

16 July 2019 at 7.00 pm

The Arts Room, Sevenoaks Leisure Centre, Sevenoaks
TN13 1LW



Scrutiny Committee

Supplementary Agenda

	Pages	Contact
5. Sevenoaks Community Leisure Jane Parish, Chief Executive of Sencio Sevenoaks Community Leisure to give a presentation.	(Pages 1 - 48)	

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or democratic.services@sevenoaks.gov.uk.

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PRESENTATION TO SEVENOAKS DISTRICT COUNCIL SCRUTINY COMMITTEE

16th JULY 2019
SEVENOAKS LEISURE CENTRE



WELCOME

- Jane Parish - CEO
- Davina Miller - Marketing Manager
- Paul Jobling - Business and Sales Manager



Strategic objectives

- *To develop a 3-5 year strategy for sustainable growth and reinvestment*
- *To work in partnership with local organisations in order to maximise local resources and promote physical activity opportunities for the benefit of the local community*
- *Putting the staff at the heart of the organisation*



Staff development

- Work with ICON - staff training programme
business & administration , leadership, customer service , fitness, sport coaching , CIPD (HR)
- Apprenticeship scheme launched 2018 –Wellness /LAs
- 4 staff completed , 2 in progress
- 2x Staff - Exercise referral qualification –funded by SDC
- Developed and delivered specific customer care training



Financial objectives

40% income turnover generated from memberships

Business Aim: Customers onto monthly DD and to retain them longer



How are we going to
achieve this?



MARKETING

Marketing strategy

- Supports the strategic business plan and corporate objectives.
- Detailed campaign planning takes place throughout each year in liaison with the CEO, Sales & Business Development Manager, and centre managers.
- 2019 strategy prioritises the high-yield income streams of Wellness (including Feel Good), Swimming (including lessons) and Golf.
- Predominantly digital approach.
- Decisions are data-driven - shaped by research insights from sources such as UK Active's *Active Leisure Trends* report, internal data from our leisure management software, Scuba, and analytics from digital platforms such as Google and Facebook.



Our vision

- *To provide friendly and inclusive leisure facilities that are used regularly by our local communities, by encouraging membership and raising awareness of all our activities.*

Our objectives

- *Raise brand awareness*
- *Grow direct debit income*
- *Increase long-term memberships*
- *Increase member retention/loyalty*
- *Reach all demographics*





Social media

Social media marketing has proven vastly effective for us, as it allows us to engage with our audience and integrate with the local communities for each site.

We use a combination of organic (free) and paid for promotions on Facebook, Twitter, Instagram, Google Business and LinkedIn. Our followers are engaged, and interact with the posts we make. We have established a strong brand voice: colloquial, relatable, motivating and enthusiastic.

Facebook

Sencio Community Leisure

Followers= **2,168**

Edenbridge Leisure Centre

Followers= **497**

Sevenoaks Leisure Centre

Followers= **654**

White Oak Leisure Centre

Followers= **762**

Lullingstone Park Golf Corse

Followers= **814**

Twitter

Sencio Community Leisure

Followers= **1,016**

Lullingstone Park Golf Course

Followers= **313**

Instagram

Sencio Community Leisure

Followers= **365**



Stats as of 12 July 2019

Facebook and Instagram adverts


Advertising on the platforms where our followers spend their free time has proven extremely beneficial for us.


We consistently achieve low CPC, high CTR and reach our objectives within budget.

Facebook and Instagram posts

Posting to our pages and responding to comments and messages increases member retention as it enforces the community aspect of Sencio.

Members feel engaged and listened to as we foster an environment for two-way conversation.

 Very responsive to messages
100% response rate, 7 mins response time


Sencio Community Leisure
 Sponsored • ⚙️

3 MONTHS HALF PRICE
Gym 🏋️ Swim 🏊 Classes 🚴 and more

Shape up at your local leisure centre this summer for £21.25 per month.



✓ Feel good ✓ Lose weight ✓ Build muscle ✓
Develop strength ✓ Increase mobility

Click "Get Offer" now 📌

Member benefits include:

- 🏊 Unlimited use of the gym, swimming pools and exercise classes
- 🚴 Induction and personal programme in the gym with free programme reviews
- 👏 Free personal training session
- 👨 Friendly, expert team to guide and support you
- 🏓 Off-peak badminton, squash and table tennis court hire
- 📅 7 day advanced online booking for classes and courts.

Ts&Cs apply

🏆 JOINT MEMBERSHIP £...

🏆 Individual membership £21.25 p...

✓ GET OFFER

👉 GET START FREE sv



Website

Website

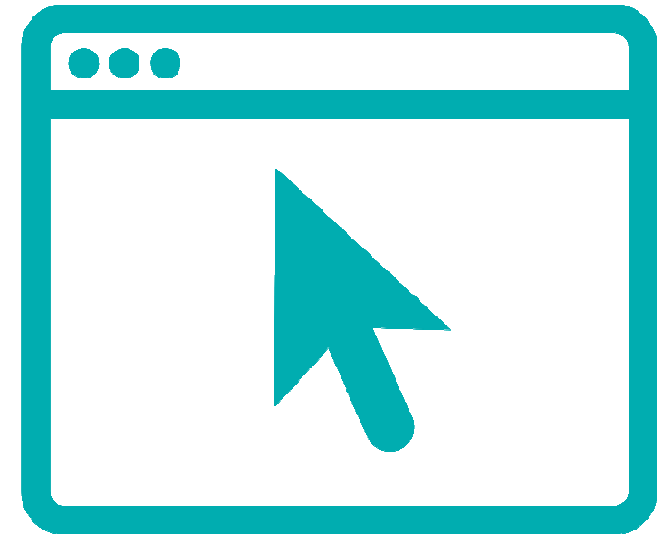
New website launched May 2019.

Fantastic feedback from both customers and staff.

- Page views have risen by **22.13%** (72,883 vs 59,678) since launching the site
- Bounce rate has reduced by **23.91%** (33.19% vs 43.62%)

Users are now spending more time on our website, browsing, finding the information they need, signing up to our newsletters and submitting enquiries.

Online joining – coming soon



Outreach events

We are involved within our local communities and take part in external events such as Live on the Vine, where we ran a competition and gave out free passes.

People could also try one of our gym machines.



Campaigns

Campaigns run all year round to grow our membership base.

Seasonal campaigns can include:

- Winter ShapeUp
Nov – Jan
- Golf promotion
Jan – March
- Summer ShapeUp
Jun – Aug
- Swimming promotion
Jan – March





The graphic features a central white rectangular area with a torn-paper edge effect. To the left, a man in a grey t-shirt is shown in a gym setting. To the right, a group of people are swimming in a pool. The background is decorated with vibrant, abstract watercolor splashes in shades of pink, orange, and yellow. The Sencio Wellness logo is positioned in the top right corner of the white area.

WELLNESS
sencio

Summer ShapeUp

ENJOY 3 MONTHS GYM,
SWIM AND CLASSES FOR
HALF PRICE!

Individual:	Joint:
£42.50	£70.50
£21.25	£35.25
per month	per month

Email marketing

Our monthly newsletters are one of our most valuable resources. We send centre updates, offers, feel good stories and motivation to our subscriber's inboxes every month.

Average email benchmarks for all industries

- Average open rate: 17.92%
- Average click-through rate: 2.69%
- Average unsubscribe rate: 0.17%
- Average click-to-open rate: 14.10%
- Average bounce rate: 1.06%

Campaign monitor 2018

Our average open rate between 1 Jan – 31 May 2019 is **51.4%**

Our average click-through rate is **6.9%**

Demonstrating how our readers are engaged and find value in the content we send.



How do we achieve these results with our email campaigns?

- Enticing subject lines
- Exclusive content
- Personalised greetings
- Suitable for mobile and desktop readers
- Sectioned content
- Eye-catching graphics
- Relevant message



Print advertising

- Town/Parish council magazines
- INDEX magazine
- Kudos magazine
- The Edenbridge Directory
- Edenbridge Chronicle
- County Border News
- Sevenoaks Chronicle
- News Shopper
- InShape
- Primary Times
- Family Matters
- Golf South



Driving young golfers

Youngsters have had a chance to try their hand at golf as part of a programme of free coaching organised by Lullingstone Park Golf Course (LGPC) in partnership with Kent Sport and Physical Activity Service.



One-hour sessions held this spring enabled eight to 12-year-olds to work with LGPC PGA head professional Mark Watt to learn the fundamentals of the sport and practise swinging, chipping and putting. The six boys and two girls also had the opportunity to ask Mark about the sport and to discover ways in which they could take what they had learned to the next level.

In recent years, England Golf has been actively trying to steer the sport away from an image of one played only by middle aged men in plaid trousers and to position it as a game suitable for all

ages: male or female, fit or unfit, style icon or sensible dresser.

Mark Watt, PGA head professional at Lullingstone Park Golf Course, says: "The image of golf has changed and this is being led by initiatives such as Get into Golf and Girls Golf Rocks that are bringing the sport to new audiences, especially those who may have never thought of it as an activity they'd pursue."

For details of LGPC's lessons go to www.lullingstonegolfcourse.co.uk or call 01959 533793.

Striking a pose

A new children's yoga at Sevenoaks Leisure Centre aims to bring the benefits of the 5,000-year-old practice to a whole new generation.

"For many children today, every aspect of life is a competition - school, sports, popularity, you name it," says Josie Male, who's running the weekly classes. She's been teaching yoga for 15 years and decided a few years back to look into the benefits it offers children.

"This sense of competition may teach children about being tough and excelling, but it could mean they approach life in a judgemental way as well as one that creates unwelcome stresses at an early age.

What I aim to do is help children enjoy exercise in a fun, non-competitive environment. You don't have to be great at traditional sports to do yoga - its inclusivity is one of the many reasons it's so great.

"We don't teach children's yoga as a scaled down version of an adult class, it would be very difficult to maintain their concentration if we did. We



use lots of visual props and music to deliver invigorating, interactive imaginative journeys into a child's developing mind and, of course, lots of poses are objects or animals, so bringing a jungle theme into the classes is so much fun!"

Children's yoga classes at Sevenoaks Leisure Centre take place on Tuesdays between 3.45pm and 4.15 pm. For more information and booking, go to www.sencio.org.uk. For more details about Josie visit www.yogadoes.com

www.sevenoaks.gov.uk

[sdc_newsdesk](#)



Marathon men

For father and son Lewis and Michael Balcombe being fit and active is firmly in the DNA.

Twenty-year-old Lewis, who works as a shift supervisor at Sevenoaks Leisure Centre, completed April's London Marathon with an impressive time of 4:34 and in aid of Parkinson's UK, a condition affecting his grandfather. Lewis follows in the running shoes of his 48-year-old dad, a veteran of two previous London Marathons as well as several 10K runs, triathlons and half marathons.

Despite being a long-time footballer in the past, securing a place in London this year came following two years in which Lewis hadn't run. Turning to dad was therefore a key part of what he now admits was preparation that came with its struggles.

"Training together was really good as dad was my pace maker and motivator. Without him I wouldn't have stuck to it. That included dragging me out of bed early mornings to go on a long run even when it was the last thing I wanted to do," says Lewis.

"Because he'd run marathons in the past it was really helpful being able to train with him and get used to pulling yourself through those endless miles. We ran the Tunbridge Wells half marathon together as this fitted well into the training and helped me get used to the environment."

So, what's next?

"I think I'm going to leave it a year or two. I'm happy with my achievement in London but marathon running is a big commitment," says Lewis. "My dad wants to run some marathons abroad with me and maybe complete a few of the eight majors. For now, though, I'm going to have a rest!"

If you have a specific goal or event you're training for, speak to a member of the Wellness team at your local Sencio leisure centre who will be happy to give you some advice - sencio.org.uk

Get the nr-gize bug this summer

Sencio Community Leisure's NR-Gize programme is back for the summer holidays. Booking is now open for all activities at Edenbridge, Sevenoaks and White Oak (Swanley) leisure centres.

Go to www.sencio.org.uk for full details.

Click...and go to a healthier lifestyle

It's now easier to identify your favourite sport or fitness pursuit, get excited by new ideas, and manage your class bookings and membership online with the launch of Sencio Community Leisure's new website www.sencio.org.uk. The site also features inspiring stories from people who've used exercise to transform their lives, and tips from the gym teams.



[sevenoaksdc](#)

www.sevenoaks.gov.uk

How are we doing ?

- Swim lessons memberships launched Nov. 2017
 - payment option for parents
- Increase in Golf DD membership
- Key investments:
 - extension of fitness gym at SLC Feb 2018
 - new gym equipment at ELC June 2019
- New equipment LPGC – April/May 2019
- New gym equipment WOLC – June 2019 and March 2020
- Online joining - Aug 2019



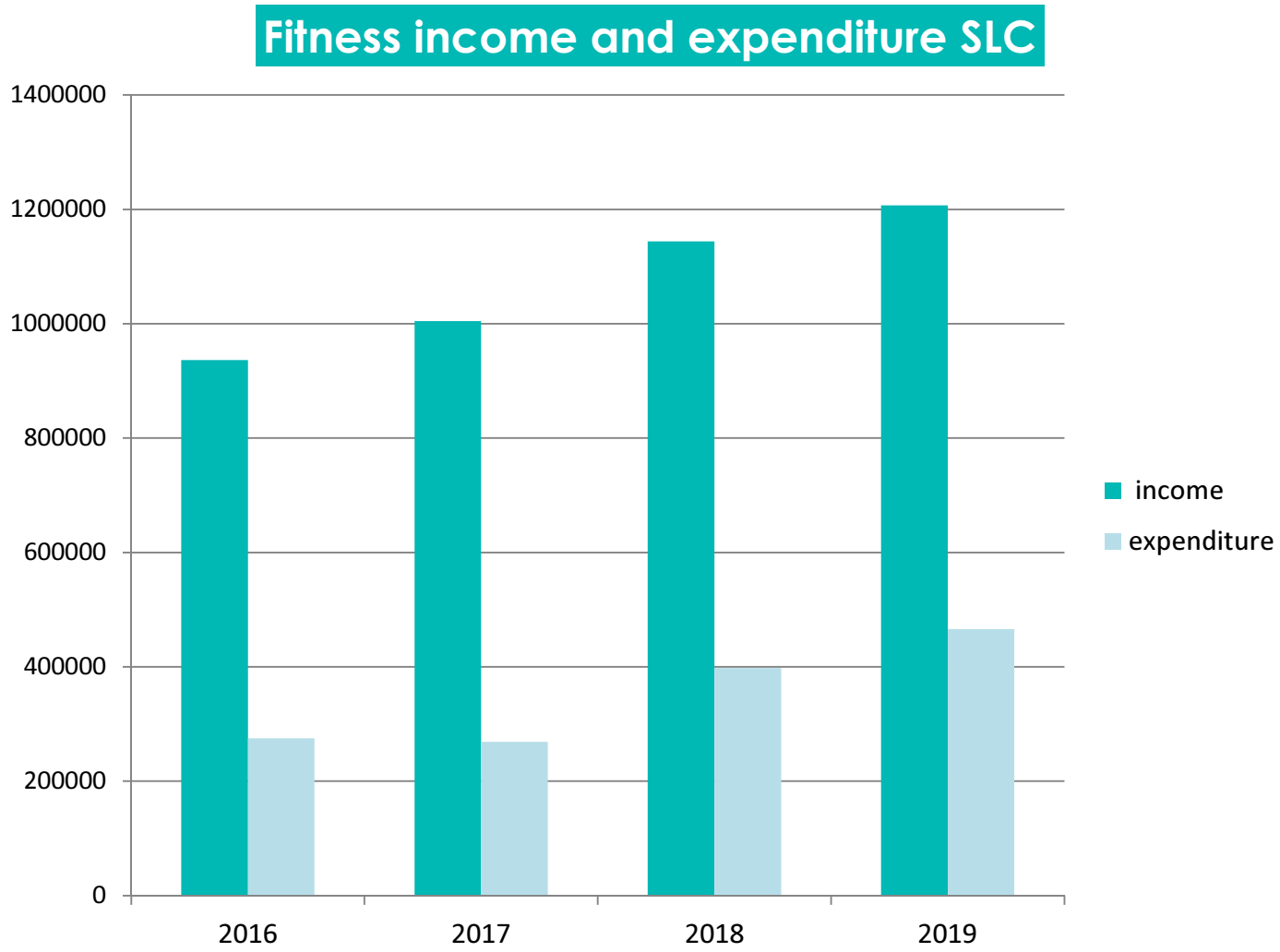


Edenbridge

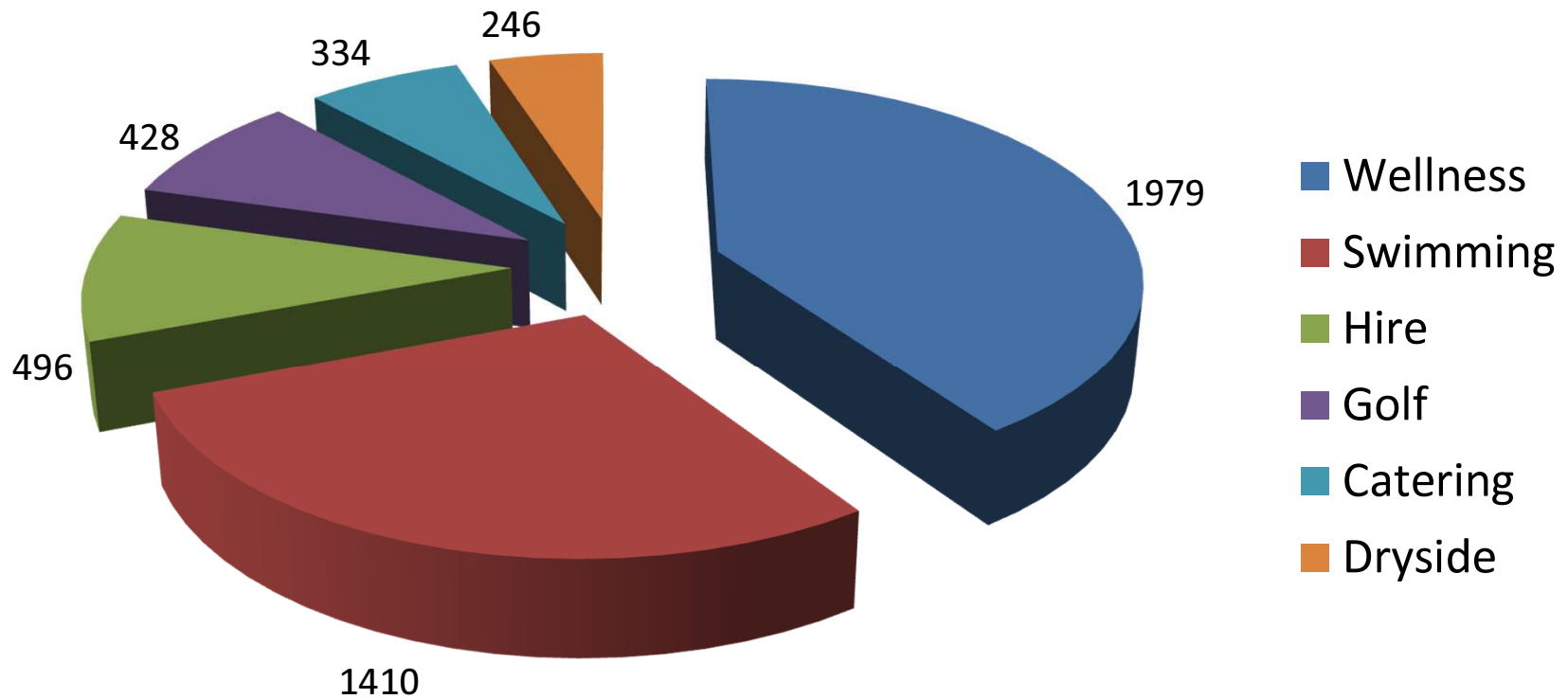
SLC gym extension

- Gym opened Feb 2018
- New second studio opened June 2018
- Jan 2018 Buckhurst car park closed – significant impact on centre users
- Membership has grown by 20%
- Online booking available for members





Income breakdown by main areas 2019 (£000s)



DD INCOME BREAKDOWN

Type	2019 (budget)	2018	2017	2016
Swim	£416k	£331.6k	£170.5K	£161k
Wellness	£1.563m	£1.485m	£1.235m	£1.141m
Feel Good	£50.7k	£38.9k	£33.9k	£12K
Golf	£102K	£85.7k	£65k	£45k
Total	£2.133m	£1.941m	£1.5m	£1.3m
Total of all membership income	£2.410m	£2.18m	£1.91m	£1.74m
% of membership income to turnover	47%	45.93%	40.2%	37.71%

Membership nos					
	2015	2016	2017	2018	2019
AIO	3615	3600	3751	4624	4809
Swim	640	642	651	683	638
Golf	147	158	188	223	239
Feel good		164	167	199	205
Swim lessons			314	621	608
	4402	4564	5071	6307	6499

Member retention

- Programme offered is updated regularly and in line with current trends
eg Les Mills fitness class franchise

LES MILLS
GRIT | STRENGTH

LES MILLS
BODYPUMP

LES MILLS
BODYATTACK

LES MILLS
BODYCOMBAT



Member retention

- Swimming lessons transition from STA to Swim England - June 2019.
- Introduction of continual assessment - Jan 2020



Swim England
Learn to Swim Awards
Available here!



Member retention

Meeting demand and responding to feedback eg:

- Mermaid swimming sessions
- Roller skating discos – ELC



Member retention

- Staff training and development
- Keeping in touch – Monthly newsletters
- Drive to keep improving our standards
- Communicating with our users
- Promoting and focusing on joint memberships
- World class inductions and programmes in our gym
- Partnerships with local businesses



Member attrition

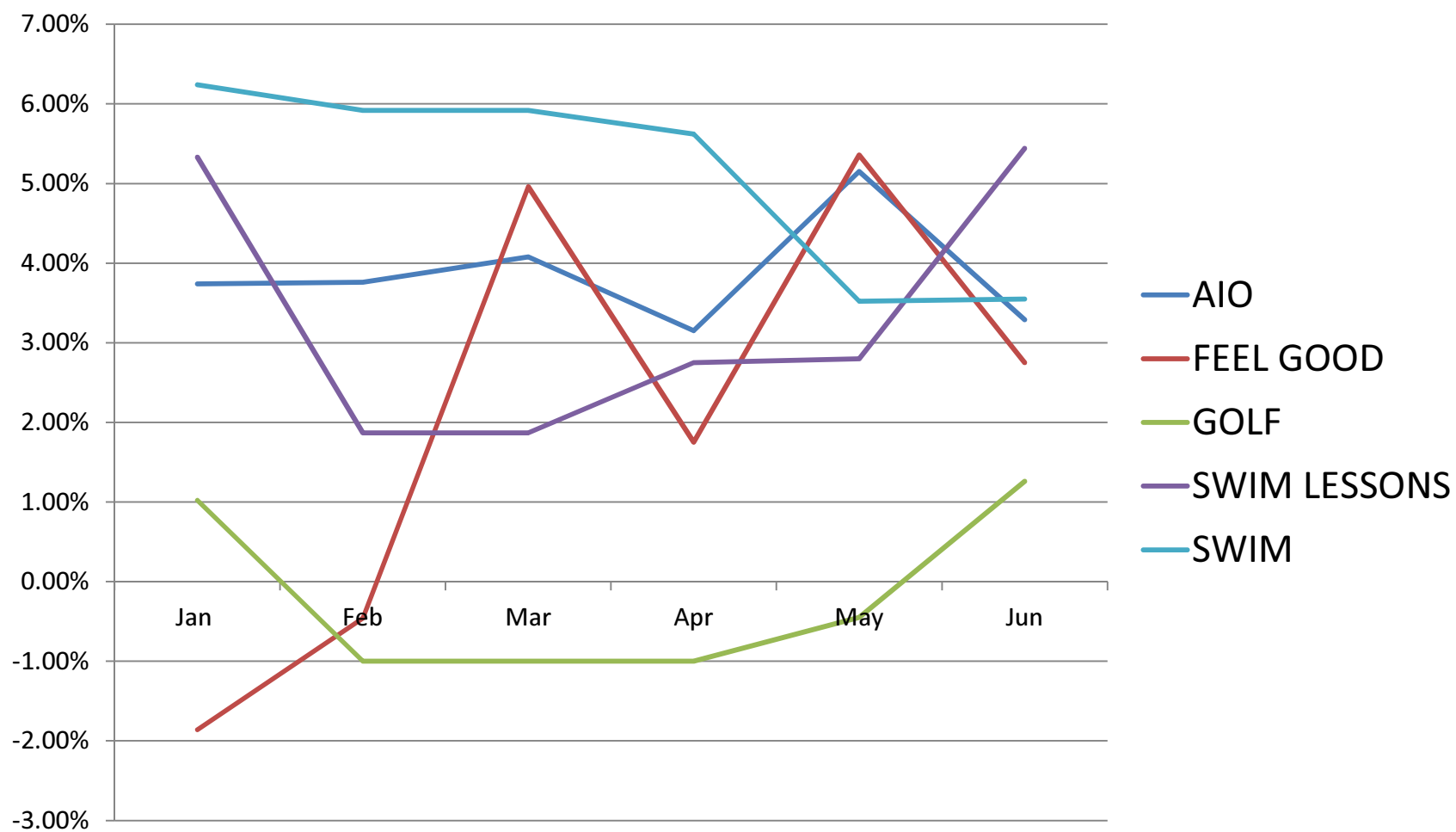
- Membership retention can be formally measured and compared

Industry benchmark: 4%



Lapsed members – renewed members
Active members at start of the month

MEMBERSHIP ATTRITION RATE 2019



SENCIO FEELGOOD END USER IMPACT REPORT

MARCH 2019

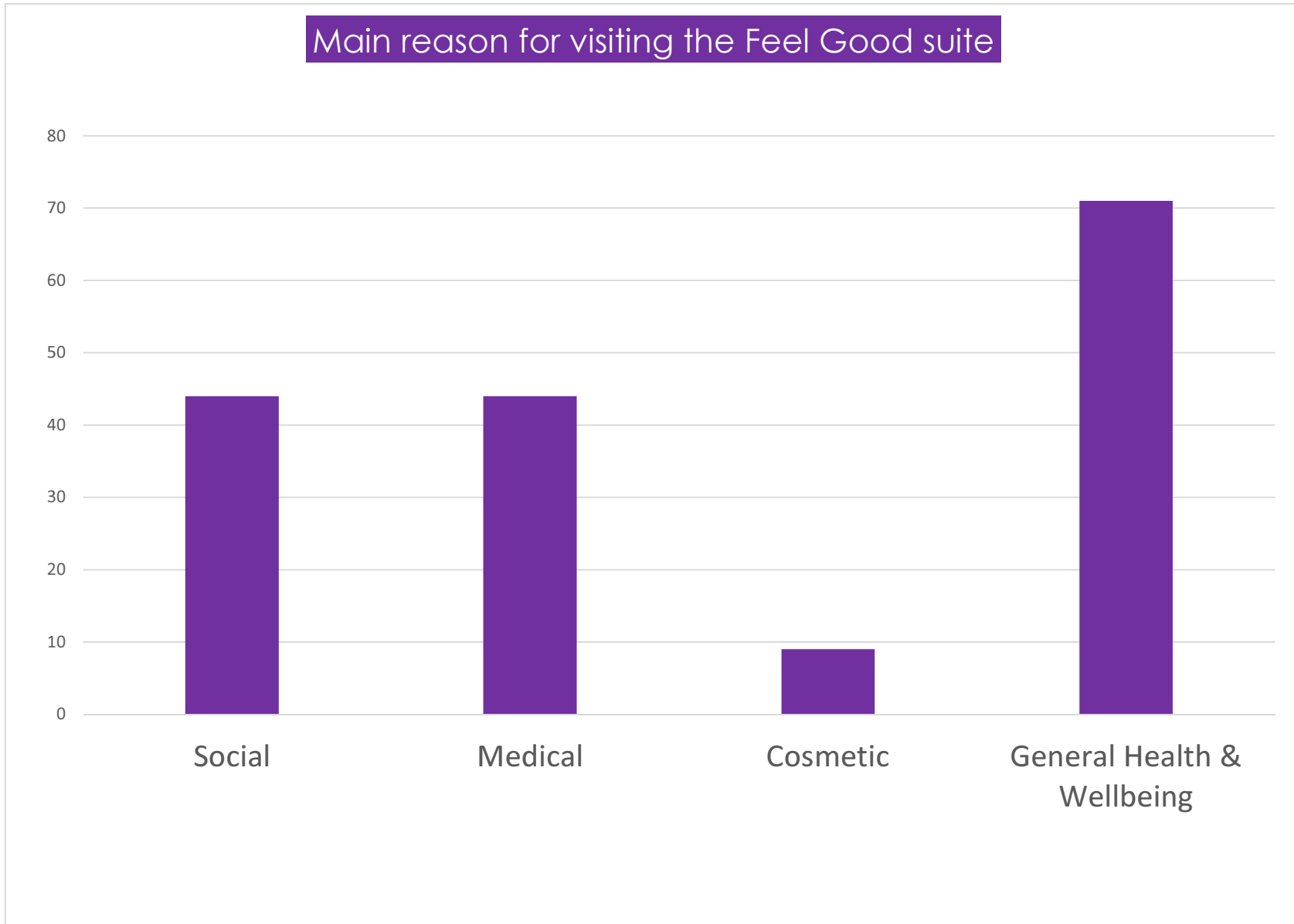
Conducted by Shapemaster

Feel Good members

- 66 participants
15 males
51 females
- Average age 65
- 41% visited
3 times per
week (39%
more than 3
times)



- 76% of participants indicated that they had a medical condition (53% indicated they had two or more medical conditions)
- Over 78% say that since using the centre they generally feel better
- 44% of users indicated that having a medical condition was their primary reason for visiting the centre
- Over 22% felt that their mobility had improved
- Over 36% say they can now move better
- Just over 18% indicated that their social life had improved
- 77% agreed that they felt fitter and stronger
- Just over 18% indicated that they could move parts of their body that they couldn't move before
- 64% agreed the centre offers good value for money



“I suffer from C.O.P.D and have found that my breathing has much improved since using the equipment. Other people have also noticed that I am breathing easier”.

*Male user aged 75
White Oak Leisure Centre*

Embracing our communities



To: Whiteoak Centre Manager

Dear Sir,

I have been attending the Feel Good Suite since February last year and have found the exercise machines to be very helpful in managing my arthritic pain.

However I would like to commend Anna-Maria, who has made the experience such a positive one.

I was initially a bit nervous of attending, knowing no-one else there.

She has been so encouraging, inclusive and professional in her approach it has become a joy to come to the sessions.

I have observed the way she has fostered a supportive attitude amongst all who attend and her social events have created a family feel that allows a diverse group of people to relate well together. She is able to provide constant review of progress and enables people to achieve their best empowering people through her professionalism.

I hope that all her achievements are recognised and to that end wished to write this letter.

Kind Regards

Christine





Charity events

- 2018 West Kent Mind
Golf charity Day
Primetimers - SLC sponsored walk
Sponsored fitness class day -WOLC
Quiz night customers and staff
raised £2.4 K
- 2019 Cystic Fibrosis

Supporting

**Cystic
Fibrosis Trust**


cysticfibrosis.org.uk


What do our customers think ?

- My children came to a week intensive course last week with Mark and wow what an improvement in their swimming. He really is a superb teacher, so much patience and structure, my children were looking forward to their lesson every day. I will definitely be booking another one.*

Jane Slater, SLC
- Thank you so much for today. The session that you ran for the sixth form students was perfect! So relevant, really engaging and they have all walked away with an experience that allows them to practically apply their skills in a professional context. Honestly, I have run a few of these trips to different local gyms and you guys today were the best by a country mile!*

Nic, Trinity School, Sevenoaks
- I can't fault the swimming party we had at Edenbridge Leisure Centre for my daughter. The staff were amazingly professional, friendly and most of all – helpful. They made the party go swimmingly, going above and beyond to reduce the stress that can be had hosting 20 five and six year olds!*

Sarah Y, ELC
- Great course. Well kept. Lovely greens. Staff friendly and they do a great breakfast. Will be going again.*

Malcolm Head, LPGC
- Hi, I just wanted to say thank you for providing a really good summer programme this year. We didn't go away this summer and therefore my children took part in a number of different activities that you provided from swimming lessons, regular swimming to different craft activities. They loved them all! Thank you to the staff who were always helpful and polite.*

Elizabeth Holdak and family, SLC
- We had a Christmas party in Treasure Island today and I just wanted to say thank you to all the staff. It was really well organised and all the children's food and the sandwich platters for the adults were lovely. All the parents were really impressed and the children had a great time. The staff were all so friendly too. I will definitely book a party again!*

Jill, WOLC
- I would just like to say how impressed I am with the care and activities that my daughter gets in the creche in Edenbridge over the last month. Claire is fantastic. She not only offers a variety of activities for the children but reads stories to them and educates them. Thank you*

Hannah, ELC

Changing people's lives

sencio
COMMUNITY LEISURE

YOUR COMMENTS:
The swimming instructor (Chris)
is the best thing that has ever
happened to me. He has helped
me overcome my fear of water
(over 30 years fear)

ABOUT YOU:
Have you discussed your concerns/suggestions with
a member of staff? Yes ☒ No ☐ Chris
How often do you visit the centre?
Frequently ☒ Once a week ☐ Once a fortnight ☐
Once a month ☐ Less often ☐ First visit ☐

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