TOTAL	-	-	£3,633,529	+935.65%	21,881	£166	+237.70%

TOTAL SOCIAL VALUE ⓘ

£724,663

TOTAL SV PARTICIPANTS ⓘ

4,932

SOCIAL VALUE PER PERSON ⓘ

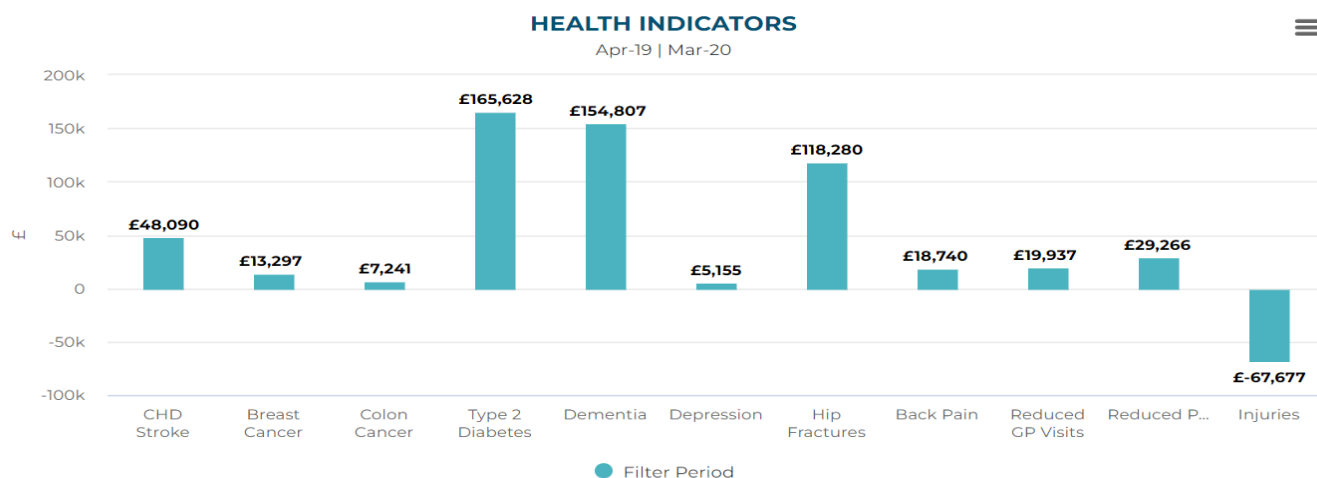
£147

SOCIAL VALUE PER SITE ⓘ

£181,166

Below, we evidence the return in social value for the Cotswolds in 2019-2020 for the four key indicators.

HEALTH INDICATORS



INDICATORS

PHYSICAL & MENTAL HEALTH ①

£512,764

SUBJECTIVE WELLBEING ①

£2,115,947

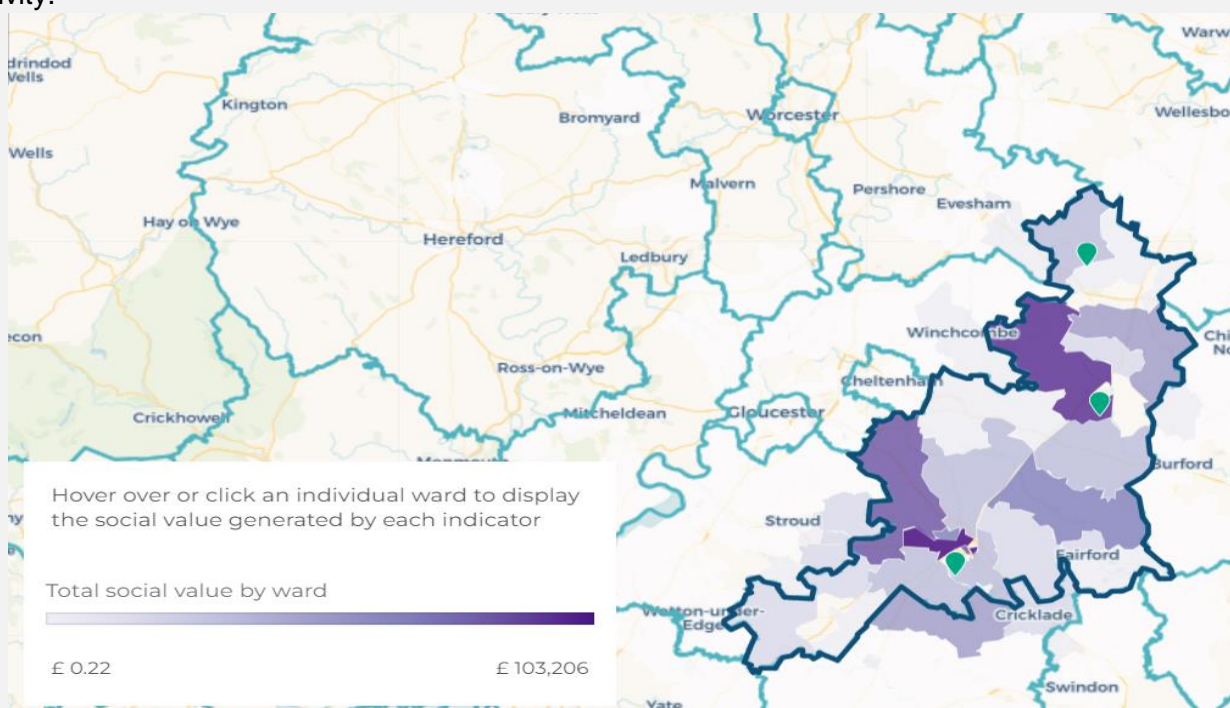
INDIVIDUAL DEVELOPMENT ①

£38,195

SOCIAL & COMM. DEV. ①

£966,497

The heat map below indicates where our operations are having impact in the local communities. This allows us to identify pockets of high value gaps where we can concentrate our effort to increase health wellbeing and activity.



Enhancing Community Health and Wellbeing

Our new company Strategy will ensure we adjust our focus to ensure sustainability across the Company and supports delivery of the additional challenges Cotswolds DC faces post covid.

We will support the Cotswold communities through our Health and Wellbeing Strategy, which provides a framework of programmes and tools to meet the needs of individual communities by tailoring a bespoke, local delivery plan to Cotswolds DC's strategic priorities. Our aim is to promote better community wellbeing through the integration of social value in the foundations of everything we do.

Working collaboratively with Cotswold DC and healthcare partners ensures that we meet the needs of the local communities and the challenges that they are facing, which have become more prominent since the pandemic. We will be responsive to the changing needs of our communities by providing solutions to tackle health inequalities and lead a movement to support the NHS by increasing physical activity and reducing social isolation.

We will support our communities to build resilience through increased opportunities in a place-based and resident-led approach with a focus on target groups such as children and young people, women and girls, ethnic diversity, older people, and people living with long term health conditions or multiple disadvantages, which will lead to sustainable activities and health and wellbeing opportunities within the facilities.

To encourage thriving Cotswold communities, in which our residents are proud to be part of, we will create capacity to deliver programmes that benefit the diverse populations we serve, both inside and outside our facilities. Our health and wellbeing are directly linked to our environments. Poor air quality can have a disproportionate effect on health and wellbeing across our most and least advantaged communities, leading to reduced life expectancy through chronic conditions such as cardiovascular and respiratory disease.

Our Community Wellbeing Strategy focusses on six key themes which are highlighted below. The six key themes show the programmes we will deliver to support the improvement in health, wellbeing and activity in the Cotswolds communities we work within:



Measurement

To effectively assess if we are improving quality of life for residents in the Cotswold communities, we have devised a measurement framework with tools to evidence impacts and outcomes. Quantitative and qualitative data is crucial to provide robust measurement of both individual programmes and our Health and Wellbeing Framework, as a whole. Data will be collected at the commencement, mid-point and completion of each targeted intervention to evaluate effectiveness.

Our outline proposals offer new health and wellbeing solutions that will increase social value and participation of the leisure centres. Investment is essential to ensure that customer experience is enhanced, inactivity levels are tackled, and that customer experience is enhanced.