



ANNUAL BUSINESS PLAN 2019/20

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I. INTRODUCTION

I.1 Foreword

The Leisure Partnership Agreement will be entering its 8th year, having commenced on 1st December 2011. The Woking and Guildford partnerships were procured as part of a joint process that required a turnover threshold/scale of organisation that would have been challenging for Freedom Leisure to have met at the time on their own. Freedom Leisure therefore asked GLL to be the “principal” contractor, with Freedom Leisure delivering the contract, as a sub contractor to them. The bid was written by Freedom Leisure who are fully responsible for its delivery. GLL receive an annual fee from Freedom Leisure for underwriting the original bid and holding the risk of Freedom Leisure failing to perform.

Now that the extension of the contract has been awarded there are some new complexities to the business plan and how the Woking Sportsbox fits in the existing provision without being competitive. A complementary programme has been developed to maximise the opportunities that the facilities bring.

This business plan for 2019/2020 will be used as the backbone to the delivery of the service over this 12 month period, but allows enough flexibility to adapt to the ever changing needs of the local community, keeping up with the changes in trends within the industry.

The plan is written considering the current Woking Borough Council Plans where applicable, the history of the contract so far, plus colleague and customer feedback gained over the past 12 months.

The delivery plan at the end of the document gives a range of objectives that the Freedom Leisure teams will work to achieve throughout the year. These will be measured, and will be subject to ongoing quarterly reviews (April to May will be reviewed in June 19, June to August will be reviewed in September 19, September to December will be reviewed in January 20 and the final quarter will be reviewed in April 20) throughout the year in conjunction with the Council Officers.

Planned investments and agreed variations to the contract will look to see the following works completed / progressed during the year:

April '19	Reopening of the Flumes in Pool in the Park – subject to completion of the tower , works being completed by WBC. Flumes are completed.
April/May	Pool in the Park Wet Change design agreed following consultation. Works planned to take place following completion of the current

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2019	outstanding works.
April/May 2019	WLC Changing room refurbishment and redecoration

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Sitting alongside the Business Plan is a delivery plan giving an insight into the core objectives, Customer Insight and Research Plan (app 2), the Site Marketing Plans (app 3), the Equality Survey and Action Plan (app 4) to include the newly opened Sportsbox Facility.

I.2 Strategic Alignment

I.2.1 People, Place and Us

To create a bespoke business plan, this year the content has been organised in line with Woking Borough Council's visions and values – People, Place and Us as identified below. Whilst the activities of the Leisure Management Contract contribute across all areas, the primary focus of our activity will inevitably be around 'People' and the part we can play in improving the communities Health and Well-being. In doing so, we will ensure we look to continue to be innovative, proactive and effective in our delivery of service and opportunities in accordance with the Council's 'Us' vision statement.

As the Council develops its own 'people' directorate further under its current restructuring arrangements, we will increasingly work with the Council and key stakeholders and partners to input into the ongoing development of, and support of, the delivery of relevant Health and Well-being Strategies and strategic infrastructure for the borough including but not exhaustive to:

- Surreys' and Woking's Health and Well-being Plans
- Woking Well-being Network
- Surrey's Physical Activity Strategy
- Surrey's Cycling Strategy and local Woking Cycling Plan
- Playing Pitch Strategy and leisure reviews
- Play and Youth Play Strategy refresh
- Subject to agreement by the Council to proceed with the Sheerwater Regeneration Scheme, assist with the operational delivery of the leisure facilities

We are cognitive of the fact that the Government published its Sport Strategy in December 2015 – “Sporting Future – A New Strategy for an Active Nation” which places an emphasis on engaging more people from every background regularly and meaningfully in sport and physical activity, through taking part and volunteering in and experiencing live sport.

Furthermore, since the above document was published Sport England has released “Towards an Active Nation” strategy from 2016 to 2021. This set’s out how Sport England will use its funds and resources to benefit everyone in England.

We will therefore look to keep informed of developments in both these areas of work, and in discussion with the Council update our actions in our Business Plan as maybe required throughout the year to reflect the required direction of travel. Alongside this sits Active Surreys “physical activity strategy”. We shall continue to work with Active Surrey to promote their programmes and where possible actively engage in them.

PEOPLE - A healthy, inclusive and engaged community

We will improve the health and wellbeing of our community, by:

- Working with partners to raise personal health standards, with particular focus on housing, mental health, alcohol, obesity and smoking
- Encouraging through a clear dialogue, with those who are able, to take responsibility and self-serve; while helping, with partner organisations (including the voluntary, Community and faith sectors), those less able
- Promoting recreational opportunities for all sections of the community

PLACE - An enterprising, vibrant and sustainable place

We will help to create a sustainable community which has a strong identity and is a place where people want to be, by:

- Maintaining a high quality natural environment where resources are used wisely and biodiversity is conserved
- Creating a high-quality built environment which meets local needs, and enables an enterprising culture to flourish and the local economy to prosper
- Providing, in collaboration with partners, the physical and electronic infrastructure to enable efficient and integrated travel, and supporting high quality electronic services

US - An innovative, proactive and effective council

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We will look ahead and, along with our partners, seek opportunities to shape and improve the services provided to the community, by:

- Communicating well, listening to the community and working with others to deliver services efficiently and effectively
- Developing the skills and behaviours of our staff, and making the best use of resources (money, people, assets) to deliver services
- Giving clear messages about the boundaries within which we expect our staff to work, encouraging them to take ownership, and empowering them to take measured risks when taking action or making decisions within those boundaries

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I.2.2 Quest – Plan, Do, Measure, Review and Impact

Quest is the UK Quality Scheme for Sport and Leisure designed primarily for the management of leisure facilities, sports development teams and leisure development. Quest is managed on behalf of Sport England by Right Directions in partnership with Leisure-net Solutions. It defines industry standards and good practice, and encourages their ongoing development and delivery within a customer-focused management framework. Quest's rigorous assessments challenge even the very best leisure facilities, universities and sports development teams in the UK.

Freedom Leisure believe that the QUEST framework for continuous improvement is a really strong way of ensuring the business grows sustainably. To do this all of the business plan actions will consider the following questions next to each of them.

- *Plan* – have we planned what we want to achieve?
- *Do* – how are we going to achieve this plan?
- *Measure* – how will we measure whether we are achieving this plan?
- *Review* – how will we review the plan?
- *Desired Outcome / Impact* – has it had a positive or negative impact?

Having now gone through several stages of the Quest process the results from 2017/18 have been assessed and will continue to be used to build the service improvement plan but will also steer how we take the accreditation forward.

Following the achievement of Quest Stretch we have now achieved Quest Plus for Active Communities and attained Very Good in this category in September 2018, this will be reviewed and applied for in 2020.

2. CURRENT TRADING POSITION (At the end of Quarter 3 – 2018/2019)

2.1 Participation

2.2.1 Following the development in 2013 of the Leisure centre, the facility usage increased year on year with 2016/17 being the first year to see stagnation. 2017 saw the leisure centre attendance drop with it being 1.7% behind last year figures at the end of the third quarter. This year has seen another drop in usage in the facility, the decrease in participation is 7.9% down from last year. All of this reduction is linked to the membership base shrinking in the past 12 months. From our exit surveys we can see that this is due mainly to increased competition in the local area and a number of maintenance related issues including lack of consistent air conditioning and heating, condition of the changing areas. Woking Leisure Centre continues to have the largest membership base in the Freedom Leisure and the gym is performing very well. However we need to continually adapt to ensure we maintain a strong product offering to compete with the cheap offerings opening up.

2.2.2 Pool in the Park has also seen a decline in attendance. The water slides are still inoperable and have been out of action since May 2017. The slides were successfully installed by October 2018, but resulting works were required as the supporting tower required significant works which are being completed currently, with an estimated date for completion being April 2019. Throughout 2018/2019, there have been significant closures in Pool in the Park, identified as being related to inadequate heating to sustain temperatures in the pools – the full plan of works has now commenced and being completed by WBC and we are aiming to have the Leisure Lagoon open by 15th Feb 2019. Pool in the Park has had numerous experiences of low water and air temperatures due to pipework failure on the hot water system along with boiler issues. These poor environmental conditions have led to several swim lesson cancellations and having to advertise lower temperatures and numerous closures meaning lower attendances for these sessions. This compounded with the closure for features installation and the slides being out of action, have meant that the pool is currently 8% behind last year's attendances at this point of the year.

2.2.3 Sportsbox – the new facility opened earlier than anticipated in August 2018, with a reduced offering of fitness suite and classes. The 3G pitches and main hall opened in line with Hoe Valley School in September 2018. Due to planning conditions the athletic track opened later to allow the successful closure at Sheerwater. Due to adverse weather in Summer 2018 the grass pitches remain closed pending further inspection in April with an expected operational date of September 2019. This facility is extremely quiet and despite significant marketing spend of circa £12.5k is not yet a viable operating facility.

The participation and usage have been significantly lower than anticipated despite the rigorous marketing plan – however there is no historical data for comparison.

2.2.4 Pavilions – Whilst there has been some growth on last year there is a ceiling with the pitch usage being restricted to ensure the pitch quality is acceptable. More Pitches / Pavilions are required based on demand.

2.3 Financial

2.3.1 Income

The year to date figures are as follows:

- WLC - £2,059,890 (£2,108,265- LY) (£2,270,621 PY)
- PIP – £1,077,737 (£1,277,351 LY) (£1,239,541 PY)
- Pav – £ 63,772 (£58,039 LY) (£54,843 PY)
- Total Contract £2,299,580 (£2,427,179 LY)
- Woking Sportsbox - £251,791 – 12 mnth Bid Figure £484,481
- Areas of Growth – Pavilions seeing continued growth YOY.

The area of most concern is the decline in participation across both WLC and PITP – which feeds through to a related and significant decline in income for both casual and membership income along with swim lessons which have been impacted due to the pool closures. Lessons being cancelled and along with an unreliable service are impacting as we are not attracting the pre school children who, once enrolled elsewhere are difficult to engage. The decreased participation negatively results in all income lines including catering showing decline. Leisure Memberships and casual fitness which have seen significant growth over the years began to decline last year and are continuing to decline despite refurbishment of the gym. Additional work is being done to improve our

retention of members which can be seen in the health promotions line along with making our marketing offer more robust to compete with some of the private sector competitors locally. Memberships at WLC are impacted by the pool closures as we are not offering a reliable combined offering.

2.3.2 Expenditure

We have spent more in the first 9 month of this year than we did last. Currently total expenditure YTD is £3,852,782 compared to last year £3,084,256

There has been some significant spends on key plant and equipment, including the gym refurbishment and the addition of Woking Sportsbox which accounts for additional spend. Repairs and Maintenance budgets are significantly overspent at this point in the year, current expenditure of this being £337,218 compared to £235,985. Boiler replacements and replacement items including 2 chlorifiers at the pavilions, including remedial works for Legionella have contributed to this along with investment in Heatwaves plant and alarm systems.

In addition there are increased staffing costs , YTD staffing is £1,904,777, £147,916 – Excluding Woking Sportsbox Staffing the increase is £73,626 increase. We have had a large turnover of lifeguards, technical staff and cleaners all of which leaving us with gaps that have taken longer to fill than notice periods allowed. We have had to look at what we can do to improve staff retention and have introduced freedom choices which is a staff welfare and incentives scheme offering a range of discounts on products and services as well as some free health care service. We have also looked at how we can combine roles to make them more financial attractive and lead to better staff retention. E.g. offering the swim teaching qualification to Lifeguards that stay with us for more than 6 months. We also pay for Lifeguards to complete the necessary qualification NPLQ – the industry standard to attract staff into these critical positions.

2.3.3 Surplus

At this point in the year looking at performance YTD along with Year End predictions it is clear there will be no surplus generated this year which is most disappointing.

2.4 Quality

2.4.1 Quest Accreditation

The sites continue to maintain their accreditations. As mentioned previously we have attained Very Good in Quest Plus for Active Communities and will renew for combined sites this financial year , to include Woking Sportsbox.

We are also approaching the time in the cycle where we would have completed the National Bench Survey (NBS). However as there is now an option to select a NBS Module within the Quest Plus process, it has been agreed to take this course of action as opposed to a standalone NBS Survey.

2.4.2 Customer Research and Insight

Understanding what the customers think of the service being offered and what their requirements may be is a critical part of ensuring the leisure service stays successful. Historically a range of surveys and forums have been undertaken to achieve this. These will continue and have been drawn into a customer insight and research plan (There have been additional plans required to overcome the stringent GDPR legislation in 2018 , but despite this we are collating feedback and action plans.

2.4.3 Audits

2.4.3.1 Area Manager audits are carried out every 6 months, by an Area Manager from another freedom leisure contract. These audits are structured to look at H&S Compliance, financial security, and then a range of quality issues such as cleaning and staffing. The last audit took place in September 2018 with the leisure centre scoring 85.96% , and the pool scoring 83%. Woking Sportsbox , had an initial audit pre- planned the open of 65%, whilst this score was low many of the procedures were still be written and staff uniform was still to arrive. Action Plans are in place for all sites. End of Year Audits are planned for Feb 2019.

2.4.3.2 The catering facilities maintain their 5 star accreditation at the Leisure Centre and 5 stars at the pool. The Kiosk and Woking Sportsbox both scored 5 stars which brings all of our sites to 5 star level.

2.4.3.3 There have been some issues specifically at Pool in the Park with Quality being affected. An improvement plan was actioned which has addressed the repair and maintenance of the lockers, cubicles and cleanliness. A significant refurbishment of the old lockers was done 9 months ago, however these are starting to fail again and the site team are doing all they can to keep this ticking over ready for the major changing room refurbishment. Environmental issues continue to be problem with temperature fluctuations continuing to occur. It is clear from feedback that the refurbishment programme is key to addressing the majority of service concerns.

2.4.3.4 Whilst recruitment of technical staff and cleaners were both the route course of many of the problems, we now have both better tools to retain our team and also have an agreement with Skanska who can help fill any gaps when we are without staff if the need ever arises.

2.5 Corporate

2.5.1 Business Development

Freedom having made a conscious decision to take a year out of the competitive market to stabilise the business and has now started bidding and winning new contracts again. Most recently a merger with Tandridge Leisure trust and the winning of the further sites in Staffordshire have continued to help in the growth of the company. We have also been successful in winning the contract in Wales to increase the portfolio.

2.5.2 Quality

Freedom leisure completed Quest Sports Development in November 2016 and has continued to grow its sport development function rebranding it "Active Communities". This change will see the emphasis on the work we do in the community continue to develop. The finalisation of the contract has also meant we have been able to make the Active Communities assistant role a permanent position.

Projects are also underway to improve the Leisure Management IT systems, The HR system as well as the roll out of WAM, the new Planned Preventative and Reactive Maintenance system. These systems are being introduced to run the business more effectively. The HR system will reduce the number of processes to get a job to market and assist us in managing the payroll. These systems have started and aim to provide a more robust and efficient manner to ensure compliance.

2.5.3 Investors in People

Freedom Leisure was awarded the Investors in People Award in October 2016. This accreditation highlights the work done to ensure a good quality workforce is provided and maintained and also gave some positive actions for making further improvements in the future. These actions are being worked on to create a stronger and more motivated workforce moving forward.

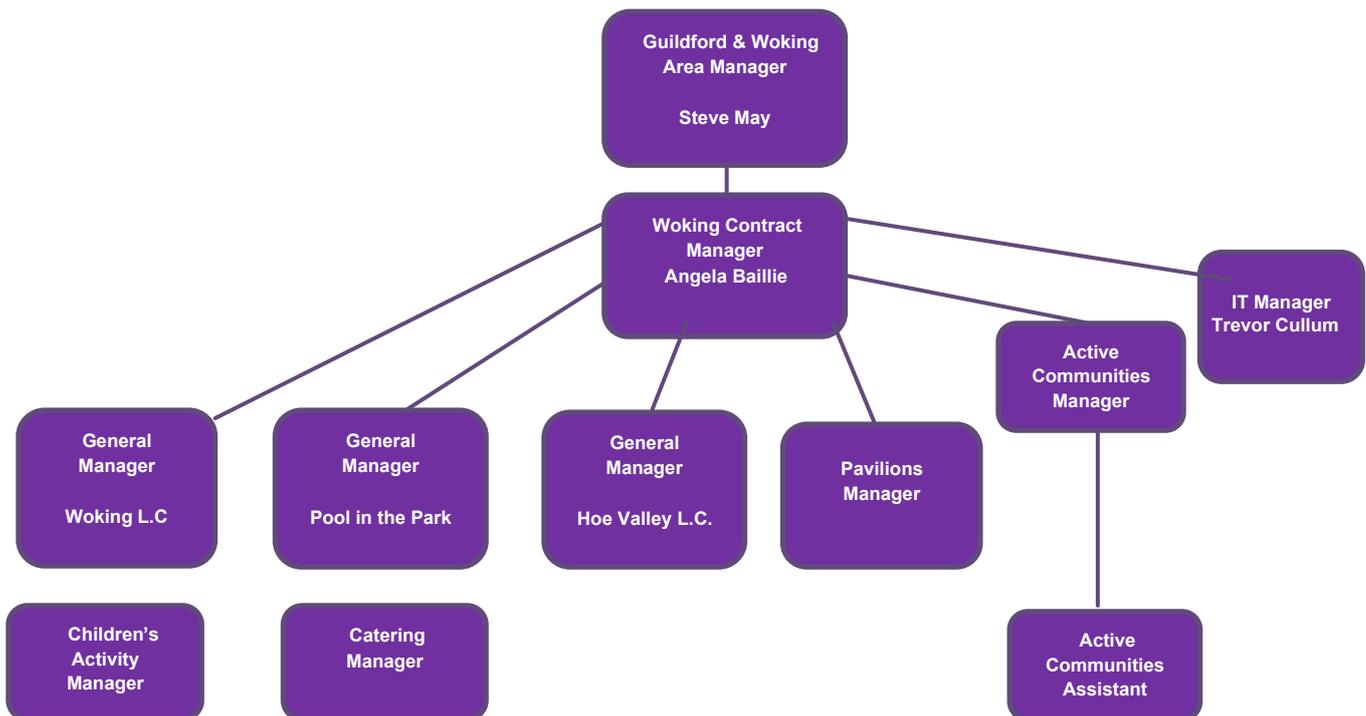
2.6 Staffing Structure

2.6.1 Contract - Extension

The contract extension incorporates some changes to the staffing structure. Please see structure diagramme below.

The obvious changes to this is the introduction of a Contract Manager. This post has been introduced to add to the management resource in the growing contract, focusing on driving both the quality and commercial operation of the contract and directly line manage the general management team.

As well as the management structure change there has been the addition of the operational team at Woking Sportsbox along with a greater operational resource in the existing contract which includes additional staffing positions for cleaning, supervising and technical. (A full breakdown of the staffing structure can be seen in the contract extension documentation)



Current Staff are as follows:

Area Manager – Steve May

Contract Manager – Angela Baillie

Woking LC Manager – Jon Hames

Pool in the Park Manager – Catherine Bowyer

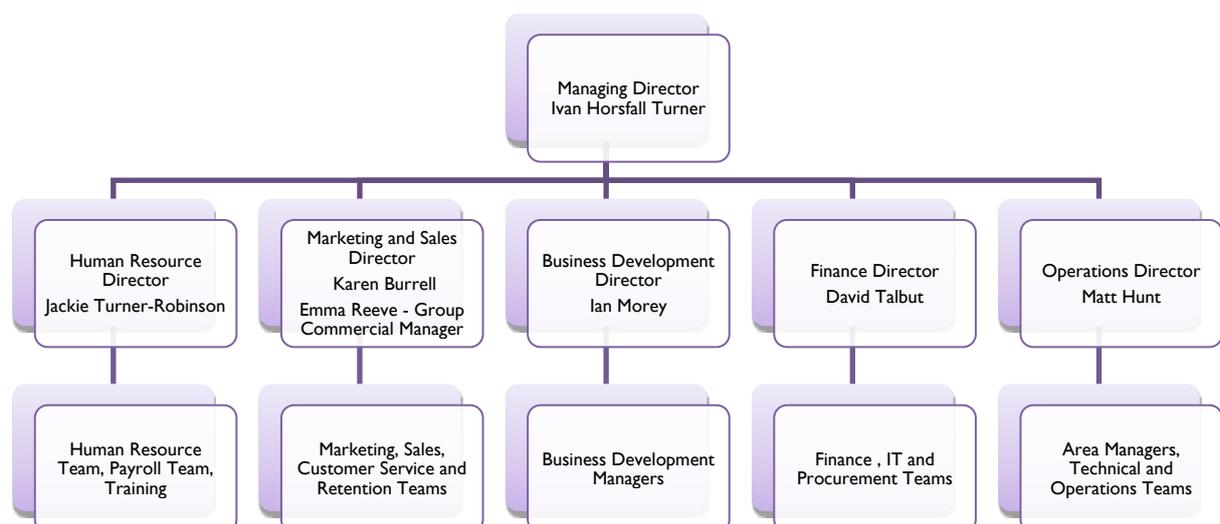
Sportsbox Manager – Geo Castro

Pavilions Manager – Hayley Potgieter

IT Manager – Trevor Cullum

Activite Communities Manager – Ellie Cranfield

2.6.2 Corporate



3 OBJECTIVES AND DESIRED OUTCOMES

Woking Borough Council's main aim is for its leisure provision to improve the Health and Well-being of its residents. The following objectives all work towards achieving this.

All of the Business Plan actions as contained in more detail in the Delivery Plan will be linked to one, two or all of the three main objectives below for 2019/2020. They are:

- **Participation** – has what we planned made an improvement to participation?
- **Financial** – has what we planned made a positive improvement to the financial position?
- **Quality** – has what we planned made a positive improvement to quality?

All of these main objectives are intrinsically linked, with each making a difference to the other, if done correctly.

The Delivery Plan is then broken down further into 14 service areas one of which is a specific section for Sportsbox, while now incorporated into the contract it continues to be a focus to grow in the following financial year.

1. Quality and investments
2. Sport and Health and Well Being
3. Aquatics
4. Catering
5. Children's activities
6. Customer service
7. Equality
8. Finance
9. Health & Safety (H&S)
10. Asset Management
11. Human Resources
12. Sales, marketing and memberships
13. Information and Communication Technology
14. Sportsbox

Some of the headline objectives for next year are:

- To relaunch the Pool following the slide installation and completion of the boiler works - and with this make some minor changes to the programme to maximise the new customers the slides will bring.
- Relaunch our Learn to Swim program to engage preschool children to ensure we can deliver this essential activity to Woking Residents at an affordable cost.
- Prepare and complete the changing room refurbishment projects as per our extension contract
- Continue the drive towards offering dementia friendly facilities.
- Continue to grow and develop Woking Sportsbox – capitalising on the accessibility USP.

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- Launch a Spin Program at Sportsbox along with Constance Busch , consultant Orthopedic Surgeon to aid in the rehabilitation of those who may require hip replacement surgery.

The full delivery plan is available with this document but please note this is a changing document with objectives, changing, being removed and added to throughout the year to reflect the changing demands of the customers and the leisure industry as a whole.

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3.2 Participation

- 3.2.1 Priority sports for 2019/2020 will be swimming, Aquatics and Learn to Swim Program walking – general & sports related, netball, rackets, lacrosse and running. (Detail on specific targets can be found in the sports development section of the delivery plan)
- 3.2.2 Priority areas for 2019/2020 will be Maybury, Lakeview, Old Woking, Byfleet and Barnsbury.
- 3.2.3 Priority groups for 2019/2020 will be disabled, women and girls, young people, socially disadvantaged, older people, BME groups and those who are physically inactive. Drawn out of customer communication and a key segment of BME Asian Women will be continue to be focused on this year.
- 3.2.4 Freedom Leisure will seek to increase overall participation across the original contract by 2% year on year. On top of this we are also predicting to increase participation by nearly 50,000 at Woking Sportsbox.
- 3.2.5 Freedom Leisure will seek to run 3 new activity session for the under 5's groups (a new target group of Sport Englands).
- 3.2.6 Freedom Leisure will continue to focus on driving dementia friendly activities with the staff trained this year.
- 3.2.7 Freedom Leisure will seek to introduce new and innovative activities in the pursuance of increased participation both from existing user but also in attracting new users
- 3.2.8 Below are the target participation variant bid figures, as per the service specification followed by the bid figures for Sportsbox

Contract	17/18 Bid Target	17/18 Estimated Outturn	% variance for 17/18	2018/19 Bid Target	2018/19 Estimate	% variance for 18/19 against Bid
Leisure Centre – Base Bid	288,863	440,000	8%	291,857	450,000	16%
Leisure Centre – Variant Bid (indoor)	41,000			41,000		
Leisure Centre – Variant Bid (3G Outdoor)	78,000			78,000		
Leisure Centre – Total	407,967	440,000	8%	410,857	450,000	16%
Pool – Base Bid	421,863	360,000	-15%	426,081	370,000	-13%
Pavilions*	25,476	30000	20%	25,731	31,000	24%
Hoe Valley	N/A			49,812	49,812	100%
Total	855,306	830,000	-3%	912,481	900,812	-1%

- Booking x average of 24

3.3 Financial *(CPI reflection still to be made)*

3.3.1 Freedom Leisure will make the following management fee payment to Woking Borough Council in 2018/19 in respect of existing agreed services.

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(All below figures will change as per agreed indexation for this period)

- Contracted bid payment of £642,862 made up by:
 - Base bid payment of £328,633
 - Indoor scheme payment of £196,885
 - 3G scheme payment of £117,344

- Less adjustments of £34,797 made up by:
 - Pay award adjustment of -£7,722
 - Kings Head Pavilion adjustment of -£9,025
 - New Monument School Pavilion adjustment of -£9,025
 - Brookwood Farm Pavilion adjustment of -£9,025
 - Woking Sportsbox and Variations adjustment of -£173,321

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Revised Management Fee for 2018/19: £434,744 (subject to indexation)

3.3.2 Additionally, Freedom Leisure will drive to seek efficiencies within its business through seeking an increased income yield (target 3%) and operational savings (target 1%) without adversely affecting overall customer satisfaction and participation levels.

3.4 Quality

3.4.1 Net Promoter Score

Freedom Leisure will seek to get an average of 30% on the NPS scoring system for the year 2019/2020 . The Leisure Net E-focus system of measuring NPS will be the primary tool for recording this which offers the greatest measure of the customer database. The survey has just recently landed and we will collate reports available for all to view.

3.4.2 Quest

This quality assurance process will continue. Having achieved Quest Stretch at the Leisure Centre for the time being a Quest Plus assessment will continue whilst we discuss the relevance of this kite mark moving forwards. We are always looking for new and better ways of measuring the quality and continuous improvement of the facilities. Sportsbox will also enter the Quest cycle from 2019.

3.4.3 Customer Satisfaction

Freedom Leisure will aim to achieve minimum 90% satisfaction rating on all customer and colleague surveys carried out, as per the service specification. To do this more resource is being added to the operational teams to provide cleaner facilities, and when things are broken to fix them quicker. To

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complement this we will need the WBC asset team to continue to improve the facility environment, achieving the specified air and water temperatures.

3.4.4 E-Focus Platform

Freedom Leisure will continue to use this tool to measure customer feedback and makes up a part of the insight and research plan.

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3.4.5 Mystery Shops

Freedom Leisure will continue to receive several mystery shops. These will be conducted by Leisure-Net Solutions, include several methods and be undertaken during varying operational periods including evenings and weekends.

3.4.6 External Auditing

Freedom Leisure will seek to demonstrate continuous improvement in the following audits:

Quality Leisure Management Health and Safety Audit – This audit focuses on the health and safety compliance and best practice. With previous years seeing results up to 86% the aim this year is to achieve over 86% in all audits

Area Manager Audit – These are completed twice a year by another Area Manager and focuses on a range of areas within the business and checks on H&S compliance.

Internal Health and Safety Audit – this is completed by the Freedom Leisure Health and Safety and the sites will be targeted to achieve over 80%. This audit was refreshed in 2017 and made significantly more difficult.

Audit	17/18 Actual	18/19 Actual*	19/20 Target
QLM	LC 83.00%* Pool 83.00%*	LC – 85%* Pool – 83%* Sportsbox – 75%*	LC 86.00%* Pool 85.00%* Sportsbox-
Area Manager	LC 86% Pool 97%	LC- 86%* Pool – 97%* Sportsbox – 70%*	LC 86% Pool 97%

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Internal Health and Safety	LC 75.00% Pool 73.00%	LC – 75% Pool – 73% Sportsbox – 70%	LC 75.00% Pool 73.00%
Scores on the Doors (EHO)	LC 5* Pool 4*	LC – 5 Pool – 5 Kiosk – 5 Sportsbox-5	LC 5* Pool 5* Kiosk – 5 Sportsbox-5

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Partnership Working

Freedom Leisure will continue to support the many council projects that take place each year to varying extents. The Party in the Park is an event Freedom will continue to sponsor and attend offering a variety of childrens activities whilst all promoting the wider offering available at the facilities and throughout the community.

Dementia Awareness continues to be part of our plan to improve our staff awareness and make our facilities as accessible as possible.

The Active Communities team will continue to develop the partnerships with National Governing bodies in sport to offer as many engaging activities as we can to meet the council objectives around active living

The GP referral, cardiac rehab and other health promotions offered will continue whilst looking at what other programmes maybe suitable for the settings. The Active Communities team will continue to grow there outreach utilising the pavilions throughout the borough. Specifically offering targeted exercise sessions such as ladies Yoga and Pilates, or explorers an activator session for younger people.

3.5 Future Developments

- 3.5.1** Freedom Leisure has been successful in its tender for the catering operation in the park. It is felt that this will complement our current offering and give us greater access to the users of this area and help to introduce them to other offerings across the leisure service. The Kiosk opened in April 2018 and will continue to offer a small range of food and drink but most importantly ice cream!

- 3.5.2** Leisure Pool Development works. These works are essential to maintaining a high quality offering through this venue and will assist in drawing new customers as well as maintaining use of existing customers. The core of the works is the installation of two new waters slides. Whilst using the same access stairwell and similar outdoor space they have been developed to be as exciting as possible including translucent strips and are aimed at toddlers (On parents) upto the young teen market. The works are ongoing with the current estimated opening being Easter 2019.
- 3.5.3** Pool in the Park Changing room development – As the area of greatest customer complaint it is essential that investment is made in as productive and long standing way as possible. Customer consultation took place throughout March 2018 with the intention of signing off the designs by the end of April 2019 along with WBC so that tender documentation can be produced. Works are planned to be completed in 2019 , subject to safe completion of outstanding pipeworks .
- 3.5.4** Leisure Centre Changing room refurbishment – once again, an area of Customer complaint, which will look to see essential investment in both the male and female changing rooms areas within the Leisure Centre. It is hoped that this work will take place during April 2019
- 3.5.5** Woking Sportsbox development. The opening of Hoe Valley Leisure Centre is still a great opportunity to add to the health and wellbeing offering to Woking. To maximise its potential the programming will be done in conjunction with Woking Leisure Centre. The programmes complement each other to offer as balanced a service as possible to the community. Working with Sire Cliff Bush OBE to ensure we maximise on the Accessibility offered to meet the needs of those in the community with those needs.
- 3.5.6** Freedom will continue to monitor the leisure market, look at customer trends and industry analysis to try and identify new and exciting developments for the facilities.
- 3.5.7** Open Data – this is something that is being looked at across the industry and Freedom Leisure will monitor this closely to see how best to engage in its delivery.
“Open Data is data that is available to everyone to access, use and share. Yep even your nan.” (Ref: Opendata.org.) What this means to us is opening our data to third party providers to sell our services on our behalf. (Thinking www.booking.com) We are working with Active Surrey on developing this.

