

Leisure Team

“Going beyond what our customers expect”



Best Performing
Leisure Centre of the Year
2011/12, 2012/13, 2013/14



Institute of
Customer Service

UK customer service
Innovation team of the Year 2012
across Private and Public Sector



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



Institute of
Customer Service

UK's No.2 Service for
Customer Satisfaction across
Private and Public sectors

An argument



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

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...

CLOSE TO THE
CUSTOMER



INFORMATION
TECHNOLOGY



HEALTH
AGENDA
AT THE HEART



ONGOING EFFECTIVE
TEAM BUILDING



COLLABORATION



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”.



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

Seth Godin

Lesson Learnt





**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 | <input type="button" value="Look Up"/> | 25 Ashdene Close, HU10 6LW |

Reason For Referral

Bone/Joint Problems

Cancer

Chronic Heart Disease

COPD/Asthma

Depression/Anxiety/Stress

Diabetes

Hypertension

Hypertension

Inactive

Osteo

Recovery After Illness/Injury

Weight Loss

Current Health

Bone/Joint Problems

Breathing Problems

Cancer

Chest Pains

Chronic Heart Disease

COPD/Asthma

Depression/Anxiety/Stress

Diabetes

Epilepsy

Heart Problems

High Blood Pressure

Hypertension

Historical Health

Bone/Joint Problems

Breathing Problems

Cancer

Chest Pains

Chronic Heart Disease

COPD/Asthma

Depression/Anxiety/Stress

Diabetes

Epilepsy

Heart Problems

High Blood Pressure

Hypertension

List any relevant Medication (ask patient to bring medication list)

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

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 [Icons: Recording Leisure, Phone, Exercise Bike, Person, Shopping Basket] £0.00 No Items

| | Paul | Jen | James | Terri | Angela | Martin | Adam | |
|-------|-------------------------------|--|----------------------|------------------------|------------------------|------------------------|------------------------|-------|
| 09:30 | (glyon) | | (glyon) | Maintenance (glyon) | Maintenance (glyon) | Maintenance (glyon) | Maintenance (glyon) | |
| 10:00 | | Mr K.Hadfield Exercise Ref Initial Ap (ppetifor) | | | | | | |
| 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

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

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)

- DEPRESSION/ANXIETY/STRESS
- HYPERTENSION
- INACTIVE

QUALIFIERS

HISTORICAL

- DEPRESSION/ANXIETY/STRESS

CURRENT

Print

Close Details

SPORTS HALL

GO TO TODAY

LAST 7 DAYS

09:30

10:00

10:30

11:00

11:30

Adm
Mai

12:00

12:30

13:00

13:30

14:00

14:30

15:00

15:30

Mai

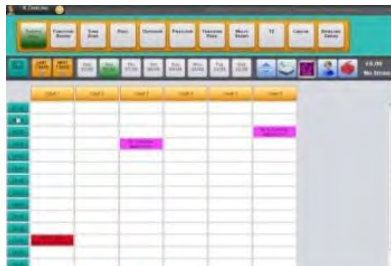
16:00

09:00

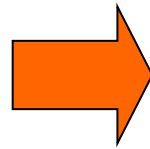
10:30

The journey continues.....

GP Surgery Bookings



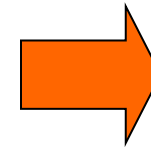
Bookings and GP referral



Customer contact bar



Customer Contact Bar



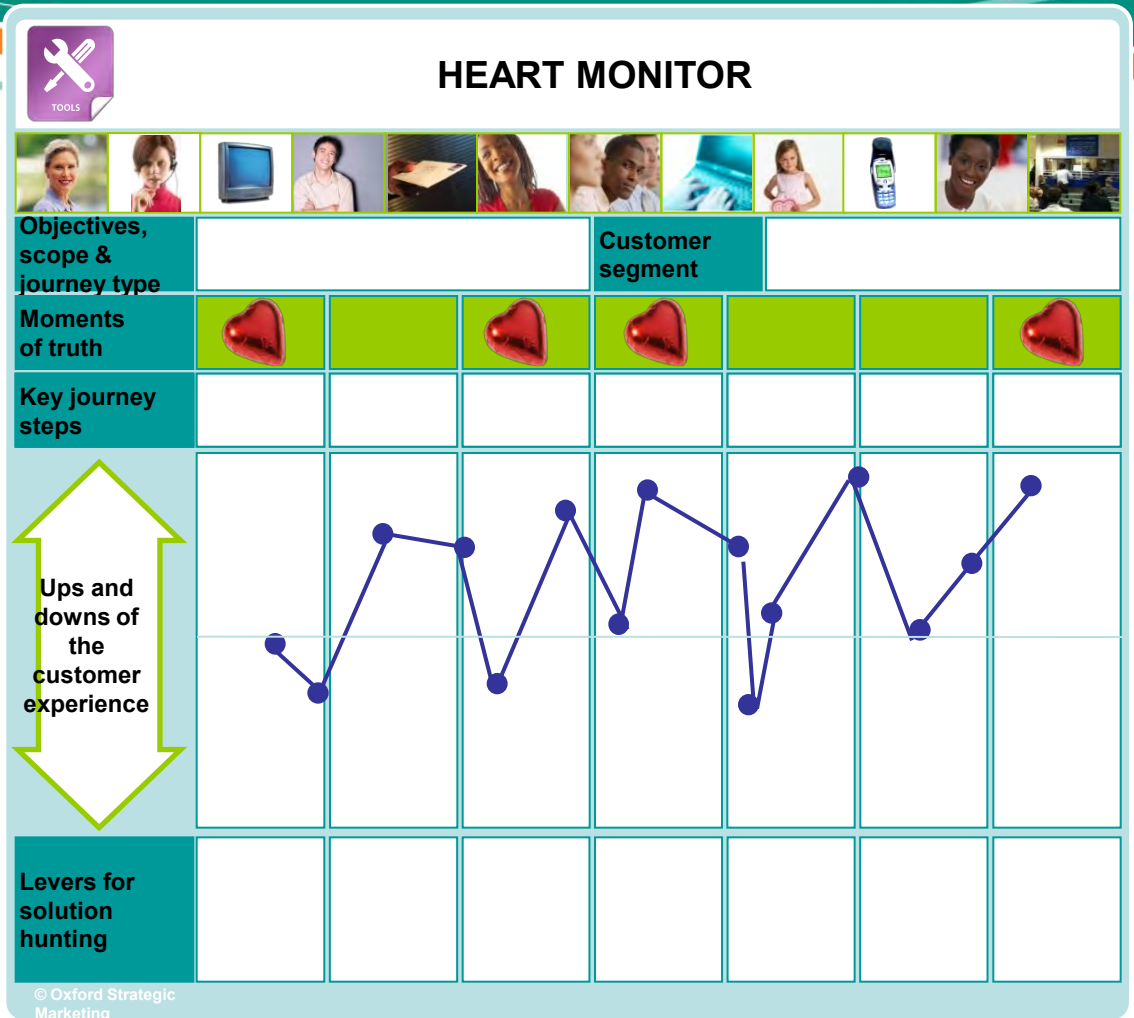
Leisure Card/CRM



Customer Information



Components



.....and
this magic happens!





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

Our own online booking

Beverley Leisure Complex | Activity Type | Indoor Sports | Badminton

1 Booking Location

You are currently making a booking at Beverley Leisure Complex. If you would like to make a booking at a different leisure centre, please use the below drop-down selection.

Beverley Leisure Complex

2 Select a date

Using the below calendar, please select a date that you would like to make your booking.

August 2014

| Su | Mo | Tu | We | Th | Fr | Sa |
|----|----|----|----|----|----|----|
| | | | | | | |
| | | | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | | | |

3 Choose your preferred time

Using the timer below, please select a time that you would like to make your booking.

11:00

4 Choose your type

Using the dropdown list below, please select

Adult

5 Select a time

From the list of available times shown below. Please select a time that suits you.

13 August 2014

| | | |
|-------|---------------|---|
| 11:00 | Available | ✓ |
| 11:15 | Not Available | ✗ |
| 12:00 | Available | ✓ |
| 12:15 | Not Available | ✗ |
| 13:00 | Not Available | ✗ |

Book Class By Date

Book Class by Type

Book an activity

Review and pay

Please check your basket below and confirm

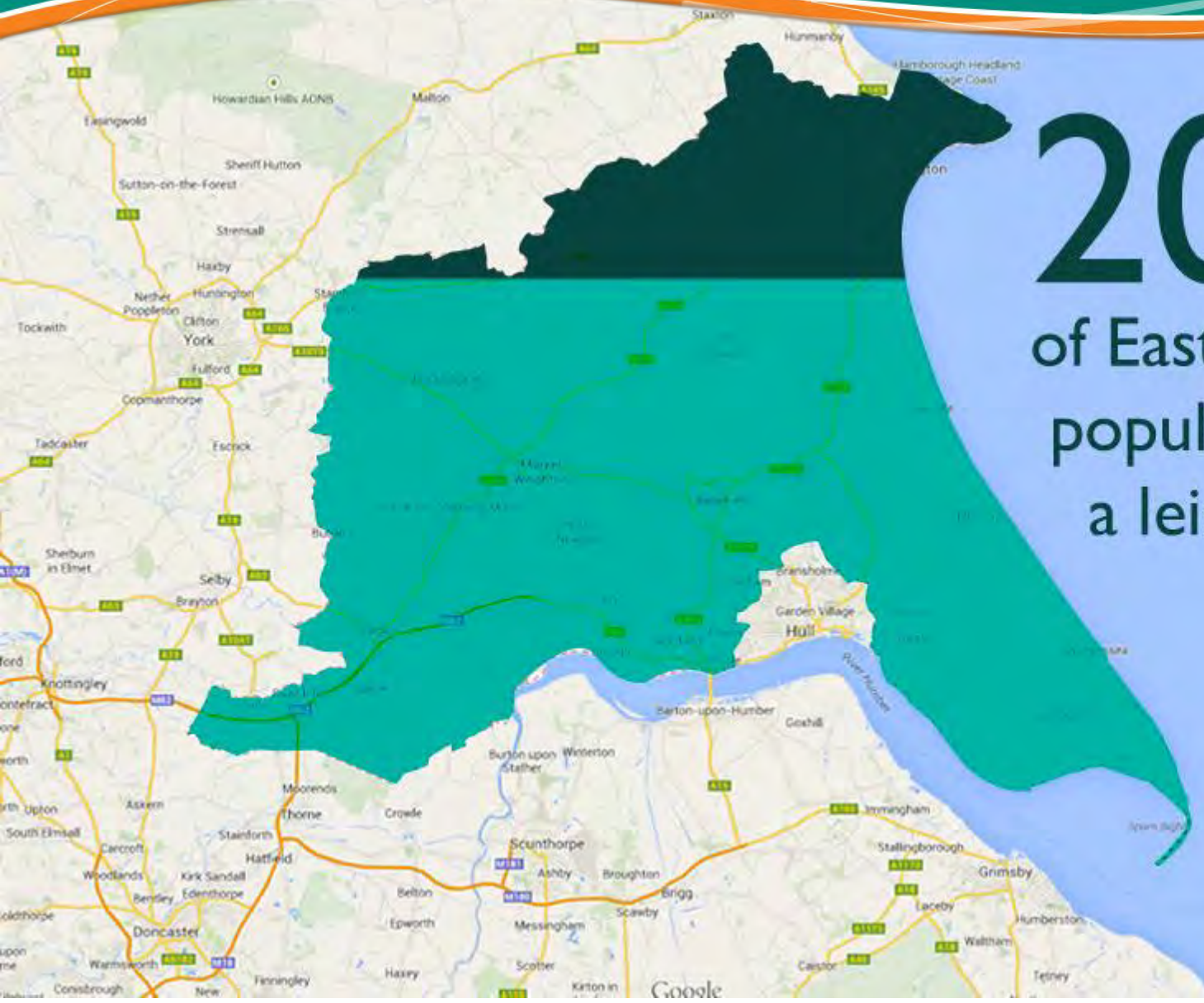
Total £0.00

Member Login

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



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”



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**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?

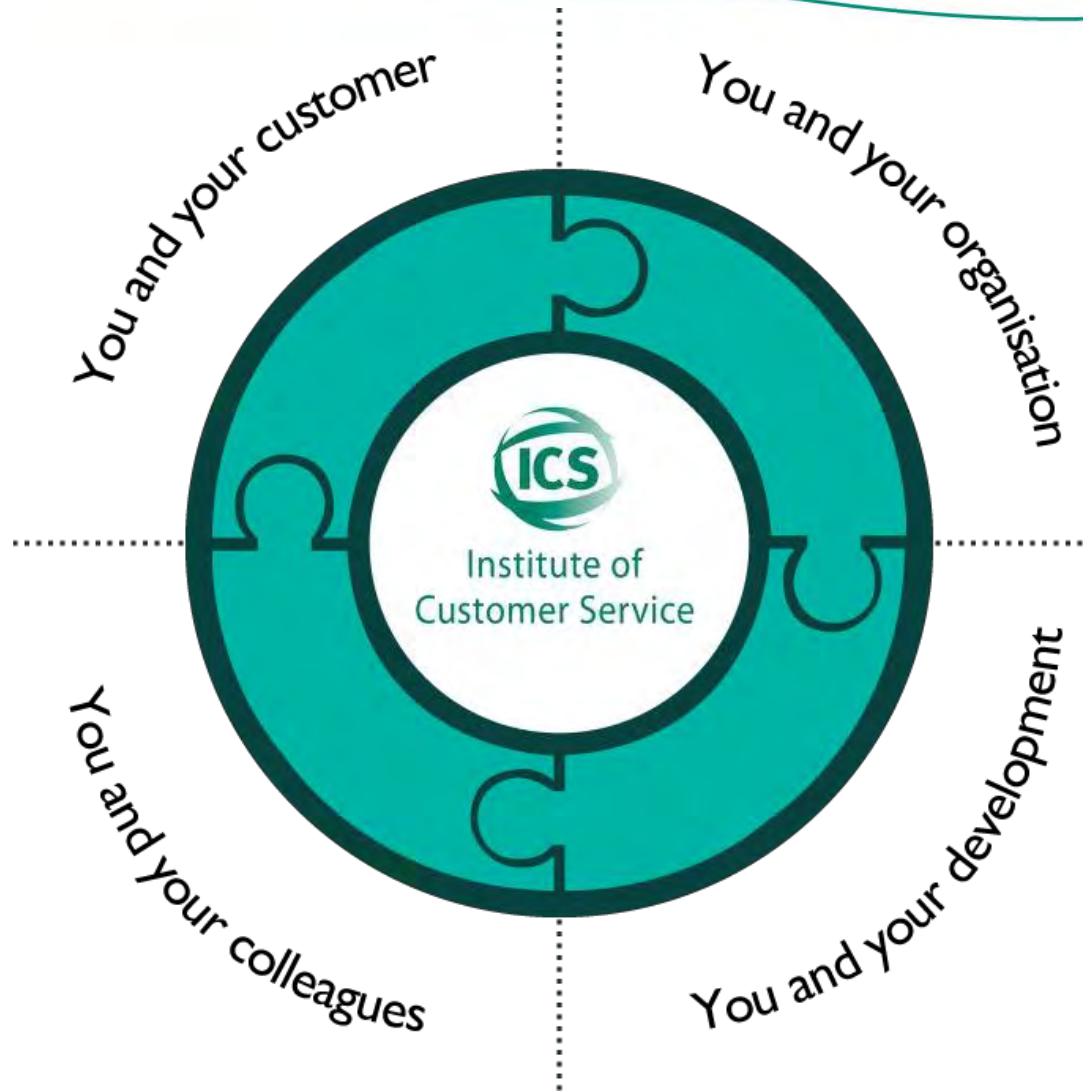


EAST RIDING
OF YORKSHIRE COUNCIL

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

Customer Service 'Dream Team'

'Winning hearts and minds'



These things have to come together

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

CLOSE TO THE
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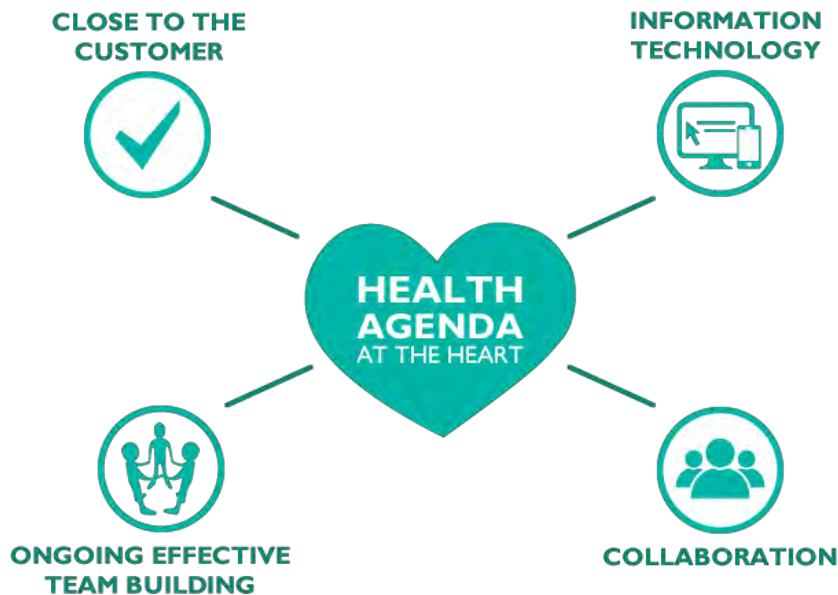
ONGOING EFFECTIVE
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COLLABORATION



.....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 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Leisure Centres | £1,266,000 | £1,130,044 | £925,306 | £795,701 | £611,678 |
| Leisure Admin | £5,000 | £-176,958 | £-229,007 | £-244,057 | £-305,731 |
| | £1,271,000 | £953,086 | £696,299 | £551,644 | £305,947 |

Leisure Centre price freeze – 2013/14
Target to operationally break even 2015/16

“Going beyond what our customers expect”



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!

An argument



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