

# 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. ”*

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

**Seth Godin**

**Lesson Learnt**



# East Riding Leisure – Where we are now...



Annual customers



Generated income



Health and fitness classes each week



# Talking about today – these things have to come together

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”.*





**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	<a href="#">Look Up</a>	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

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    ASCENDING LEISURE    [Phone]    [Bike]    [Person]    [Shopping]    £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 (glyon)					
15:30	Lunch Maintenance						
16:00		3/3 (NO R/L) - 29 of Junior Gym (Class) C	Lunch Maintenance				

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

09:00    10:30    12:00    13:30    15:00    16:30    18:00    19:30    21:00

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)

- DEPRESSION/ANXIETY/STRESS
- HYPERTENSION
- INACTIVE

QUALIFIERS

HISTORICAL

- DEPRESSION/ANXIETY/STRESS

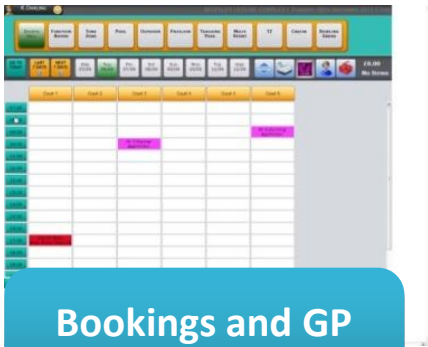
CURRENT

Print

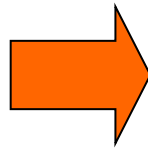
Close Details

# The journey continues.....

## GP Surgery Bookings



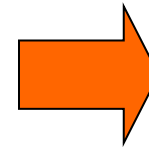
Bookings and GP referral



## Customer contact bar



Customer Contact Bar

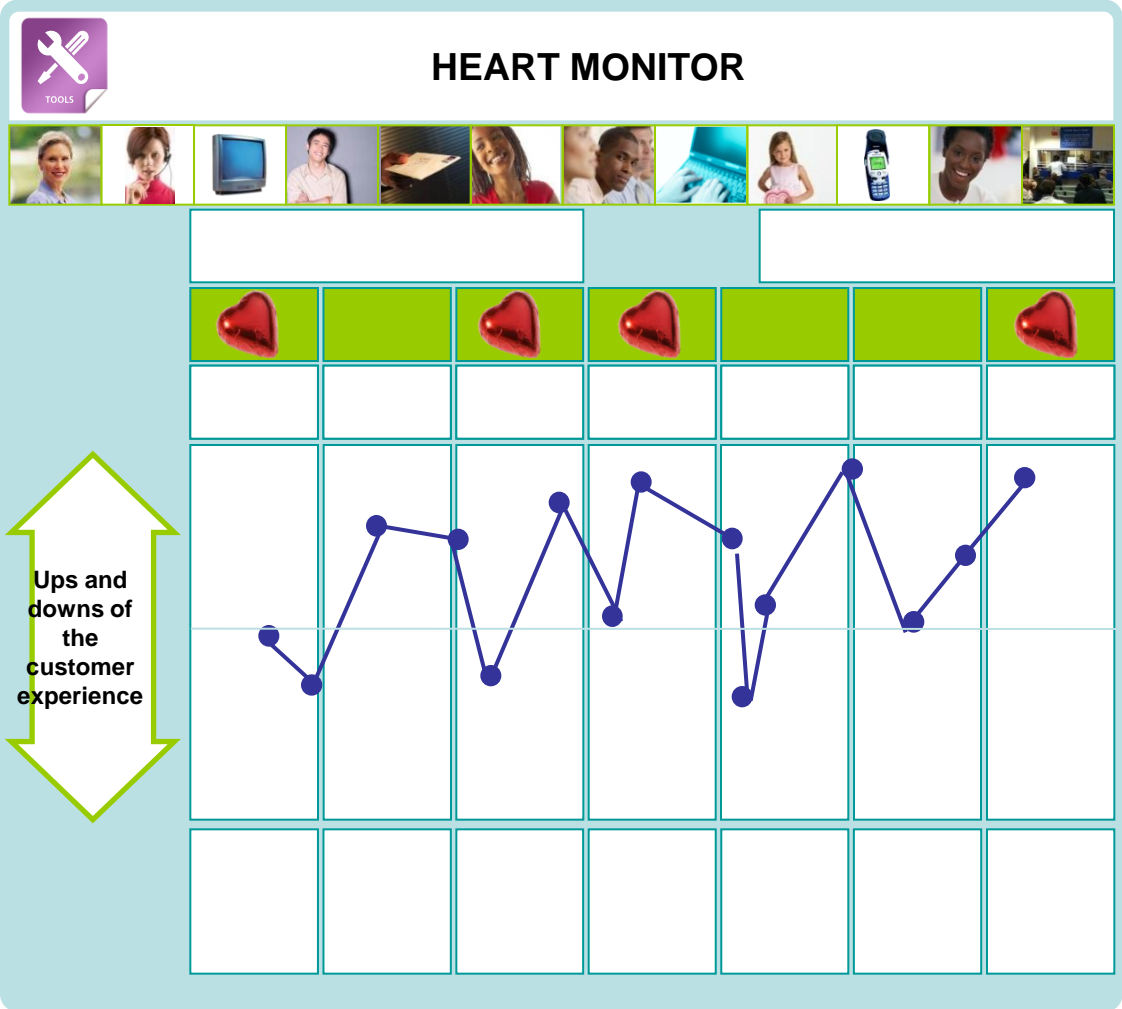


## Leisure Card/CRM



Customer Information

# Components





.....and  
**this magic happens!**



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

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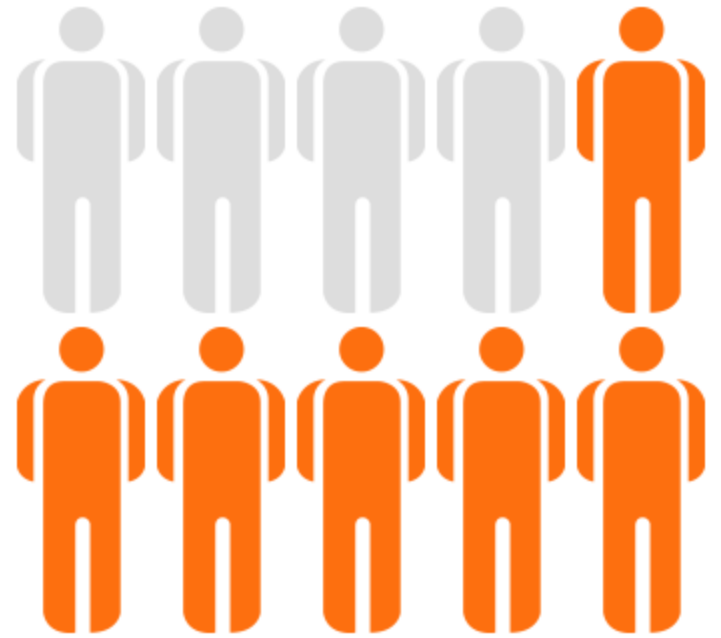


# **RAVING FANS**





**24,500**



**15,000**

Reducing reception visits per week





Our own online booking system



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** ⓘ  
⌚ 60 minutes 👤 40 places




**Book Now**

**Body Balance** ⓘ  
⌚ 60 minutes 👤 25 places




**Book Now**

**Body Combat** ⓘ  
⌚ 60 minutes 👤 40 places




**Book Now**

**Body Pump** ⓘ  
⌚ 60 minutes 👤 40 places




**Book Now**

**Body Pump** ⓘ  
⌚ 60 minutes 👤 25 places



**Book Now**

**Body Step** ⓘ  
⌚ 60 minutes 👤 25 places



**Book Now**

**Indoor Cycling** ⓘ  
⌚ 45 minutes 👤 19 places



**Book Now**

**Indoor Cycling** ⓘ  
⌚ 60 minutes 👤 19 places



**Book Now**

**Pilates** ⓘ  
⌚ 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** ⓘ  
⌚ 60 minutes 👤 40 places



**Book Now**

**Body Balance** ⓘ  
⌚ 60 minutes 👤 25 places



**Book Now**

Our own  
online booking



**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**

**Behavioural Change: Physical activity: Nutrition**

**Post graduate qualification: target date from September 2015**





**HEALTHPLUS Performance Programme**  
www.driffieldleisurecentre.co.uk

**30 days to change your life**

What greater motivation is there than achieving results? You will receive expert advice from our Health and Fitness Staff, who will inform you on all aspects of health related fitness and exercise

Starting with your initial-

- 1** Health assessment and Personal programme
- 2** Nutrition and Programme review
- 3** Results day at the end of your first 30 days

month most of our participants will achieve-

**Personal Programme**

Remember! Always reduce your heart rate at the end of the workout - cool down!

I feel good 😊	Date	Time	Sets
		Speed/Dist	
I feel ok 😐	Date	Time	Sets
		Speed/Dist	
I feel down 😞	Date	Time	Sets
		Speed/Dist	

Resistance Stations

Please let us know should you be It is very important to us that y

ENJOY YOUR PROGRAMME

**Your HEALTHPLUS Results**  
www.driffieldleisurecentre.co.uk

Since starting with East Riding Leisure

Results include

Signed

Name

Date

Fitness Instructor

our best attention at all times  
Driffield Leisure Centre



**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

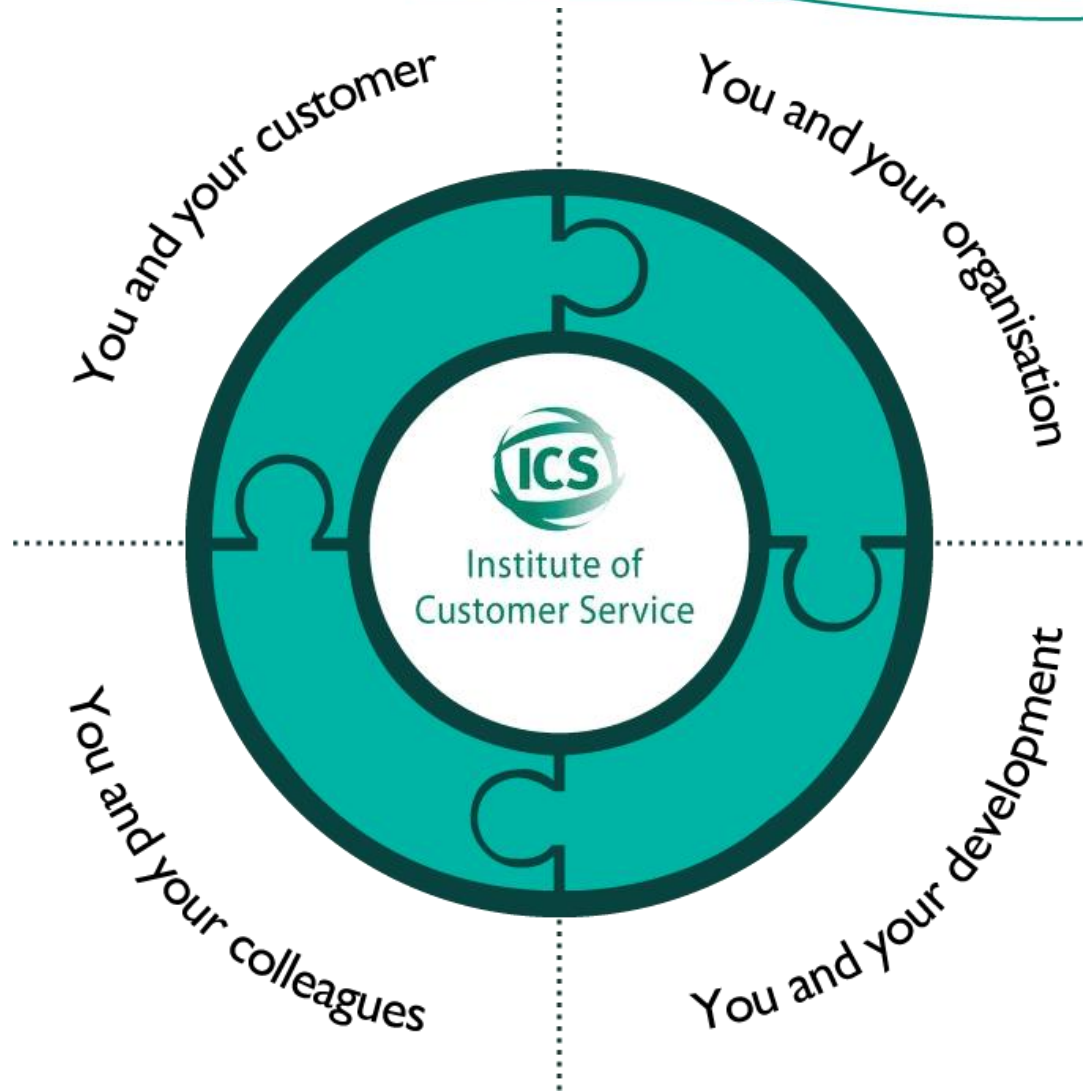


Nice words, but what do we do to aspire to this?



# Customer Service 'Dream Team'

*'Winning hearts and minds'*



East Riding Programme  
Transforming Customer  
Distinctive Mapping  
Business Information Culture  
Unique  
Insight

Effect on the Culture



# To drive income: these things have to come together

CLOSE TO THE  
CUSTOMER



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# 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

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# Health improvements



**Within the East Riding :**

**From up to 85 bariatric  
operations annually**

*this is now down to just 15 -20!*

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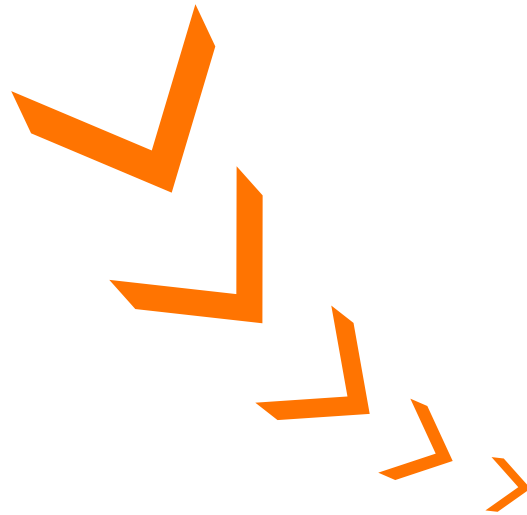
# From cost to profit

## Leisure Service Net Budget



**£1,271,000**

2008-2009



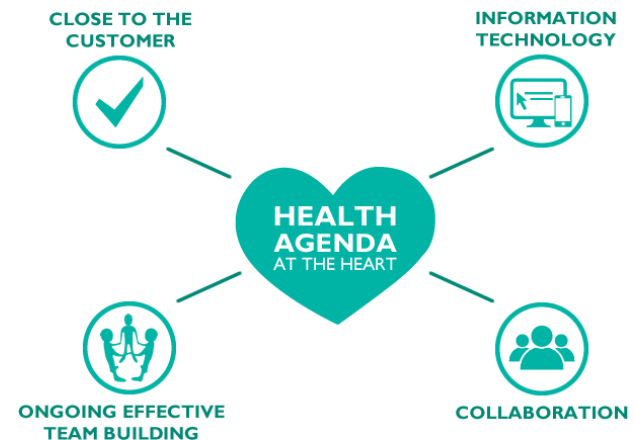
**£205,000**

2014-2015

# The Top 10 Highest Scoring Organisations

## Customer Service Index – July 2014

<b>East Riding Leisure Services</b>	<b>89.6</b>
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





Our results *change lives*





# 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.”*

# East Riding of Yorkshire Council



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Finalist

*“Going beyond what our customers expect”*  
**Leisure Service**