

EVERYONE ACTIVE – ANNUAL REPORT TO THE OVERVIEW & SCRUNITY COMMITTEE

2020 - 2021

1.0 Background

SLM trading as Everyone Active were awarded the contract to manage Derwent Swim & Fitness Centre, Ryedale Sports Centre (at Lady Lumley's School) and Ryedale Swim & Fitness Centre, which commenced on the 1st October 2014 for 10.5 years. The contract is in its 6 year and has 4 years to run.

Everyone Active invested £300,000 at the start of the contract to build a new 40 station fitness suite at Ryedale Swim & Fitness Centre, previously the site was only a pool and extended the gym at Derwent Swim & Fitness Centre, replaced gym equipment and made facility improvements to reception areas.

2.0 Global Coronavirus Pandemic

2.1 Facility Closure – The Coronavirus Act 2020

In order to halt the spread of COVID-19, the government passed a Specific Change in Law, namely The Coronavirus Act 2020 and The Health Protection (Coronavirus, Restrictions) (England) (Regulations) and leisure centres were forced to close on the following dates during the financial year April 2020 – March 2021.

- 24 March 2020 to 1st August 2020 (inclusive) – 131 days
- 5 November to 2 December (inclusive) – 28 days
- 6 January to 11 April (inclusive) – 95 days

The facilities in Ryedale were closed for a total of 254 days.

2.2 Social Distancing Restrictions

During the lockdown period the SLM Board and senior management team have participated in working groups that have considered the impact of COVID-19 and lockdown on the leisure sector. We have collaborated with and sought guidance from the following external organisations. The guidance was used to help develop our plans.

- UK Government www.gov.uk
- Public Health England www.gov.uk
- World Health Organisation www.who.int
- UK Active www.ukactive.com
- Swim England www.swimming.org
- CIBSE www.cibse.org
- CIMSPA www.cimspa.co.uk
- PWTAG www.pwtag.org
- EMDUK www.emduk.org

We ensured our centres operated within the requirements set out by the Government and Public Health England, to reduce the risk of COVID-19 transmission in our leisure centres.

2.3 Business Restrictions

2.3.1 Fitness & Group Exercise

The new operating procedures will impact on customer experience and every effort was made to ensure that our gyms were always maintained to the highest standards of hygiene and safety.

The maximum occupancy of the gym was calculated on an area of 3m x 3m per person. This reduced the capacity of our gyms as follows: -

Ryedale Pool

Pre-Covid 35 stations

With Covid 20 stations

Derwent Pool

Pre-Covid 18 stations

With Covid 13 stations

The following measures were introduced: -

- Customers and colleagues were expected to maintain social distancing and fitness stations were located 2m apart.
- A booking system was introduced to manage occupancy levels to avoid overcrowding.
- All customers were required to pre-book for a session via the Everyone Active App.
- Sessions were bookable with a maximum session of 50 minutes per customer being allowed. This allowed for 10 minutes for cleaning of equipment in between sessions.
- All customers were asked to limit their bookings to one session per day.
- The maximum number of customers that can be booked into a session will be restricted to 90% of the number of fitness stations available. This will provide 10% spare capacity to cater for walk-in customers that have not pre-booked a session as they were unaware of the new booking system.
- Customers are advised to attend in their gym kit and be prepared to shower and change at home, although changing rooms will be open.
- Customers are asked to clean equipment before and after each use. Cleaning stations will be located around the gym.
- Colleagues cleaned equipment after every session. Trained staff disinfected the fitness suite and studios with a fogging machine at the end of each shift.

2.3.2 Swimming

- Swimming lesson times are staggered with a 15-minute break for changeovers between each lesson.
- 3m x 3m of space per pupil was allocated for lesson space. This decreased our capacity by 40%.
- No other activities took place in the pool when lessons were on. This created the additional space that will be required to accommodate lessons and maintain social distancing requirements.
- Swim Teachers are required to teach from the poolside and maintain a 2-metre distance from pupils at all times.
- Parents are required to attend lessons in the water with younger children – with only 1 parent per child.
- Pupils are required to attend lessons (“beach ready”) ready changed in their costumes. This avoided using the changing rooms prior to the lesson starting.
- Lane swimming operated in double-width lanes and bather loads were reduced, 4 lane x 25m pool 20 swimmers

- All sessions are bookable online (via the Website or the upgraded Everyone Active App) in advance so that capacities could be managed.
- Bookable sessions are a maximum of 50 minutes.

2.4 Health & Safety

All facilities that we operate have a designated COVID-19 Officer responsible for COVID-19 considerations. In all cases the General Manager is designated as this role. The COVID-19 Officer will ensure that they are up to date with central or local government recommendations. The leisure centres are managed in accordance with the site specific Normal Operating Procedures and detailed COVID 19 risk assessments to support changes in guidance and government updates to restrictions and tiers.

Additional checks and measures around COVID 19 have been put in place with additional checks, high touch point checks and control measures purchased to facilitate the opening of the centres safely. Several activities have still not returned at the point of writing this report.

- A detailed Overview of Cleaning Requirements and Materials has been undertaken. the need for increased standards of hygiene and cleanliness is extremely important in preventing bacteria and the risk of transfer of the virus. new measures have been re-implemented, cleaning schedules, materials and specialist equipment that will be used to maintain standards. Colleagues will need to be re-trained in the new processes and clear work instructions provided for those performing cleaning tasks.
- Social Distancing Materials have been designed and produced. A suite of customer information and signage materials has been displayed in all centres with the aim of encouraging social distancing and the need for following hygiene requirements. All sites need to be dressed with / reviewed for instructional signage, information points, social distance markers and hand sanitising units. Regular daily checks of these materials are marked by the Duty Manager to ensure they centre always remains COVID secure.
- Test and Trace Service – Information and Procedures to be followed by colleagues, under the guidance of the General Manager to stop any spread of COVID 19. The NHS Test and Trace service forms a central part of the Government's Coronavirus recovery strategy and plays a vital role in providing early warning if COVID-19 activity is increasing locally, regionally or nationally. This information will then be used to inform the government's approach to stop the spread of the virus. The process to follow for Test and Trace is set out in the Colleague COVID-19 Flowchart for Self-isolation and the Test and Trace. It is vital that Everyone Active play their part by 1) Making facilities as safe as possible. 2) Encouraging colleagues to comply with any notifications to self-isolate and supporting them when in isolation is required.

Significant cost has been used to ensure that standards have been adhered to, while also ensuring that customers and colleagues get the professional and friendly service that the community leisure centres should be providing, while also bringing back as many activities as the NGB (National Governing Body) guidance allows.

3.0 Operational Delivery 2020/2021

3.1 Customers

Most of the interactions with the leisure facilities have had to be made interactive to ensure the COVID guidance has been adhered to. This has also included a large amount of information being turned electronic and broadcast as required. In addition to this digital development, there have been many visible changes in centre for the customers too. All these changes took effect from the end of Lockdown 1 on our reopening of 1st August 2020.

- Circulation and activity spaces are adapted where possible to maintain social distancing. This will be achieved by the placement of “social distance” floor spots where queueing is necessary.
- One-way systems have been implemented where reasonably practicable. This has been achieved by appropriate arrows on floors or walls at key locations for guidance.
- Colleagues and customers will be encouraged to use the stairs rather than lifts. The capacity of lifts will be reduced to account for social distancing measures. Signage will be amended to indicate the maximum occupancy of lifts. (Applicable at Derwent Pool and Ryedale Sport Centre)
- Floor marking tape has been used to denote social distance spacing around the gym floor. We will create “boxes” in stretching areas (2x2m with a 1 m walkway in between) and will place tape to denote the corners of all portable equipment such as gym benches, rowing machines etc.
- Capacity for customer activities such as group exercise classes are set with maximum numbers in line with the site activity Risk Assessment and appropriate guidelines. Booking systems will be amended accordingly to prevent over crowding based on our COVID Risk Assessments
- Customer interactions and communication has been digitalised wherever possible. This will be achieved via online bookings at www.everyoneactive.com and the everyone active app. Payment systems will be digitalised to remove the requirement for cash handling and all block bookings with clubs and schools are now managed via the online web portal.
- Where social distancing guidelines cannot be maintained mitigating measures (e.g. sneeze screens) have been implemented. Activities that cannot currently comply with social distancing requirements WILL NOT take place under any circumstances.
- Hand sanitising stations are located prominently at the entrance, key locations and exit points around the centres. Colleagues and customers will also be encouraged to clean their hands regularly, and additional checks are in place to ensure stock levels are maintained during all hours of operation
- Where colleagues work in one place, workstations will be allocated to individuals and marked up as such with stickers to denote which colleagues work at that station. Travel between leisure centres has been restricted to the General Manager and all other colleagues work at one location, or from home.
- Signage has been displayed by wash hand basins to provide instructions on good hand washing techniques.

3.2 Clubs

Our two Swimming Clubs, as well as the other clubs which use the three leisure facilities in Ryedale, are all key partners and a clear part of the leisure recovery and participation growth across the leisure contract. We have worked hard to support several clubs return to activity over the last 12 months.

Facility	Club Number
Swimming Pool	4
Astro Turf Pitch	16
Sports Hall	12
Other	4

We have developed a ‘Club Support Programme’ which we are currently delivering which allows support to all our clubs cohesively to supporting their return, Measures which have been implemented are; flexible programming, flexible pricing, club funding advice and support, access to the Everyone Active Sporting Champions Scheme and partner working with North Yorkshire Sport and Sport England on the Club Matters Programme.

3.3 Colleagues

We have proactively managed the prevention of COVID19 spread across the workforce which robust measures, which have to date, resulted in zero cases reports in any leisure facility within Ryedale.

- Instructing colleagues with symptoms of COVID-19 to stay away from work and protecting vulnerable colleagues: 1) Ensuring colleagues who need to self-isolate are not asked to work 2) Ensuring that Colleagues who are (or live with) someone clinically extremely vulnerable work from home where possible and if at work (after the 1st August) can always maintain a social distance within their role
- We have purchased equipment to protect colleagues where required (e.g. head microphones for group exercise instructors, first aid masks.)
- We have reduced the volume of deliveries and identify safe areas for delivery.
- Customers have been asked to provide feedback and enquiries through our online services rather than face to face conversation where possible.
- First Aid Qualified colleagues will perform emergency procedures by following UK Resuscitation Council and RLSS guidance.
- Consulting and training colleagues in new procedures. This will be performed via inductions prior to re-opening of facilities. General Managers will be required to deliver training to all colleagues that will be working. And training will be moved online to ABSORB where possible.
- Communicating updates to procedures and expected behaviour to colleagues in weekly meetings via Video Conferencing software.

Colleagues have continued to be employed while Furlough has been utilised. Training and upskilled in line with the training matrix, has moved online or hybrid with online and socially distanced training being incorporated instead.

A restructure of the business to ensure the facilities considered the digital developments and new hybrid working model across the smaller sites, two redundancies were completed in September 2020.

4.0 Building Maintenance

Derwent Swim and Fitness

- Repairs have been made to the pool tank and pipework to repair historic leaks and ensure the pool remains operational.
- Upgrades to the pool chemical dosing system and a full replacement of the filter media at site to meet the PWTAG guided standards of replacement every 15 years.
- Removal of a store cupboard to allow an extension to the gym area allowing additional capacity with the social distancing restrictions.

Ryedale Swim and Fitness

- Refurbishment of the Air Handling units, internal workings which supply the changing rooms and pool hall.
- Partial refurbishment of the leisure centres CHP (Combined Heat and Power) unit, to sustain a further 10,000 hours of usage.
- Major repair works to the solar heating system with new expansion vessels and a new plate heat exchanger being installed to support the carbon reduction plans at the site.

Ryedale Sports Centre

- Repairs to the air conditioning and air handling on the spin studio and multipurpose room to meet COVID standards
- Replacement of climbing PPE (Personal Protective Equipment) following equipment expiry dates being met

5.0 Participation

Overall Attendance: We have had 41,499 visits during the last 12 months across the three leisure centres. Numbers are lower due to the number of days closed (254 days of closure in total), in addition to the strict capacity reductions which have been enforced on the swim, gym and activities unable to return.

	Apr 16 to Mar 17	Apr 17 to Mar 18	Apr 18 to Mar 19	Apr 19 to Mar 20	Apr 20 to Mar 21
Ryedale Swim & Fitness Centre	103,636	103,779	104,834	103,222	22,018
Derwent Swim & Fitness Centre	84,215	83,692	84,832	85,367	17,233
Ryedale Sport Centre	26,621	24,871	25,010	24,365	2,248
	214,472	212,342	214,676	212,954	41,499

6.0 Customer Feedback

Across all the centres we collect customer feedback via the following methods: -

- Verbal feedback via colleagues who are recorded electronically
- E-mail the manager via the website or 'Atreemo'
- Social Media
- Mystery Shopper scheme with 'QDOS Mystery Shopper Ltd' and 'Right Directions'.
- Through email questionnaires, linked directly into Single Customer View.

Launched in August 2016, SLM has made a significant investment into a new software package called 'Single Customer View'. This provides a new method for providing feedback. Single Customer View guarantees that a customer will always get a response within 48 hours. If a customer does not get a response, then the comment is escalated to the next Line Manager. The software also allows us to look at the feedback and identify trends in comments. This has been pivotal during the COVID Pandemic to allow us to ensure we act promptly on feedback and concerns of customers while we work hard to bring everyone back into the leisure facilities safely.

A selection of the comments we have received during 2020-21:

Comments Received:
ENJOYED A LOVELY SWIM WITH THE LANE ROPES AND SIGNS. HOPES THEY DONT GO, HAS BEEN COMING FOR YEARS AND WAS A GREAT IMPROVEMENT. LOVELY WIDE LANES TO SWIM IN!
Catherine has recently moved to the area and came in to check the pool and gym for her husband before signing up. She commented on how nice the pool and gym were to have as an amenity in a small market town and they intended to come and enjoy the facility in the near future and will join. She will arrange PT for her husband who is in the army and has a pre-existing ankle injury.
Bethany and partner Oliver commented on how nice the pool was, and clear to follow the one-way systems and that Alice would be starting Adult and Child lessons shortly.
The online booking is better. I like being able to see how many people are booked into a session so I can avoid busy sessions and make sure I am booked onto the gym sessions that are best for me. The door scanner is a great addition and should have been there ages ago! Saves lots of unnecessary contact at reception.

The Managers are great assets to your business. He has said he will be looking at getting us an Annual Tennis Membership back up and running and that you will also be looking to restart holiday activities from the summer now you are open! Great stuff!

6.1 Customer Feedback Rankings

Table below shows feedback ratings as entered by the customer:

	0	1	2	3	4	5	6	7	8	9	10	None
Derwent Swim & Fitness Centre	0	1	1	1	0	0	1	0	2	0	1	8
Ryedale Swim & Fitness Centre	1	1	6	1	0	1	3	1	1	2	0	24
Ryedale Sport Centre	2	2	0	1	0	0	2	0	3	0	0	6
	3	4	7	3	0	1	6	1	6	2	1	38

7.0 Community Outreach and Engagement

GP Referral & ESCAPE Pain Project

Following the re-launch of the GP Referral program in February 2019, we have seen significant growth in the demand for this service and have subsequently increased the number of hours available for contact with our dedicated instructor. The scheme has seen 28 people complete the 12-week scheme since re-launch in February 2019, with a number more referrals which have been coming in through the pandemic and we have continued to consult and support with telephone consultations.

Off the back of the great work of our GP Referral instructor Matt, we were successful in securing funding from North Yorkshire Sport to deliver the ESCAPE Pain Project in the Ryedale District. ESCAPE-pain is a 6-week, 12 session rehabilitation programme for people with chronic hip and knee joint pain. It is a well-recognised national programme, run by highly professional ESCAPE-Pain trained instructors. The Health Benefits can include: Improvement in pain, physical and mental well-being, Increased self-confidence, less reliance on medication and can help reduce the need for surgery. This scheme has seen a total of 17 people complete the program in the last 18 months, which has now been completed remotely to ensure that participants remain engaged.

Care Leavers Program

An initiative which applies to any young person who is looked after or a care leaver, aged between 16-25 and who lives within the District of Ryedale or the Borough of Scarborough. Everyone Active will offer eligible young people free access to the following leisure centres:

- Ryedale Swim & Fitness Centre
- Scarborough Sports Village
- Derwent Swim & Fitness Centre
- Whitby Leisure Centre
- Ryedale Sport Centre (evenings and school holidays only)
- Pindar Leisure Centre (evenings and school holidays only)

Referrals are made by the Personal Advisor or Social Worker, in consultation with the young person. To date, the scheme has seen 9 young people sign up to the scheme and make use of their membership more than 3 times in the first month, with Ryedale District.

Sporting Champions

Everyone Active's Sporting Champions provides funding and support for talented athletes from across the UK. Launched in 2016 and supported by one of the country's most recognized sporting talents, Colin Jackson CBE, has already helped many athletes on their journey to become a national and international sporting success. With access to over 140 of Everyone Active's leisure centers across the country, athletes on the scheme can use the highest standard of facilities for their ongoing training.

We have had 2 talented individuals from Derwent Swim & Fitness and 7 from Ryedale Swim & Fitness who received a bronze sponsorship package join the scheme which received a free 1-year membership to help them keep their fitness levels. Although financial support was not a possibility this year, it is essential that our work to support the talent within the Ryedale District remains in place.

8.0 Financial Support

8.1 During the pandemic the Government provided several support packages to assist business, Everyone Active ensured it applied and received the maximum amount of support available. In addition, Everyone Active and Ryedale District Council worked hard to ensure the provision of leisure facilities in the District was sustainable as we progressed through and out of the pandemic.

8.2 Local Restrictions Support Grant

Delivered through local authorities, are to support local businesses during the national lockdown periods and periods of local restrictions. Everyone Active received £28,286 during 2020/2021.

8.3 Business Rate Relief

The Government introduced a business rate relief holiday during 2020/2021 and this benefitted Everyone Active by £7,421.

8.4 Furlough

Everyone Active utilised the Government furlough scheme to ensure colleagues were paid a minimum of 80% of their average earnings when they were not required to work, this amounted to £240,374 during 2020/21.

8.5 Ryedale District Council

Everyone Active worked closely with Ryedale District Council to mitigate the effect of the pandemic on the leisure provision in the district and Ryedale District Council provided £146,903 of deficit payments during 2020/2021 to off-set the majority of Everyone Active's losses.

8.6 National Leisure Relief Fund

Everyone Active and Ryedale District Council worked together to secure £90,000 from the Sport England National Leisure Relief Fund to assist leisure centre operators for the financial year 2021/2022.

9.0 Recovery 2021 – 2022

Everyone Active has a comprehensive recovery plan with the aim to recover the business within 12 months. As part of this, there are three key documents which are embedded into all business decisions. See the attachment to this report:

- Sport England 'Uniting the Movement'
- Everyone Active Business Plan 2021 – 2022
- Community Wellbeing Plan