

East Riding of Yorkshire Council



Best Performing
Leisure Centre of the Year
2011, 2012, 2013, 2014



Leisure, Sport and Cultural
Team of the Year
2009/10, 2011/12 and 2013/14



Institute of
Customer Service

UK Customer Service
Innovative Team of the Year 2012
across Private & Public Sector



Institute of
Customer Service

UK's No.1 Service for
Customer Satisfaction
across Private and Public Sectors



**Awards
2015**

Entrepreneurial Council of the Year
Finalist

"Going beyond what our customers expect"
Leisure Service

Our business model is based upon a simple argument

“ That successful health agenda commissioning/activity will embed local authority leisure provision into the heart of the community and create strong long term revenue streams through loyal custom. ”

Lesson Learnt

**Don't find customers for your products,
find products for your customers**

Seth Godin



East Riding Leisure – Where we are now...

4.7
million

Annual customers

£8.1
million

Generated income

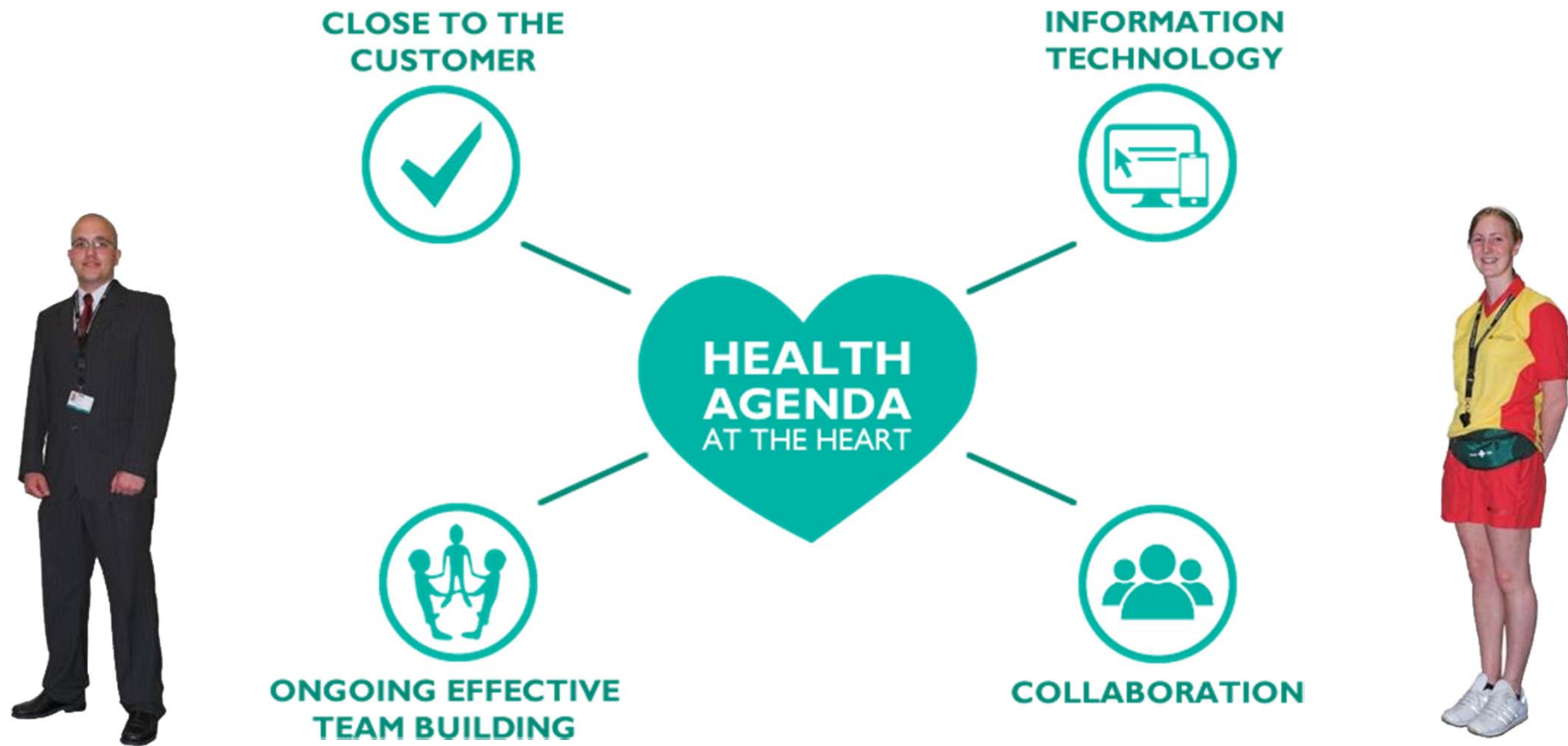
330

Health and fitness
classes each week



Talking about today – these things have to come together

The world of public sector Leisure is changing...



Our model/formulae for business growth

Working to a clinical agenda – shifting capacity, winning contracts

£120k
per year

Live Well

£50k
per year

Young Live Well

upto
£100k
per year

Health Checks
(partners)

FREE
rely on
retention

Stroke

FREE
rely on
retention

Cardiac Rehabilitation

£100k
per year

GP Referral



Customer retention
estimated at

£200k *per year*

*Our Leisure facilities are an effective place for commissioning
CCG /Health and Well Being Board -East Riding Leisure is
solidly on their radar.*

Broad Headline numbers/changing the game

Not ready

Committed



1 2 3 4 5 6 7 8 9 10



**HEALTH
AGENDA**
AT THE HEART



**CLOSE TO THE
CUSTOMER**

Broad Headline numbers/changing the game

Not ready

Committed



1 2 3 4 5 6 7 8 9 10

Case studies

Live Well

funded by NHS East Riding of Yorkshire

Andrew said;

“I think without Live Well I would not have lost as much fat as I have done in such a short amount of time. I owe this to the workouts and the support I was given from all staff at the leisure centre”.





**HEALTH
AGENDA**
AT THE HEART



**INFORMATION
TECHNOLOGY**

Andrew's journey went like this.....

East Riding of Yorkshire Council

Online Exercise Referral System

[[Log In](#)]

[Home](#)

| Title : | Mr | Forename : | Kevin | Surname : | Hadfield |
|---|------|---------------------------|------------|---------------------------|----------------------------|
| Telephone : | 5221 | D.O.B. : | 05/09/2014 | | |
| House No : | 55 | Post Code : | hu10 6lw | Look Up | 55 Ashdene Close, HU10 6LW |
| Reason For Referral | | Current Health | | Historical Health | |
| Bone/Joint Problems | ^ | Bone/Joint Problems | ^ | Bone/Joint Problems | ^ |
| Cancer | | Breathing Problems | | Breathing Problems | |
| Chronic Heart Disease | | Cancer | | Cancer | |
| COPD/Asthma | | Chest Pains | | Chest Pains | |
| Depression/Anxiety/Stress | | Chronic Heart Disease | | Chronic Heart Disease | |
| Diabetes | | COPD/Asthma | | COPD/Asthma | |
| Hypertension | | Depression/Anxiety/Stress | | Depression/Anxiety/Stress | |
| Hypertension | | Diabetes | | Diabetes | |
| Inactive | | Epilepsy | | Epilepsy | |
| Osteo | | Heart Problems | | Heart Problems | |
| Recovery After Illness/Injury | | High Blood Pressure | | High Blood Pressure | |
| Weight Loss | | Hypertension | | Hypertension | |
| List any relevant Medication (ask patient to bring medication list) | | | | | |
| | | | | | Complete |

The practitioner books the patient in. Capture the moment!

East Riding of Yorkshire Council

Online Exercise Referral System

[[Log In](#)]

[Home](#)

Exercise Ref
Initial Appt

Exercise
Referral GP
Booking

Book by VENUE

OR

Book by DATE

Morning booking (before 12 noon)

OR

Afternoon booking (12 noon - 6pm)

OR

Evening booking (6pm onwards)

15/08/2014

16/08/2014

17/08/2014

18/08/2014

19/08/2014

20/08/2014

21/08/2014

22/08/2014

Beverley Leisure Complex

09:30

10:00

11:00



P.PETTIFOR



SPORTS HALL FUNCTION ROOMS POOL TEACHING POOL MULTI SPORT **TONE ZONE** CONSULT ROOM TONE ZONE 2

GO TO TODAY LAST 7 DAYS NEXT 7 DAYS WED 13/08 THU 14/08 FRI 15/08 SAT 16/08 SUN 17/08 MON 18/08 **TUE 19/08** WED 20/08 LASER RIDING LEISURE £0.00 No Items

| | Paul | Jen | James | Terri | Angela | Martin | Adam | |
|-------|-------------------------------|--|----------------------|-------------|-------------|-------------|-------------|-------|
| 09:30 | (glyon) | | (glyon) | Maintenance | Maintenance | Maintenance | Maintenance | |
| 10:00 | | Mr K.Hadfield Exercise Ref Initial Ap (ppetifor) | | (glyon) | (glyon) | (glyon) | (glyon) | |
| 10:30 | | | | | | | | |
| 11:00 | | | | | | | | |
| 11:30 | | | | | | | | |
| 12:00 | Administration Maintenance | | | | | | | |
| 12:30 | | | | | | | | |
| 13:00 | | | | | | | | |
| 13:30 | | Lunch Maintenance | | | | | | |
| 14:00 | | | | | | | | |
| 14:30 | | | | | | | | |
| 15:00 | | Taking Class Maintenance | | | | | | |
| 15:30 | Lunch Maintenance | (glyon) | | | | | | |
| 16:00 | | 3/3 (NO R/L) - 29 of Junior Gym (Class) C | Lunch Maintenance | | | | | |
| 09:00 | 10:30 | 12:00 | 13:30 | 15:00 | 16:30 | 18:00 | 19:30 | 21:00 |

Customer Name : MAINTENANCE
 Receipt Number : Non Working
 Telephone Number : NONE
 Charge : Maintenance(£0.00)
 Length : 780 mins
 Booked By : glyon

SPORTS HALL

GO TO TODAY

LAST 7 DAYS

10:00 in Jen

Name

Mr Kevin Hadfield



Telephone Number

EXTN 5221

Receipt Number

MEDICAL REFERRAL

Member

None Member

Till

MEDICAL

Booked By : ppettifor

ACTIVITY DETAILS

EXERCISE REF INITIAL APPT

CHARGE DETAILS

EXERCISE REFERRAL

Save

UPDATE

Cancel

Delete

| | |
|----------------|---|
| CUSTOMER NAME | Mr KEVIN HADFIELD |
| DATE OF BIRTH | 05/09/1965 |
| ADDRESS | 55 ASHDENE CLOSE WILLERBY EAST RIDING OF YORKSHIRE HU10 6LW |
| ACTIVITY | EXERCISE REF INITIAL APPT |
| VENUE | BEVERLEY LEISURE COMPLEX |
| LOCATION | TONE ZONE |
| AREA | JEN |
| START TIME | 10:00 |
| SURGERY | TEST SURGERY |
| MEDICAL STAFF | DR PHILLIP PETTIFOR |
| BLOOD PRESSURE | (NO LONGER RECORDED) |
| NOTES | LIST ANY RELEVANT MEDICATION (ASK PATIENT TO BRING MEDICATION LIST) |

QUALIFIERS

- DEPRESSION/ANXIETY/STRESS
- HYPERTENSION
- INACTIVE

HISTORICAL

- DEPRESSION/ANXIETY/STRESS

CURRENT

Print

Close Details

09:30

10:00

10:30

11:00

11:30

12:00

Adm
Mai

12:30

13:00

13:30

14:00

14:30

15:00

15:30

Mai

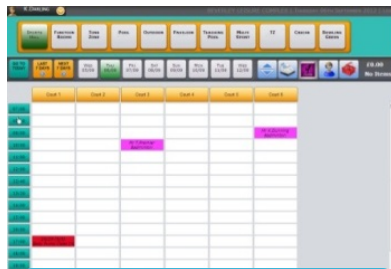
16:00

09:00

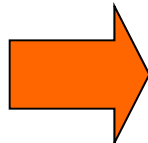
10:30

The journey continues.....

GP Surgery Bookings



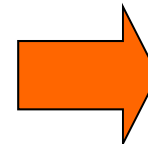
Bookings and GP referral



Customer contact bar



Customer Contact Bar



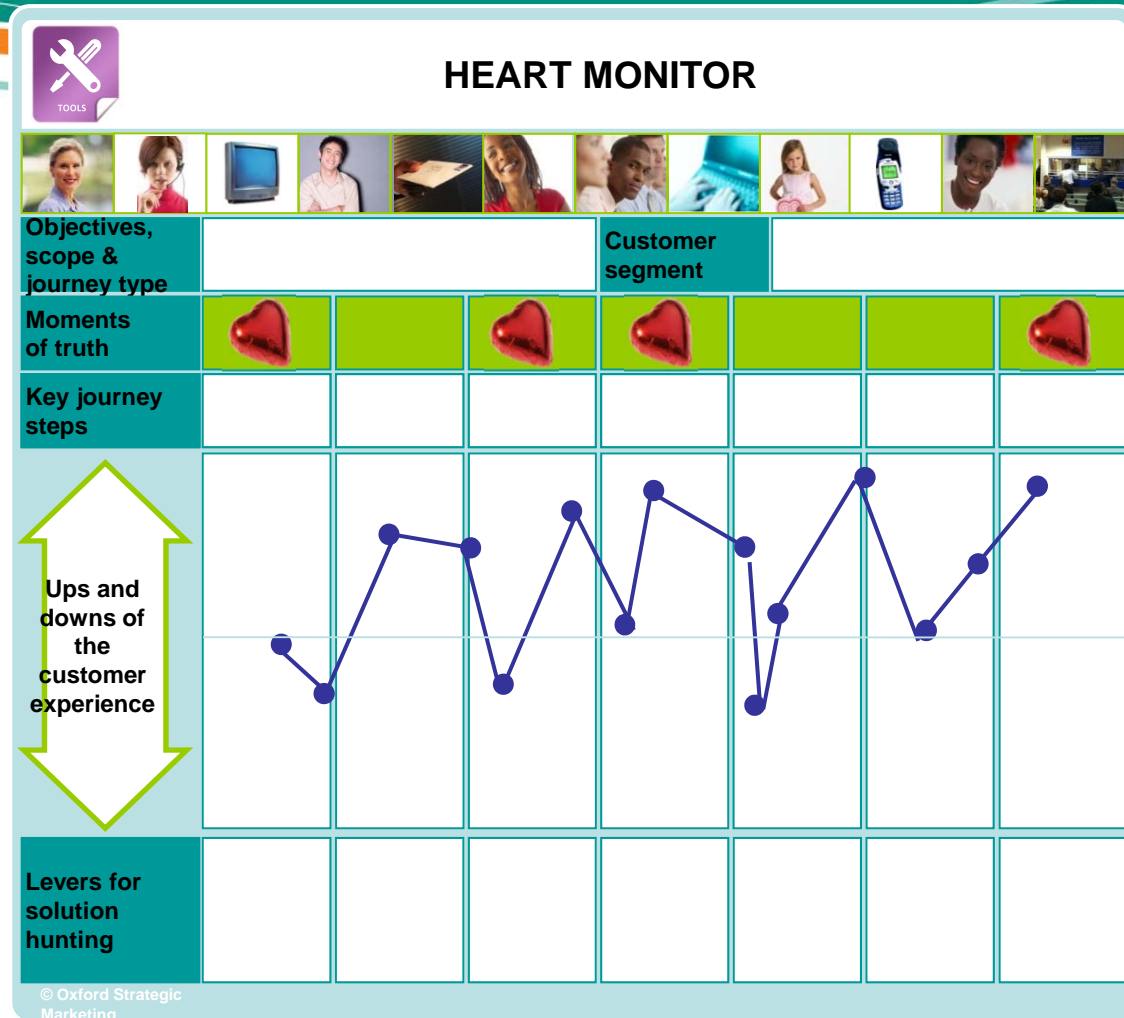
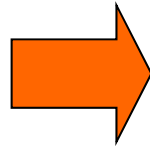
Leisure Card/CRM



Customer Information



Components





.....and
this magic happens!





Moving customers away from
receptions to focus on those
who need attention!





Book Class
By Date



Book Class
By Type



Book A
Court



Member
Login

[Home](#) / [Beverley Leisure Complex](#) / [Class Types](#)

Please select a class to book

Aerobics *i*

⌚ 60 minutes

👤 40 places



Book Now

Body Balance *i*

⌚ 60 minutes

👤 25 places



Book Now

Body Combat *i*

⌚ 60 minutes

👤 40 places



Book Now

Body Pump *i*

⌚ 60 minutes

👤 40 places



Book Now

Body Pump *i*

⌚ 60 minutes

👤 25 places



Book Now

Body Step *i*

⌚ 60 minutes

👤 25 places



Book Now

Indoor Cycling *i*

⌚ 45 minutes

👤 19 places



Book Now

Indoor Cycling *i*

⌚ 60 minutes

👤 19 places



Book Now

Pilates *i*

⌚ 45 minutes



Book Now

Order Summary

Please check your basket below and confirm

Total

£0.00

Please note: Reservations that are added to your basket will be removed after 2 minutes of

EAST RIDING LEISURE
BEVERLEY

Time left to complete page **01:41**

Please select a class to book

Aerobics *i*

⌚ 60 minutes

👤 40 places



Book Now

Body Balance *i*

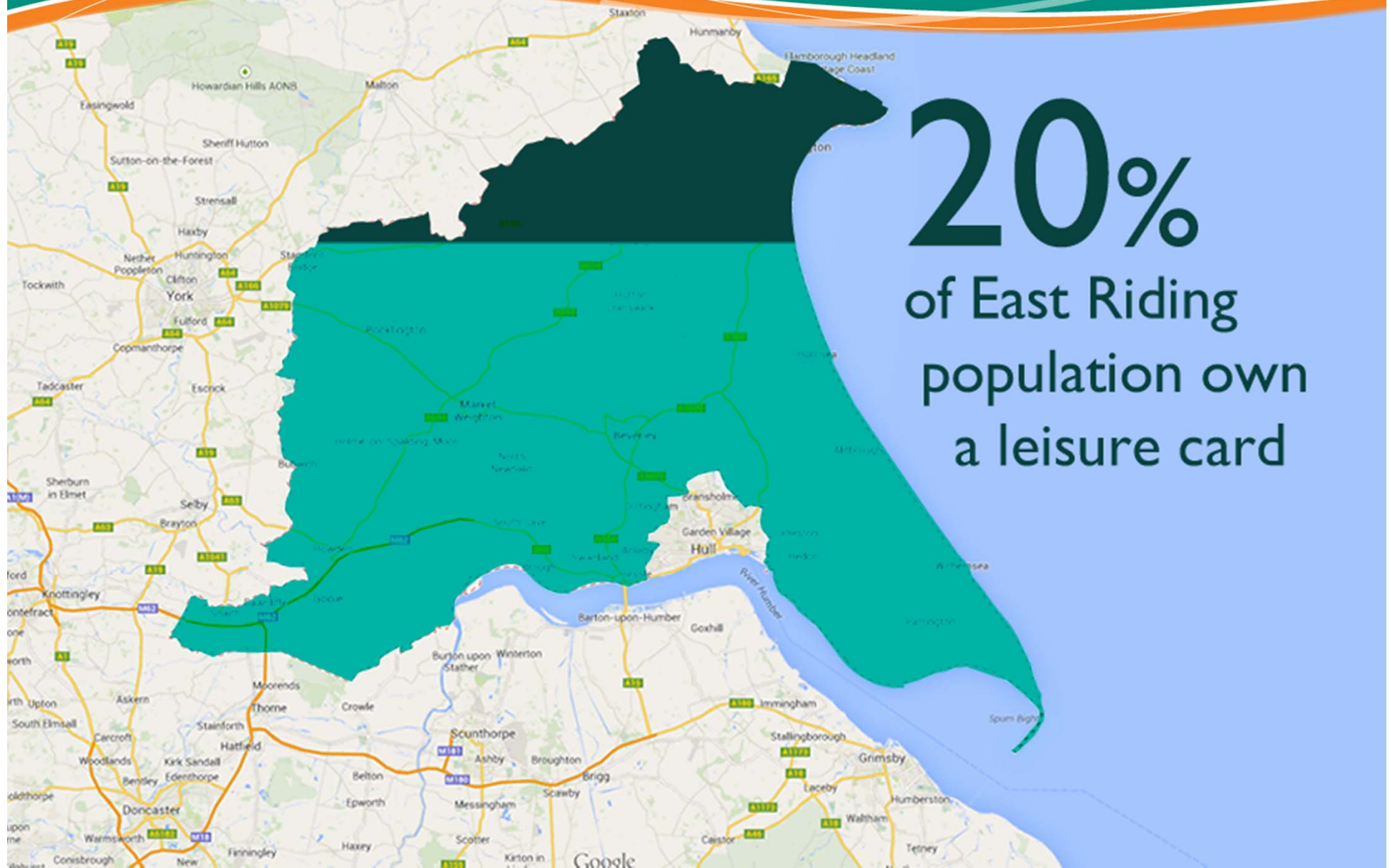
⌚ 60 minutes

👤 25 places

Our own
online booking

Changing the game

20%
of East Riding
population own
a leisure card





**HEALTH
AGENDA**
AT THE HEART



COLLABORATION

Generating the evidence- Partnership working nationally at cutting edge



Measuring the social impact of our leisure centres

Academic assessment of the Live Well programme (Clinical Psychologist)

Young Live Well (PhD)



The Live Well Partnership Programme: *Changing Lives* A collaborative social innovation

Dr Caroline Douglas
Kevin Hadfield
Peter Haley
Dr Samantha Nabb

“Going beyond what our customers expect”



**HEALTH
AGENDA**
AT THE HEART



**ONGOING EFFECTIVE
TEAM BUILDING**

Customer Service 'Dream Team'

That level of Service requires the right team with the right dynamics

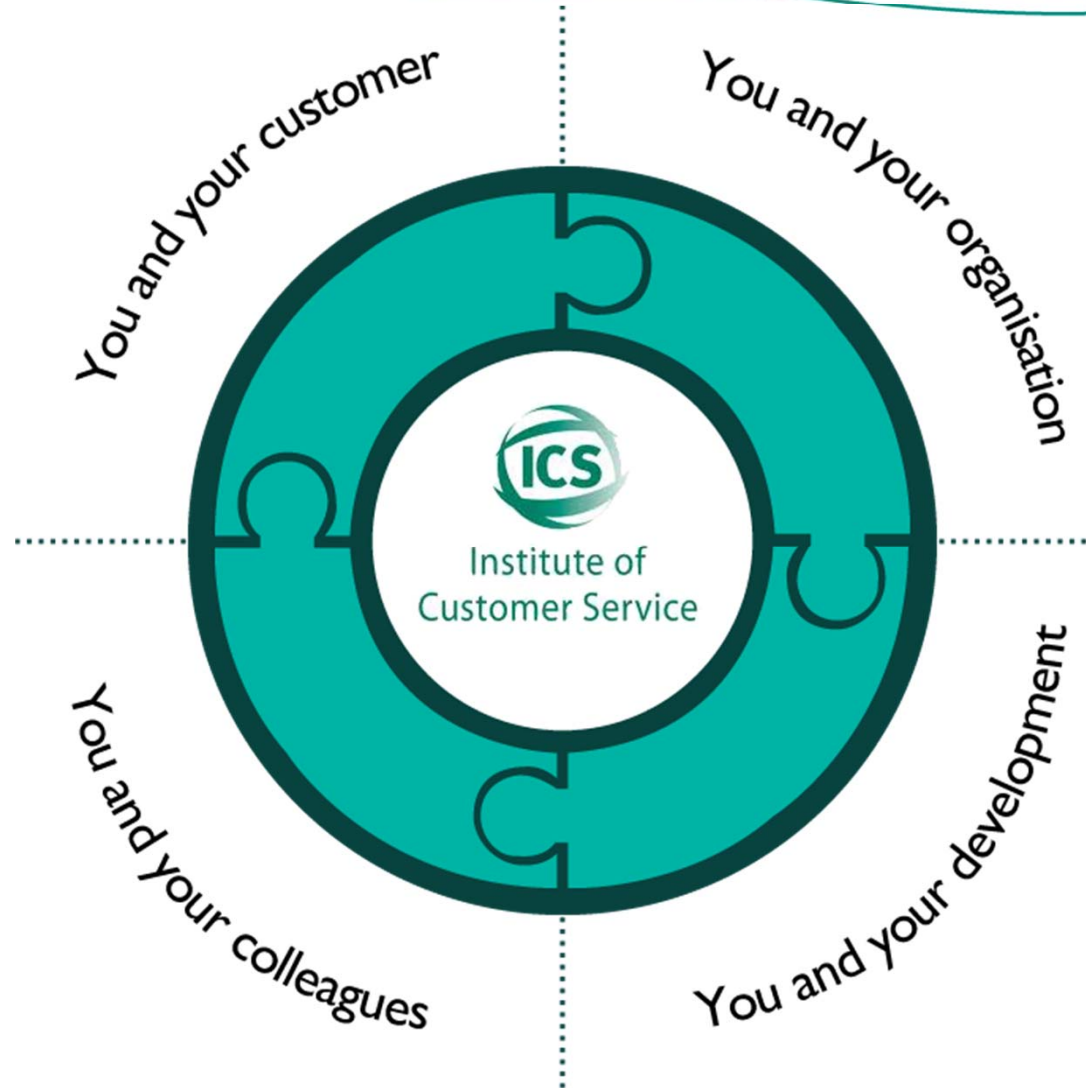


Nice words, but what do we do to aspire to this?



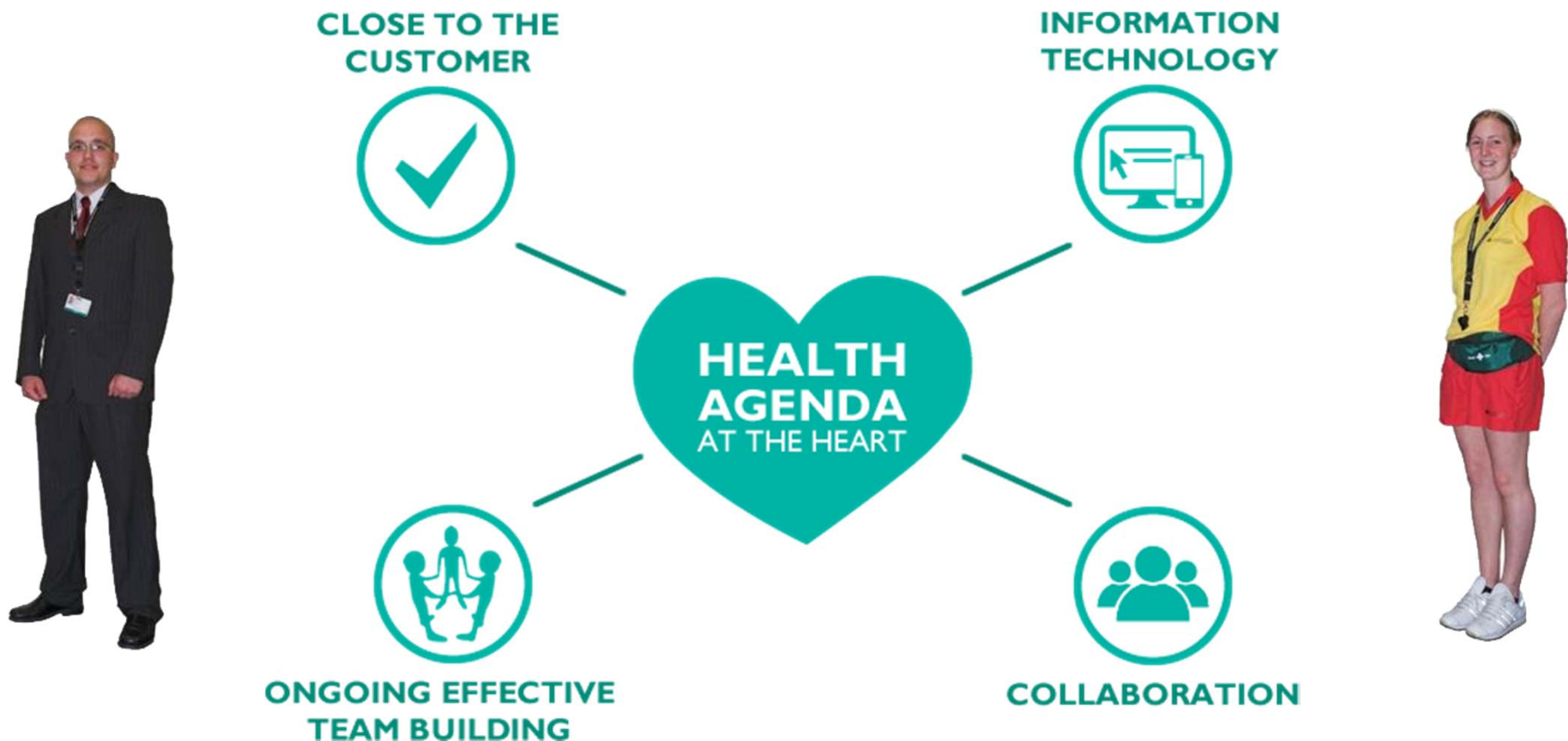
Customer Service 'Dream Team'

'Winning hearts and minds'

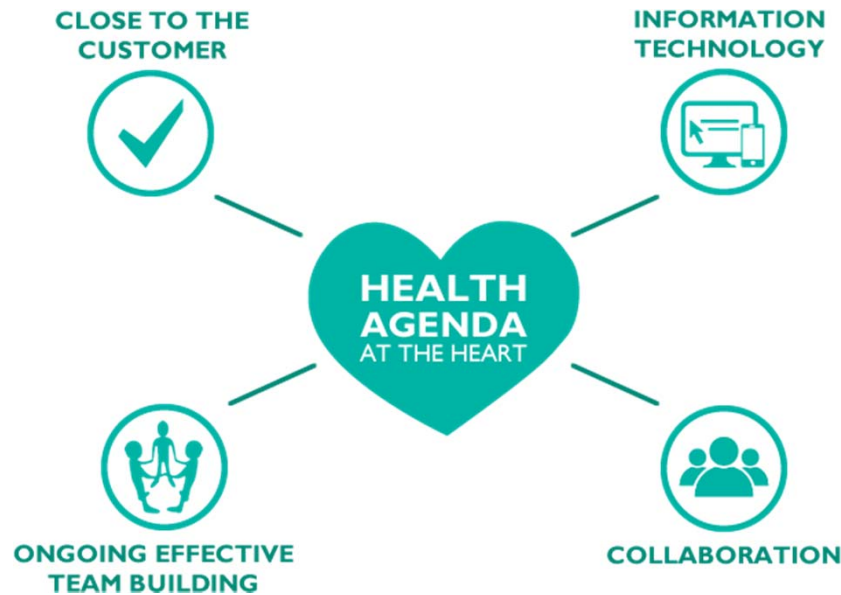


To drive income: these things have to come together

The world of public sector Leisure Services is changing...



.....when things come together – this happens



East Riding Leisure Services (89.6)

The top 10 July 2014

The 10 highest scoring organisations Customer Service Index

- John Lewis 87.7
- Amazon 87.6
- first direct 86.3
- Tesco Mobile 85.8
- Marks & Spencer (food) 85.6
- Waitrose 85
- Specsavers 84.4
- Aldi 84.2
- Next 84
- Nationwide 83.5
- The Co-operative Bank 83.5



.....when things come together –
this happens



Reduce cost

| Leisure Centres budgeted Net Controllable Costs | | |
|--|-------------------|-----------------|
| | 2008-09 | 2014-15 |
| | £1,271,000 | £205,000 |

Break even+ 2015/16

“Going beyond what our customers expect”



EAST RIDING
OF YORKSHIRE COUNCIL

East Riding of Yorkshire Council
County Hall Beverley
East Riding of Yorkshire HU17 9BA
Telephone 01482 887700 • www.eastriding.gov.uk

Haltemprice Leisure Centre – new and different challenges



| | |
|----------------------------|-------|
| Haltemprice Leisure Centre | £7,1m |
| Beverley Leisure Complex | £1,3m |
| Bridlington Leisure World | £20m |
| Hornsea Leisure Centre | £3m |



Future projections

450+

Health and fitness classes per week

Future projections

6,000,000

Visits to East Riding leisure centres

.....when things come together – this happens, the magical bit!

Live Well programme – example results

84%

Completion rate

expectation was 20%



Health improvements

87.5%

Feel healthier

Health improvements

81.3%

Feel fitter

Health improvements

62%

Feel better about themselves

Health improvements

56.3%

Have made new friends

Health improvements

43.8%

Helped with medical condition

Health improvements

Within the East Riding :

**From up to 85 bariatric
operations annually**

this is now down to just 15 -20!

Let's revisit our simple argument



“ That successful health agenda commissioning/activity will embed local authority leisure provision into the heart of the community and create strong long term revenue streams through loyal custom.”

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