

sencio

COMMUNITY LEISURE



SENCIO COMMUNITY LEISURE

SEVENOAKS DISTRICT COUNCIL

SCRUTINY COMMITTEE



BACKGROUND

- Sevenoaks Leisure Limited, operating as Sencio Community Leisure, was formed in **January 2004** - following Best Value Review by SDC
- We are a **Non Profit Distributing Organisation** (NPDO)
- **25 year leases** on buildings were agreed between Sencio and SDC
- A minimum management fee, RPI linked less 2% efficiency savings, for an initial 10 years was agreed.
- We are an **Industrial Provident Society** (IPS), registered with the Inland Revenue for exempt charitable status.
- Benefits to our community:
 - ‘not for profit basis’
 - Surpluses are **reinvested** back into the service
 - **Board of Trustees** - ensuring a strategic direction
 - Voluntary - local community, customers



MISSION AND VALUES

- **MISSION STATEMENT**
 - A charitable Trust inspiring the communities we serve
- **VALUES**
 - Professional
 - Passionate
 - Committed



FACILITIES

- Edenbridge Leisure Centre, Edenbridge
- Sevenoaks Leisure Centre, Sevenoaks
- Wildernesse Sports Centre, Sevenoaks (dual use centre)
- Lullingstone Park Golf Centre, Chelsfield – professional as well as grounds maintenance service
- White Oak Leisure Centre, Swanley



CHALLENGES

- Challenging few years for all businesses
- Employ ~300 people – recruiting and retaining staff
- Change of CEO 2013
- Change of Chair 2014
- Limited resources for major investment in facilities/equipment



STRATEGIC PLAN

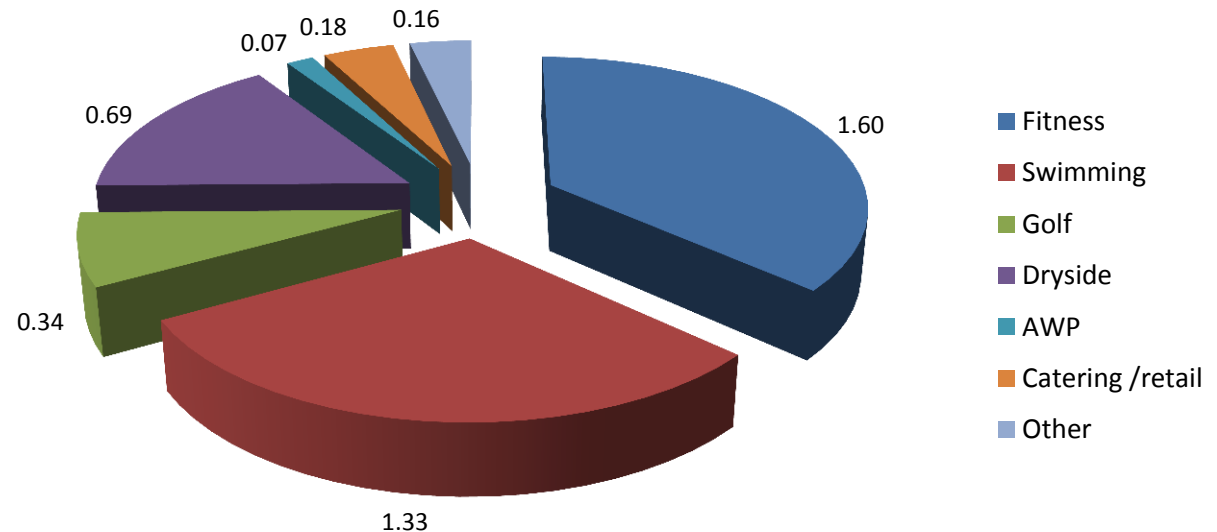
- To concentrate on the main **income drivers**
- To control and **reduce costs** where possible
- To identify investment proposals to grow the business base and introduce **new income lines** where appropriate
- To maintain **visitor numbers**
- To **upgrade IT** and introduce **online bookings**



INCOME PRIORITIES

- Wellness
- Swimming lessons/dry courses
- Casual swimming
- Catering
- Dryside
- Golf
- Turnover ~£4.8m

2013 Income by areas £m





PERFORMANCE UP TO JULY 2014

- Casual swimming **£43,000 above target** - 17.62% increase from 2013
- Wellness Membership **£17,000 above target** - 7.1% increase from 2013
- Catering **£7,600 above target** - 7.63% increase from 2013
- Retail sales on target - **14.74% increase** from 2013



EXPENDITURE

- Staffing Costs: 59.66% of turnover
 - Reduced from 69% 2004/2005
- Utilities: 11% of turnover
- We are currently undertaking a procurement exercise for gas & electricity
- We are working with a third party to install LED lighting throughout the centres
- We are investigating installing a Water Bore Hole at LPGC
- We have looked into alternatives for refurbishment/redecoration programmes
 - Rehabilitation Programme for offenders to help get them 'back to work'
- Income share agreement for maintenance of lockers – replacement of changing cubicles at ELC
- Leasing replacement of major equipment



COMMUNITY ETHOS

- Partnership to promote sporting, health and wellbeing activities
- Funding opportunities - Sportivate, Nordic Walking
- Disability officer - to create activities that are as inclusive as possible
- Sevenoaks District Sports Council - administer grants
- Parish/Town Councils - Swanley Passport to Leisure Card, Sevenoaks Vintage Bus, Funding bid for outdoor gym in Edenbridge
- KCC - funded high dependence units at ELC and SLC, support FANS scheme, Changing Places Scheme
- Local clubs - sponsorship of Sevenoaks Rugby Club



SEVENOAKS DISTRICT COUNCIL

- Help deliver plans/strategies
- Why Weight programme
- Fit as a Fiddle
- Health awareness days – SDC offices
- Utilise our specialist staff to deliver initiatives
- Local strategic partnership, Sevenoaks Health and Wellbeing Board, Health Action Team



CUSTOMERS

CUSTOMERS ARE AT THE HEART OF OUR ORGANISATION

- Our aims are to:
 - keep **existing** customers
 - attract **new** customers
 - get “**lapsed**” customers back
 - Increase customer **satisfaction** levels
 - **Reduce membership cancellations**
 - Increase customer **retention**
- We do this by:
 - Introducing new **customer standards** in 2013
 - **Corporate induction programme** for all staff
 - Corporate **customer care training**
 - Striving for our Wellness gyms to be the **friendliest** anyone has ever visited
 - **Listening** to our customers
 - Perception in media regarding cleanliness at SLC - reviewed and identified issues in wet change
 - Floor covering - white tiles
 - Review of cleaning chemicals has been undertaken
 - Invested in new machinery
 - Investing in new cubicles -toilets/showers
 - Introducing rigorous no outdoor shoes/buggy policy



CUSTOMER VIEWS

- July 2014 - Customer Satisfaction Survey

QUESTION	SCORE	PERCENTAGE
Range of Facilities	Excellent/Good	72%
Value for Money	Excellent/Good	69%

- Sample size 564



VALUE FOR MONEY OFFERING

WOULD A PRIVATE CONTRACTOR OFFER BETTER VALUE FOR MONEY TO CUSTOMERS?

- Membership fees for LA facilities benchmark £40 per month, Sencio £38.50
- David Lloyd £90 per month
- Customers are downgrading from private clubs – feel that they are not good Value for Money
- Sencio gyms carry the Total Inclusive Mark



KEY FIGURES

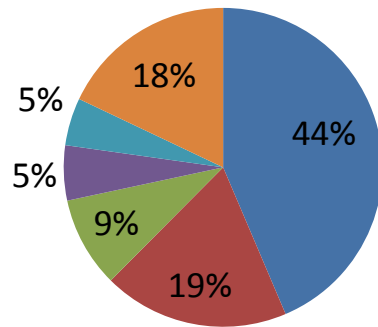
- Total throughput of **958,793 users**
- Management fee of £80,952 (0.08p per visit)
- Schools
 - **46 schools** attend swimming lessons – 67 sessions per week
 - **12 schools** attend for sports hall/gym – 15 sessions per week
- Total **8,259 memberships**
 - 1,829 Juniors, 22%
 - 1,539 Advantage, 19%
- Our specialist engineers help SDC deliver the **asset maintenance programme** – efficient use of limited resources.



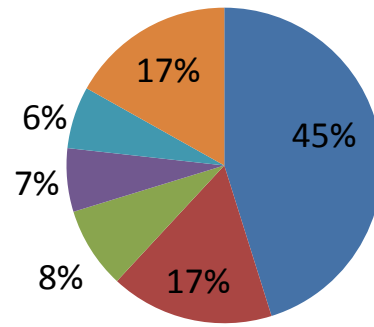
KEY FIGURES CONTINUED

LENGTH OF WELLNESS MEMBERSHIP BY CENTRE

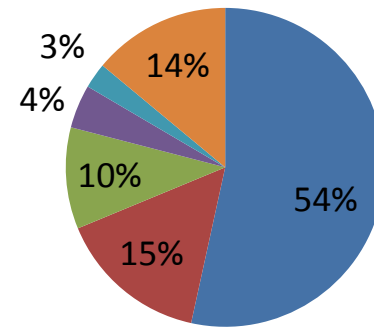
ELC



SLC



WOLC

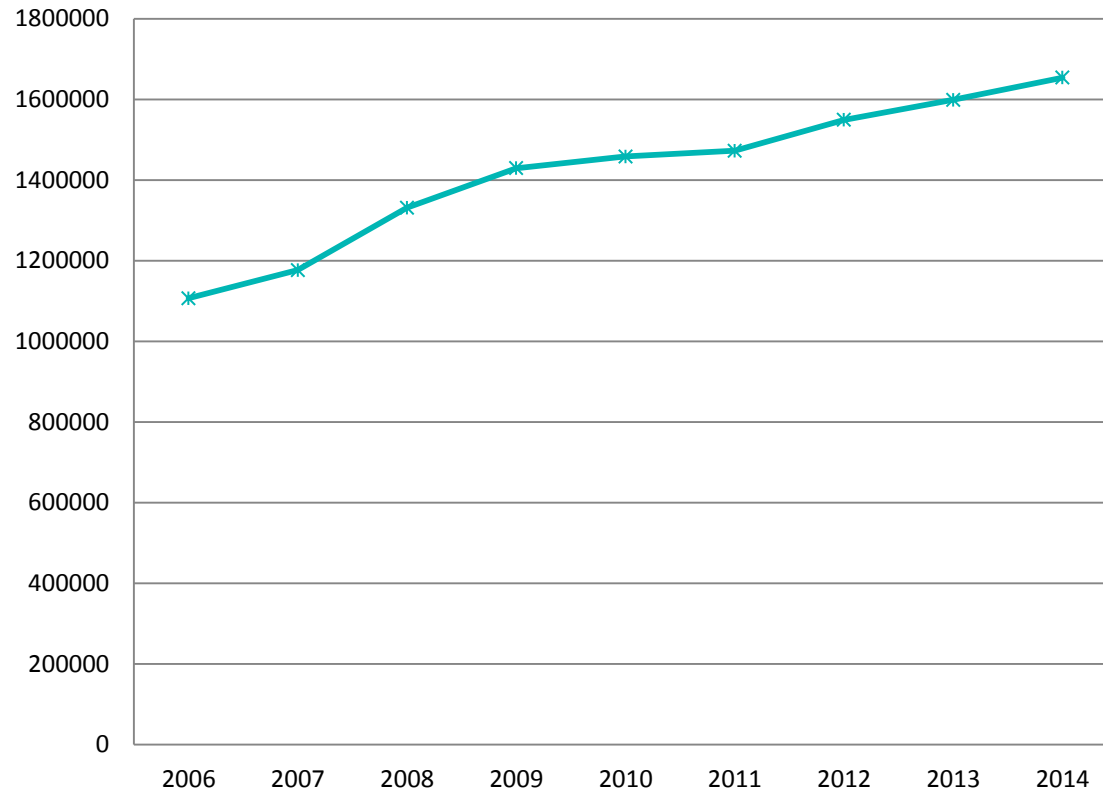


- 1-12 mnth
- 13-24 mnth
- 25-36 mnth
- 37-48 mnth
- 49-60 mnth
- 60+ mnth



KEY FIGURES CONTINUED

WELLNESS INCOME 2006 - 2014





MARKETING



CORPORATE MARKETING STRATEGY

- Focus on **corporate campaigns** to drive a corporate company culture – this helps to maximise use of Marketing resources and ensure we are viewed consistently by our customers
- Update the Sencio **brand** and bring it into line with today's very competitive market place and build a strong image in our local communities
- Create consistent and empowering **marketing designs** to maintain and build on our reputation
- Generate daily posts on Facebook and Twitter **Social Media** Channels and to start a regular flow of highly targeted Facebook adverts to increase our follower base and build a strong sense of community by providing interesting and helpful hints and tips along with the promotion of our campaigns
- To build on our **database** and ensure we send out regular email communications to promote what Sencio has to offer
- To increase the image and level of awareness of our **swimming lesson** programme in the local area; this will be done in conjunction with the STA, to standardise our swimming lesson programme and increase the awareness of the brand and level of take-up in this area.
- As part of the IT strategy, redevelop the Sencio **website** to make it easier for people to navigate, find what they are looking for and book/pay online



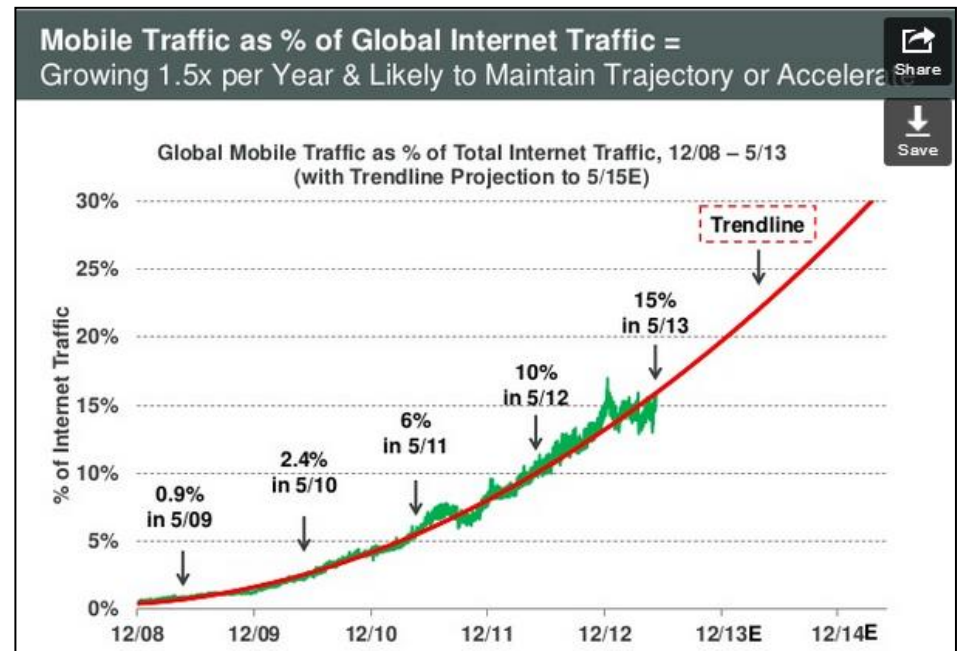
OUR PROMOTIONAL MIX

- Local press advertising
- Local online advertising
- Local outreach
- Information/programme leaflets
- Website
- Social Media
- Direct Mail
- Email
- Public Relations
- Word of Mouth



AN EVER CHANGING MARKETPLACE

- Marketing continues to change and adapt at a rapid pace.
- Customers expect information at the quickest touch of a button, wherever they are and at any time of day.
- Technology develops every day opening up new avenues to communicate with customers and the opportunity to move to more community based and interactive marketing.
- To remain competitive we need to keep up with these changes and the expectations of our customers.



StatCounter Global Stats



INSHAPE

To ensure we communicate with every household in the district we work closely with Daniel Whitmarsh to create two Leisure pages in every edition. We also use inshape as an advertising tool.

12 | Leisure

Make this summer, *The Summer*

We've all done it! The days get longer, the evenings more productive, the weather better (if we're lucky) and, hopefully, the beach or pool beckons. And with the imminent arrival of summer comes – for a lot of us – an understandable desire to shed a few pounds.

If that's you, then the Sencio Community Leisure Centres are offering a helping hand, both in terms of cost and in providing support and encouragement.

This year's Summer Shape Up campaign is offering a one month membership for £44 and three months for £99. The package includes the use of the gym and pool at Edenbridge, Sevenoaks and White Oak Leisure Centres as well as access to the centres' programme of group exercise classes featuring everything from yoga, Pilates, circuits and spinning to aqua fit, zumba, BODY PUMP™ and BODY ATTACK™.

But as Kyle Garney, fitness manager at Swanley's White Oak Leisure Centre says, getting and staying fit is far easier, and more enjoyable, when viewed as a lifestyle choice rather than a quick fix.

"We love to see new customers in our centres at any time of year and always do our very best to help people achieve their goals. However, the best results come from regular exercise and a good diet over the long-term so, by all means, use the summer to kick-start your new healthier lifestyle but try and see it as something you're going to do into the future. You'll find that approach more productive, rewarding and fun."

Summer Shape Up packages must be booked and paid for by 31 August 2014. For further details contact your nearest Sencio Community Leisure centre or visit www.sencio.org.uk



NR-Gize your summer at Sencio centres

If previous years are anything to go by then leisure centres in the Sevenoaks District will once again be transformed into a hive of activity for young people this summer.

The NR-Gize programme, which runs from 24 July to 2 September has a long tradition of offering youngsters a wide choice of sporting, artistic and creative sessions, workshops and coaching programmes during the year's longest school holiday.

Sencio Community Leisure was putting the finishing touches to the NR-Gize programme as In Shape went to press.

But this summer's diary of events at Edenbridge, Sevenoaks and White Oak Leisure centres is likely to feature everything from sports to the performing arts, ballet and dance to go-karting, and a Creepy Crawly Show to a series of activities designed especially for those of preschool age.

The NR-Gize brochure is now available from Sencio leisure centres and can also be downloaded at www.sencio.org.uk

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Leisure | 13

Mike's support for young swimmers will live on

Sevenoaks Leisure Centre manager Mike Radford sadly passed away in March after being diagnosed with a brain tumour, leaving behind his wife, Vicki and two young daughters, Molly and Flo.

The 41-year-old spent his whole career in local leisure services having started out as a pool attendant, and was a key part of Sencio since the trust was set up a decade ago.

During his career he taught generations of children the skills and confidence required in and around water, whether it be for safety or as part of a sporting pursuit.

Jane Parish, Chief Executive of Sencio Community Leisure, says: "Mike was extremely hard working and had the ability to deal with people at all levels with enormous warmth and charm, and had an unflinching belief



that sport can do so much to enrich our lives in many ways. Mike was a great colleague, a good friend and a fine ambassador both for our work and for the huge influence for good that sport can have across local communities.

"Mike was known to all those he worked with as 'the gentle giant' and that large persona and his many personal qualities are going to cast an impressive shadow over our work for years to come."

Sencio is currently looking at ways in which to mark Mike's legacy in providing swimming coaching over two decades.

Sencio launches swim academy

Accidental drowning accounts for a third of all fatalities among British children while the obesity levels and general fitness of the UK's youngsters give continued cause for concern.

In a bid to play its part, Sencio Community Leisure has relaunched its programme of swimming lessons to encourage young people to be more active and to improve their safety in and around water.

Working in partnership with the Swimming Teachers Association (STA), a charity that promotes the teaching of swimming, life-saving and survival techniques, the Academy will offer a programme featuring water confidence and stroke improvement activities for children and adults.

The STA is the only organisation that incorporates a comprehensive safety element into its swim programmes, believing the number one reason for teaching water safety is to save lives by reducing the number of deaths from drowning.

Edenbridge, Sevenoaks and White Oak leisure centres offer extensive programmes of swimming lessons and coaching, catering for parents and babies through to adults, regardless of age, who've never learned to swim. For full details visit www.sencio.org.uk



www.sevenoaks.gov.uk

SENCIO SWIM ACADEMY

SWIMMING
sencio

WHAT MAKES OUR SWIM ACADEMY SPECIAL?

Firstly, our swim teachers are professionally trained. Secondly, we follow the STA's International Learn to Swim Programme – one of the most successful learn to swim and aquatic courses in the UK. Above all, we make learning to swim FUN, SAFE and AFFORDABLE.

THIS MEANS EVERYBODY IS:

- Encouraged to enjoy themselves
- Motivated to improve - but within their own capabilities.
- Taught step by step with 'rewards' at every level.
- Supervised within a safe environment.
- Given the opportunity to develop all four swimming strokes.



Our next 10 week swimming lesson course begins week commencing 13th October, please contact your local centre for more information or to book your child's place.

 EDENBRIDGE LEISURE CENTRE 01732 865665	SEVENOAKS LEISURE CENTRE 01732 470700	WHITE OAK LEISURE CENTRE (SWANLEY) 01322 662188
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 www.sencio.org.uk  



THE STA SENCIO SWIM ACADEMY

We recently undertook a large redevelopment of our swimming lessons to make them more fun and interactive for local children.



Key areas of local marketing include:

- Outreach work with local schools and STAnley the seal
- Swimming Lesson Open Days
- Local Press Advertising
- Local PR
- Emails based on centre specific data selection
- Locally driven Social Media posts
- Word of Mouth through our current customers
- Introduction of branded swim hats to get the brand out and about





WORLD'S LARGEST SWIMMING LESSON

In June this year we took part in the World's Largest Swimming Lesson which was announced as a new Guinness World Record with 36,564 participants taking part from 22 countries around the globe.



Youngsters splash out to join thousands across the world for an important lesson

SEVENOAKS schoolchildren plunged into the pool on Friday as swimming teachers across the earth joined forces to smash a world record. The district's 27 youngsters were among tens of thousands who took part in a co-ordinated global lesson. The event's international organisers - Tom WILK (World's Largest Swimming Lesson) - say it's too early to know how many swimmers turned up for class because venues are still compiling their attendance results. However, they're convinced they've cracked the existing record of 10,450 participants representing 18 countries across five continents because they had in excess of 40,000 swimmers registering to take part this year. In Sevenoaks the youngsters at Black-

hurst Lane were joined by district council chairman Jill Derwent and water teacher Adam Landon for Friday's event. The pool's management - Sevoic Community Leisure - also threw its weight behind the record attempt. Drowning remains the leading cause of unintended, injury-related death for children between the ages of one and five, and the second leading cause of accidental death for children under 14. Research shows participation in formal swimming lessons can reduce the risk of drowning by 88 per cent among children aged one to four but, says Sevoic, many children do not receive formal swimming or water safety training. Jane Parish, Sevoic's chief executive,

told the Chronicle: "Accidental drowning accounts for a third of all fatalities among British children while the obesity levels and general fitness of the UK's young people give continued cause for concern. "Inviting Sevenoaks youngsters to take part in the World's Largest Swimming Lesson - and to secure their own place in helping to set a new Guinness World Record - was a great way to get across important messages about water safety and fitness in a really fun way." The next 10-week courses for children of all swimming abilities start at Sevenoaks pool on August 4 with enrolment from late July. For more information visit www.sevoic.org.uk/centres/sevenoaks or call 01782 437300.



CONCENTRATION: Learning to swim, but also breaking a world record at the same time



MORE PICTURES NOW ONLINE
For more pictures from this event VISIT OUR WEBSITE AT sevenoakschronicle.co.uk

SPLASH: Young swimmers set off for an international record breaking



HEADS UP: Swimmer takes the global swim lesson in his stride

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OUR BRAND

We have recently undertaken a large re-branding project with the aim of modernising Sencio's image and to put us in a strong position to stand out against heavy competition and present large corporate campaigns as powerfully as possible.



ORIGINAL LOGO



NEW LOGO

NEW SUB BRANDS





WHITE OAK LEISURE CENTRE

EXERCISE CLASS PROGRAMME

SEPTEMBER - DECEMBER

WHITE OAK LEISURE CENTRE
 Hilda May Avenue, Swanley, Kent BR8 7BT
 01322 662188 | wolc@sencio.org.uk

PARTY PRICES 2014

POOL PARTIES

	MIN	MAX	PRICE PER CHILD (UP TO MIN)	PRICE PER CHILD (AFTER MIN)
Mini Splash (teaching pool)	10	20	£13.50	£6.70
Big Splash (main pool)	16	30	£14.20	£6.70
Inflatable Fun (main pool)	16	30	£15.60	£6.70
Flume Splash Down	16	25	£14.60	£6.70

SPORT AND PLAY PARTIES

	MIN	MAX	PRICE PER CHILD (UP TO MIN)	PRICE PER CHILD (AFTER MIN)
Bouncy Castle Fun	10	20	£12.20	£6.70
Multi-Sport Fun	10	20	£12.20	£6.70
Treasure Island	16	30	£12.50	£6.70
Party Games	10	20	£12.20	£6.70
Archery	8	12	£12.20	£6.70

All prices are inclusive of party food.

www.sencio.org.uk

2014 PLAY PROGRAMME

ACTIVITIES DESIGNED EXCLUSIVELY FOR UNDER 5s

ACTIVITY	DAY & TIME	SENCIO CARD HOLDER	NON-CARD HOLDER
Crèche Birth - 5 years	Monday - Friday 9:30am - 12 noon	£1.75 30mins	£1.75 30mins
		£3.50 1hour	£3.50 1hour
Toddler Football Up to 4 years of age 12 week course	Saturday 9:00am - 9:45am	£58.20	£70.20
Toddler Sports Under 5s	Wednesday & Friday 10:30am - 12 noon	£3.35 <small>Combine Toddler Sport and Toddler Splash for just £2.00 extra</small>	£4.35 <small>Combine Toddler Sport and Toddler Splash for just £2.00 extra</small>
Splash Splash Teaching pool Toys and floats provided	Sunday 10:00am - 12 noon	Adult £3.50 Junior £2.25	Adult £5.20 Junior £3.25
Toddler Splash <small>Great on its own or combined with the Toddler Sports session</small> Teaching Pool	Wednesday & Friday 12 noon - 1:00pm	£2.25 <small>Combine Toddler Sport and Toddler Splash for just £2.00 extra</small>	£3.25 <small>Combine Toddler Sport and Toddler Splash for just £2.00 extra</small>
Parent & Baby Swimming Classes 6 months - 3 yrs 12 week course	Tuesday 10:00am - 12 noon Thursday 10:00am - 12:30pm	£72.00	£84.00
Toddler Trampolining 6 week course	Tuesday 10:00am - 10:45am	£28.80	£34.80

Please note that Parent & Baby Swimming Classes may run as a 10 week course priced at £60 for Sencio Card Holders and £70 for Non-Card Holders.

EDENBRIDGE LEISURE CENTRE
 Stangrove Park, Edenbridge, Kent TN8 5LU | 01732 865665 | elc@sencio.org.uk



OUR WEBSITE

- We are undertaking a redevelopment of our website to incorporate online bookings and payments to help improve operations, user experience and build revenue.
- The website is designed to have an Interactive Content Feed which ranks the most popular items at the top of the feed to simplify navigation and enhance user experience.
- Developing a website that is easy to navigate and quickly find the information you are looking for is vital.
- The new website is designed to be an excellent tool at presenting local good news stories and initiatives





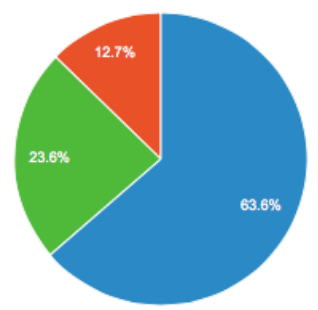
WEBSITE STATISTICS

Summer period average web visitors per month:

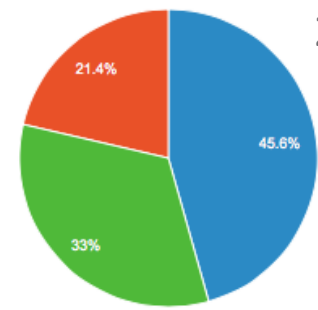
2012 - 26,700

2013 - 29,400

The move to mobile:



2012



2013

DESKTOP
MOBILE
TABLET

2014 YTD

- 63.3% combined mobile and tablet
- Mobile has now overtaken desktop





WHAT THIS ALL MEANS

- Campaigns are planned and costed to ensure we generate a positive ROI
- The appropriate marketing mix is agreed
- Roll out - where, when, how long
- Close monitoring of success

SUMMER SHAPE UP RESULTS:

- **Summer Shape Up 2013**
 - 1 Month Membership: 286
 - 3 Month Membership: 657
 - Standard Membership: 157
 - Total Income: £119,938.50 | Total New Members 1100

- **Summer Shape Up 2014**
 - 1 Month Membership: 315
 - 3 Month Membership: 746
 - Standard Membership: 153
 - Total Income: £128,947.50 | Total New Members 1214
 - 114 member and £9,009 growth on the same period last year



WHAT THIS ALL MEANS CONTINUED

- **Wellness Usage 2012**
 - 159,252
 - 2.42% increase
- **Wellness Usage 2013**
 - 163,100
- **Membership Base August 2013**
 - Members: 3,905
 - Income: £920,692
 - 186 member and £56,973 increase from on same period last year
- **Membership Base August 2014**
 - Members: 4,091
 - Income: 977,665
- **Customer Satisfaction**

88% of customers would recommend us to a friend

94% of customers think our staff are friendly and helpful

86% of customers say our facilities are enjoyable to use

THANK YOU

