

Circadian Trust

# Annual Report

2018/19



**CIRCADIAN TRUST**

Reinvesting your money  
into local facilities

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## **SECTION 1**

Welcome &  
Summary of  
2018-19 from  
Chair and  
Chief Executive

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## **SECTION 2**

Introduction

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## **SECTION 3**

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## SECTION

# 1

Welcome & Summary  
of 2018-19 from  
Chair and  
Chief Executive



# Welcome

**We are very pleased to welcome you to our annual report.**

Circadian Trust is a special organisation both in the way that it is structured, but more importantly in the way it operates.

We are proud to be a charitable company and social enterprise. This means we focus on trading successfully but with a real social purpose.

We have to compete with the best commercially, meaning we work to be efficient, effective and very customer focused. But we also have to deliver tangible social benefits, which add real value to the communities we serve. To this end, we constantly strive to improve the quality of the outcomes we deliver to our customers and clients whether this is:

- Helping people improve their health and wellbeing
- Assisting people in meeting their fitness aspirations
- Providing places for people and clubs for training and preparing for informal or formal sports activities
- Being a social hub for recreation, meetings or events both formal and informal
- Helping people with special requirements achieve their goals
- Working in partnership with other organisations in health, education or community development

We will always strive to “inspire active lifestyles” in our community and we are very proud to present our most recent result and achievements.

# Summary of 2018–19

This year was the first year of our new strategy “Evolution: Developing Sustainably” which covers the financial years 2018 – 21. This strategy was designed to take us through a time of significant change.

Circadian Trust is operating in a complex marketplace and during the life of this strategy the public revenue funding support we receive will reduce to zero and we will begin paying rent on the facilities we manage.

There has also been a major increase in competition locally and rising customer awareness and stakeholder expectation about the health and lifestyle benefits of physical activity. This is likely to continue as lifestyle factors affecting the health agenda become even more significant in the face of growing concerns about obesity and levels of inactivity at a national level.

Despite these challenges the organisation has performed excellently in 2018 – 19. The successful large redevelopments at Bradley Stoke, Longwell Green and Yate Lifestyle Centres were all completed in previous years and really began to bear fruit.

As a result, sport and physical activity visits in the year grew by 9% to 2.809 million. This was underpinned by Health and Fitness memberships reaching over 17,000 for the first time and our learn to swim programme serving 9,000 swimmers a week. There was also good growth in catering and events which supported the overall picture.

This increase in visitors saw income grow by 7% to £12.718 million and our performance deliver a surplus of over £480k.

In turn, we were able to reinvest capital spending over £895k back into a range of facility and service improvements over the course of the year. These investments will help us to deliver more physical activity outcomes. Fuller details of what was achieved can be found in the following pages.

This report really demonstrates the virtuous power of our business model and social enterprise which reinvests profits for our future sustainability in our communities.





SECTION

2

Introduction



Circadian Trust (CT) is an independent charitable company delivering a range of sports and leisure outcomes in partnership with South Gloucestershire Council and working strongly in partnership with a broad range of other stakeholders.

Since it was established in 2005 CT has developed as a focused social enterprise, balancing commercial reality with a social conscience, delivering social return on investment in the local communities it serves.

This has led to noteworthy achievements, including significant reductions in delivery cost; major investment into its facility portfolio and its services; tangible and increased service quality and the development of exciting cross cutting partnerships which are delivering improved rates of participation in physical activity and community and social outcomes to a broad range of customers.

CT operate five lifestyle centres within South Gloucestershire at Bradley Stoke, Kingswood, Longwell Green, Thornbury, and Yate and one dual use centre at Downend and employs over 240 full time equivalent staff (over 500 individuals).



CT is a business that trades only for a social purpose, our charitable aims are to undertake and promote for the benefit of the general public:

- The provision of high quality facilities for sport, recreation or other physical activity or other leisure time occupation of individuals who have need of such facilities and services by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare.
- The promotion and protection of good health through community participation in healthy activity.
- The maintenance and improvement of public amenities and the provision of schemes to assist and encourage the use of such facilities by the general public.
- The advancement of education and training in leisure and sport related subjects.

This report will cover the first year of CT's Evolution: Developing Sustainably Strategy 2018 – 2021 and update on objectives achieved within the year. The report will also include a summary of financial performance 2018/19 and look at how things are shaping up for 2019/20.







SECTION

# 3

Mission, Vision  
and Values

Circadian Trust is an independent Charitable Company based in South Gloucestershire managing a range of sports, leisure and lifestyle facilities and services for its local community.

## OUR MISSION:

“Inspiring Active Lifestyles”

## OUR VISION:

“A Healthy, Active Community”

Underneath the Mission and Vision statements are 3 “overarching” values which underpin the culture of the Trust and its planning and decision making processes, as well as linking, via stated actions, to the Charitable objects.

## OUR VALUES:

### CUSTOMER FIRST

We look at everything through our customer’s eyes and strive to give them the best possible experience.

### EMPOWERMENT

We develop our people to be experts in their field, to help our community develop active lifestyles, and to act like owners – spending money where it matters most.

### INCLUSION

We offer services to our whole community and ensure equality in everything we do.

In May 2018, Circadian Trust launched its new Strategic Plan, Evolution: Developing Sustainably. This will cover the period 2018 to 2021 and focuses on 4 Strategic aims:

1

Delivering for our customers and communities

2

Developing and delivering a sustainable business model

3

Growing the Business

4

Business Efficiency

SECTION

# 4

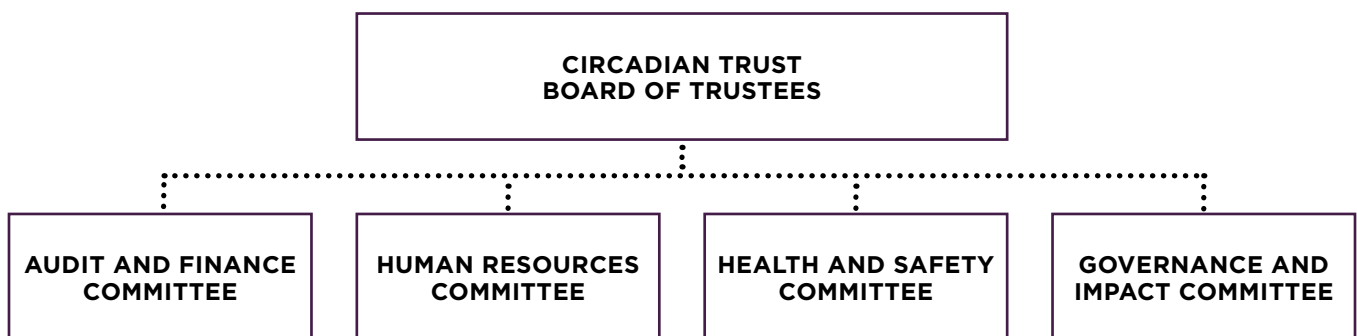
Governance and  
Company Structure



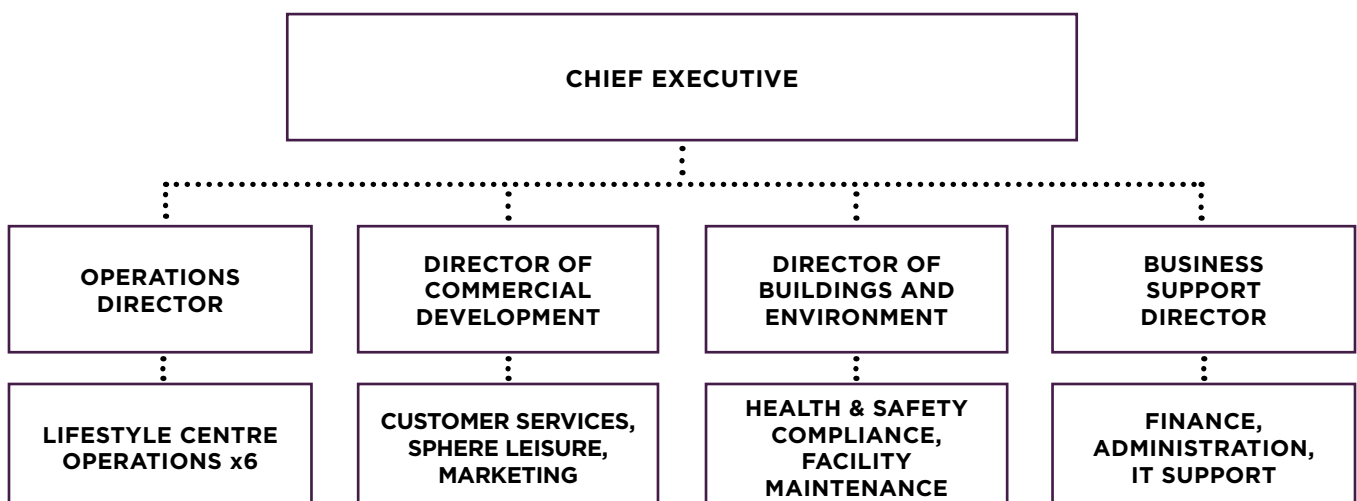
# Organisational Structure and Decision Making Process

The full Board meets at least once a quarter to take decisions on strategic and development issues, it met 4 times during 2018 /19. The current Board committees are:

- Audit and Finance Committee with responsibility for scrutiny of the finances of the organisation.
- Human Resources Committee dealing with strategic employment issues such as terms and conditions of employment and the appointments of senior staff and Trustees.
- A Health and Safety Committee to deal with strategic issues including monitoring external health and safety audits and the implementation of any recommendations.
- A Governance and Impact Committee reviewing Governance, Board Policy and looking at the measurement, evaluation and reporting aspects of social impact of the charity.



The operational management of the company is delegated to the Executive Management Team [EMT] led by the Chief Executive. The EMT consists of the Chief Executive, Business Support Director, Operations Director, Director of Commercial Development and Director of Buildings and Environment.



We are very proud of the partnerships and services we offer that make a real difference to peoples lives, particularly those in health or social need, demonstrating what is best and different about Circadian Trust. We continue to work with partners and key organisations listed below:



## SECTION

# 5

### Pull Out Social Impact Report

- A** Social Impact and  
Community Outcomes
- B** Community Outcomes  
Further Data

# Social Impact and Community Outcomes Report

## ACCESS AND INCLUSIVITY

We go the extra mile in making our facilities accessible to customers who are disabled. All of our changing facilities are developed to “changing places” standards, with hoists and equipment up to the standard of being able to deal with quadriplegic disability. All of our facilities have ramps and internal lifts making over 90% of our floor areas accessible to wheelchair users.

We also offer carer partnership concessions so that customers requiring a carer to accompany them can participate at no cost to the carer.

**Access and Inclusivity training** - Staff at all our facilities have undertaken some training to better meet the needs of the blind, partially sighted, deaf, hard of hearing, wheelchair users, dementia and learning disabilities or those identifying as neurodiverse.

**Paul's Place** - Yate LC are working with this charity providing sessions to enhance the lives of adults with disability.

**Avon Autistic Group** - Make weekly use of our main hall at Bradley Stoke LC.

**South Gloucestershire Chinese Association** - Make weekly use of our main hall at Bradley Stoke LC.

**GB Representative Athletes** - We offer complimentary memberships given to local individuals representing Great Britain at various sports, most GB athletes receive no funding to pursue their success. Currently 15 local athletes including gymnasts, Paralympians and Badminton players receive memberships whilst they represent their country to help them maintain their fitness.

## HEALTHY LIFESTYLE MANAGEMENT AND PARTNERSHIPS

2018 - 19 saw the full implementation of our 'Healthy Lifestyle on Referral' project at our five Lifestyle Centres. The scheme has been created to support people with medical or long term conditions to become more active.

Up until the end of the reporting period there had been 257 individual client referrals that have utilised our facilities making over 2,500 visits. The Healthy Lifestyle Manager and his team have now formed relationships with 18 GP Surgeries plus Sirona Care and Health, North Bristol Trust, Southmead and Cosham Hospitals who are all currently referring clients.

Our target within our Active Lifestyle Strategy is to engage with 2,500 referral clients per annum by 2021.



### TESTIMONIAL FROM BRADLEY STOKE LIFESTYLE CENTRE

*We regularly attend around 6 times per week and use the gym as well as attend spin classes. The staff there are personable, approachable, helpful and supportive. We joined to make a lifestyle change, and we continue attending for the great facilities, reasonable pricing, easy access and generous parking.*

*Since using the centre, we have achieved a combined weight loss of 17 stone and 3 pounds (which equates to 241 pounds / 110 kg). We are getting a lot fitter and fully embracing a healthier lifestyle, and now make conscious decisions about what we eat. We chose Active centres because of the accessibility and friendly environment with great facilities. We like the relaxed atmosphere and being able to do the activities together as a family. Would we recommend it to others? A resounding YES!*

**THE ROTHWELL FAMILY, ACTIVE BRADLEY STOKE**

**Sirona Care and Health** - Sirona Care and Health is a local large not for profit health care provider commissioned to deliver a range of services by the NHS in the sub region. Having previously been based at Thornbury Hospital, they relocated to Thornbury Lifestyle Centre and are seeing over a thousand clients a month.

Sirona Care and Health have now approached us about extending the partnership further afield to include our other sites and even external facilities. This is currently at the early stages of planning.

**South Gloucestershire Health and Wellbeing Service (HLWBS)** - This new service called "One You" is designed for all South Gloucestershire residents over the age of 18 and all adults registered with a GP practice in South Gloucestershire. It commences in summer 2019 for 3 years.

Delivery is achieved via a partnership managed by South Gloucestershire Council Public Health and provided by a VCSE consortium, led by Southern Brooks Community Partnership, to deliver services that support the adult population to achieve and maintain mental health and emotional wellbeing across South Gloucestershire.

Circadian Trust is a member of this delivery consortium and will be delivering 24 courses based in community venues. This has the potential for CT to support at least 480 new participants per year.

**Active in Life** - Southern Brooks Community Partnership has been awarded funding by Sport England to fund an intervention for those adults who are inactive, in employment and on low income.

All participants will be offered funded access to Circadian facilities as one of the options they have to become active.

**Yate Dementia Social Group** - Formed over 3 years ago between the Yate Lifestyle Centre Management team and the South Gloucestershire Dementia Action Alliance to provide a Dementia Social Group for people with dementia and their carers, family and friends. A room at the centre is provided for the group to meet and enjoy leisure activities, singing and sports together.

CT is listed as 'dementia friendly' by the Dementia Action Alliance.



## TESTIMONIAL FROM YATE LIFESTYLE CENTRE

*I have been volunteering at Yate Lifestyle Centre for the Dementia Social Group for the past 3 years and what a journey it has been.*

*Before volunteering I knew very little about the true complexities and challenges of both having and caring for someone with Dementia. However, since becoming a committed member for my local community, I feel I am making a difference not only to those living with Dementia and their families, but to the greater community too.*

*The Yate Lifestyle Dementia Social Group has brought people from all walks of life together, as it's true that this disease does not care who you are, yet by doing so it creates a small close knit community where special connections can be made, making our work so unique. Bringing people together and offering services to those living with Dementia as well as providing much needed information to the public are just a few of the reasons why I have enjoyed my time so far and I certainly do look forward to the future!*

**PAM DIMOND, ACTIVE YATE**



**Active Breathing** - Classes at Bradley Stoke LC, Longwell Green LC and Yate LC designed to decrease breathlessness and increase muscle strength for those suffering with emphysema, chronic bronchitis, asthma, ILD and bronchiectasis. Referrals come from North Bristol Pulmonary Rehabilitation team.

**Reach** - A service for children and young people (4-16 years) identified as at risk from obesity. Sessions are being delivered at Bradley Stoke, Kingswood and Yate Lifestyle Centres with a new session starting in April at Thornbury.

Activities aim to boost confidence, increase physical activity, give ideas on healthy snacks and meals, , and offer strategies to improve sleep and bed time routines as part of the 10 week programme.

**Impact Mentoring** - Offered across all of our centres, Impact Mentoring bring young people in a bid to make a positive and lasting impact, giving them the confidence and support needed to achieve their true potential, regardless of the challenges they face.

**Breakthrough Mentoring** - Delivered by the public health team but within our centres, we are a main partner to deliver specialist help to children and adults with a range of complex issues; nutrition, mental health, sexual health, drugs and addiction support.

**Choices4U group** - Bookings running at Kingswood, Yate, and Bradley Stoke Lifestyle Centres. Choices4U aims to support adults with learning difficulties access community and leisure activities to promote independence and social engagement.

**Osteoarthritis Exercise** - Sessions held weekly at Thornbury LC and Yate LC which include flexibility and strengthening activities. Exercise is considered the most effective non-drug treatment for reducing pain and improving movement.

**Multiple Sclerosis / Parkinson's Disease classes** - Running at Yate. These classes offer more gentle exercises for those suffering with life changing long term conditions.

**Post Natal classes** - Running weekly at Yate LC. Specifically tailored to those returning to exercise after having a baby.



# Community Impact

**BESIDES HEALTH, SPORTS AND EDUCATION OUR FACILITIES MANAGED AND OFFERED SERVICES TO A WIDE RANGE OF COMMUNITY PARTNERS / ORGANISATIONS THROUGHOUT 2018 - 19.**

## ACTIVE SWIMSTARS

There has been a further focus to increase the amount of children that are learning to swim. This is to meet national targets for children to be confident in the water and be able to swim 25m unaided by the time they leave primary school. The target this year was to have 9067 in our swim school. The actual figure was 9687 which is a phenomenal achievement.



### TESTIMONIAL ON CHILDREN'S SWIMMING LESSONS YATE LIFESTYLE CENTRE:

*"I wanted to share the fantastic experience we have had at Active Yate. My children have been having swimming lessons here since 2014 and 2016, they started at 4 and 6 months old. They are now in Stage 1 and Preschool.*

*The baby and toddler classes with Sarah were absolutely amazing. The classes were well structured and I always felt supported as a parent. Up until around 18 months both of my children loved the water, but they both then became resistant to having water in their faces. Sarah went out of her way to improve this experience for them with no pressure to do anything that I felt uncomfortable with. Without this attention I probably would have stopped bringing them at this point, but Sarah's support made it possible to keep bringing them and increasing both their skills and confidence.*

*The transition to preschool group for both children was fantastic and both children settled well. This was thanks to Sarah, Holly and Charlotte at different times, and it has been amazing to watch their skills improve week on week. I can't thank you all enough."*

**HANNAH, ACTIVE YATE**



**Active Play** - Managed on behalf of the Council's Children's and Young Peoples Directorate, at no cost to the council; we provided over 4000 free visits in 2018 -19 allowing young people, who meet the following criteria, to access free swimming and soft play sessions;

- Live in South Gloucestershire
- Be under 5 years old or aged 5-16 with a disability
- Have under developed play skills, behavioural problems, developmental delay or poor physical health

Or children who 'live in circumstances that hinder their progress', such as:

- Lack of quality time for child and parents
- Parent/guardian ill health
- Social/marital problems exist
- A lack of play facilities locally

**South Gloucestershire Foster Association** - for the past 5 years Yate Lifestyle Centre has hosted a Christmas Party for the South Gloucestershire Foster Association.

Throughout the 2 hours families enjoy the use of our Inflatables, Table Tennis, Go Karts, Basketball and a 'chill out' area for younger children.

**Walking football and netball** - These sessions are particularly popular as they are tailored so that everyone can play regardless of age or fitness level. Sessions are dementia friendly and accommodate for those who are injured.

**Buggy Fitness** - Running weekly at Yate to provide parents with the opportunity to be active once having a baby.

**Parent and Toddler community play sessions** - Running at Yate LC. The sessions are designed to encourage parents with young families to meet and socialise.

**U3A** - Yate LC provides activities to members of the University of the Third Age which are made up of retired and semi-retired people.

**Swimarathon** - In partnership with Thornbury Rotary Club and hosted by Thornbury Lifestyle Centre. Hundreds of Thornbury and District people (for over 30 years) have helped to raise over £400,000 by being sponsored to swim in a team relay for an hour.

**Jigsaw Thornbury** - This group holds regular events at Thornbury LC and offers support for families with additional needs children.





# Community Outcomes

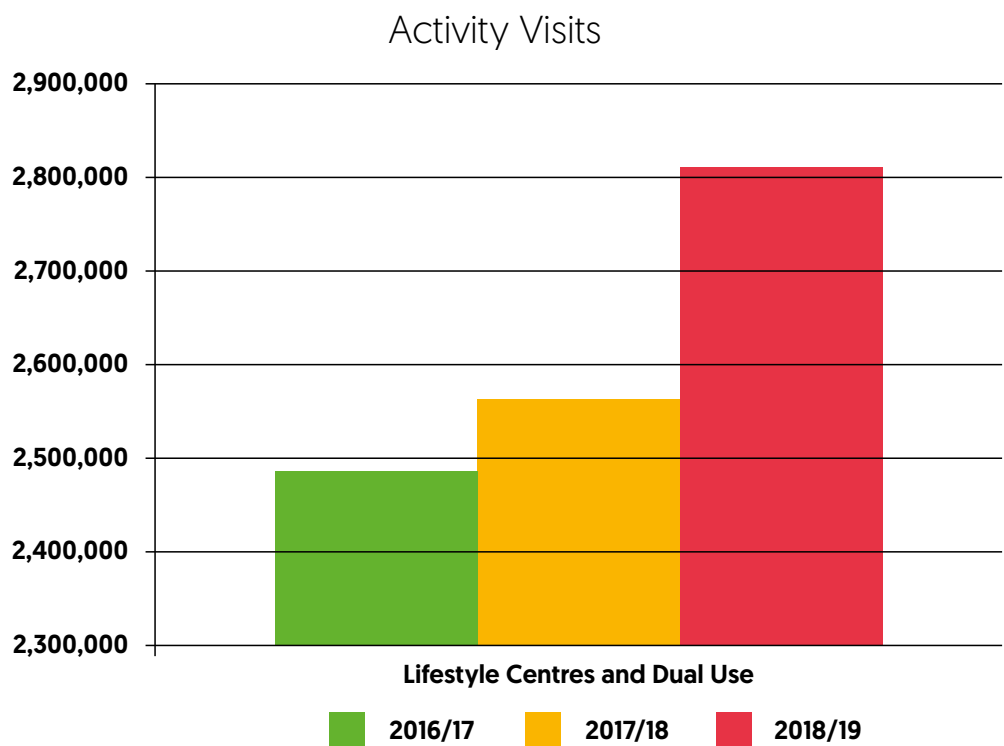
## Further Data

### THE SOCIAL IMPACT OF SPORT AND PHYSICAL ACTIVITY IN SOUTH GLOUCESTERSHIRE

In line with its mission ‘Inspiring Active Lifestyles’, CT’s driving force is to encourage and deliver increased uptake in physical activity in South Gloucestershire.

It can only do this by continuing to deliver quality services that people wish to use and by investing in facilities and developing services to meet the demand and need.

CT has increased facility usage year on year and usage is now at over 2.809 million activity visits per annum.



### PRICING

Our pricing strategy for customers without need for further support is firmly based in the value for money category. This is also underpinned by a range of payment methods including a “pay as you play” philosophy for most activities we provide.

Furthermore, we offer a comprehensive “concessionary” pricing offering discounts of up to 50% for those in need of special assistance related to age, health or socio economic circumstances. The majority of concessionary prices offer access to facilities and services at a cost of less than the cost of providing the service.

Our inclusive pricing policy also extends to local sports clubs who use our facilities with junior and disability sports clubs benefiting from concessionary prices for the facilities they hire from us.

### PROGRAMMING

We programme our facilities to meet the needs of a diverse community and make special efforts to offer programmes for customers who require access because of age, disability, sex or other needs. Examples of this include older people’s activities, junior programmes, disability access sessions and sex specific sessions where appropriate.

## CLUBS AND GROUP

We provide a home to over 200 local sports clubs and community groups providing everything from Aikido to Water Polo and everything in between each week, we host training sessions and competitions up to National standard on their behalf. These are all voluntary organisations – just like us. Without our facilities they would have nowhere to meet, practice or play.

## AQUATICS MANAGEMENT

As the major provider of public swimming facilities in the district, we continue to work in partnership with Swim England to deliver our Aquatics Strategy; which aims to:

- Increase participation in all aquatic areas; but with special focus on adult swimming
- Improve Access and Opportunity for all
- Successful Development [Learn to Swim to club] pathways

## POOL PROGRAMMING

We have undertaken an exercise to collect usage data across all of our pools and are now using this data to be able to better understand our target markets and inform pool programming over time.

## SCHOOLS LEARN TO SWIM

We offer unrivalled access and heavily subsidised rates to local schools for them to be able to deliver National Curriculum swimming to 64 schools in 2018 - 19.

## DISABILITY SWIM GROUPS

Several of our sites run sessions or host clubs specifically for swimmers with a disability including Dippers at Yate LC, Sharks Development Squad at Bradley Stoke and Dolphins at Kingswood LC.

# SOCIAL VALUE CALCULATOR REPORT 2018/19





It is now possible to evidence a relationship between sport, physical activity and social impact in a number of categories including improved health, reduced crime, increased educational attainment and improved life satisfaction or “subjective wellbeing”. CT are now one of several leisure providers who, using a Social Value Calculator developed by DataHub and its strategic partners, can now measure and value the impact of sports and physical activity offered in our facilities and benchmark how well we are doing in relation to other leisure providers and Trusts within the DataHub.

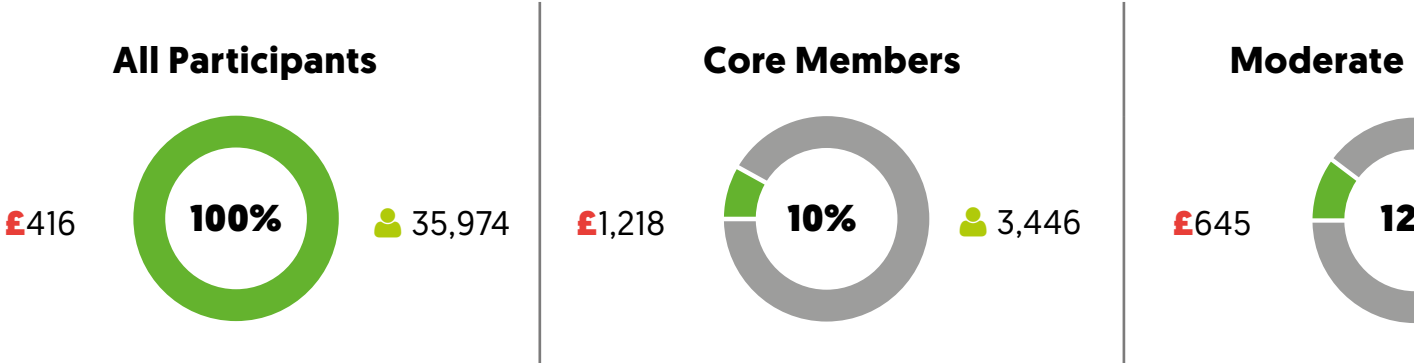
In a rolling 12 month period between April 2018 and March 2019 CT generated a total of £14.95m social value in all activities across all facilities; a 3.7% increase on the previous 12 months [April 2017 – March 2018], which places CT in the top quartile for Annual Social Value Change when benchmarked against other leisure providers. The following graphs highlight this and also breakdown the social value associated within each category of social impact:

## SOCIAL VALUE KPIS

Social Value [Apr-2018   Mar-2019]	£14,947,863	
Social Value [Apr-2017   Mar-2018]	£14,409,808	
<b>Year-over-Year Comparison</b>	<b>£538,054</b>	<b>↑ 3.73 %</b>
Social Value [Jan-19   Mar-19]	£2,715,056	
Social Value [Jan-18   Mar-18]	£3,986,522	
<b>Quarter-over-Quarter Comparison</b>	<b>-£1,271,466</b>	<b>↓ -31.89 %</b>
Social Value [Mar-2019]	£1,302,465	
Social Value [Mar-2018]	£1,291,998	
<b>Month-over-Month Comparison</b>	<b>£10,467</b>	<b>↑ 0.81 %</b>

# Sector Benchmarking Based on Profile of Value Generated

	VALUE	SOCIAL VALUE INDEX %
TOTAL	£14,947,863	79%
 IMPROVED HEALTH		
CHD Stroke £649,891	Breast Cancer £70,549	Colon Cancer £67,772
Diabetes £243,255	Dementia £906,459	Depression £61,721
Reduced GP Visits £331,602		
	£2,331,252	79%
 IMPROVED SUBJ. WELLBEING	£12,324,210	80%
 INCREASED EDUCATIONAL ATTAINMENT		
11-18 educational attainment £1,719	Enhanced human capital £283,680	
	£285,399	81%
 REDUCED CRIME	£7,000	78%







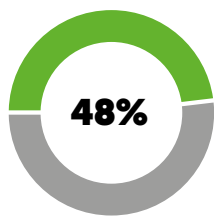
## Members



4,159

## Infrequent Members

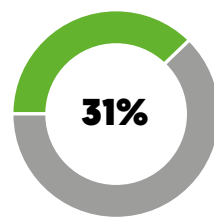
£168



17,381

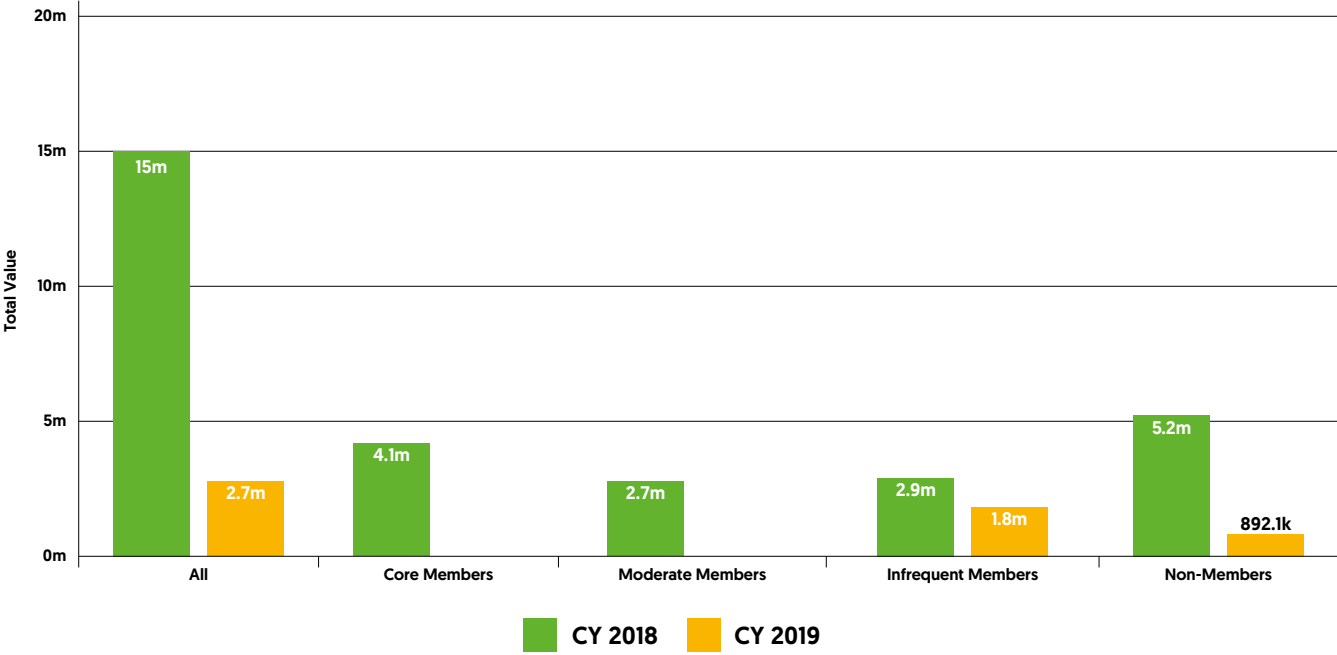
## Non-Members

£469



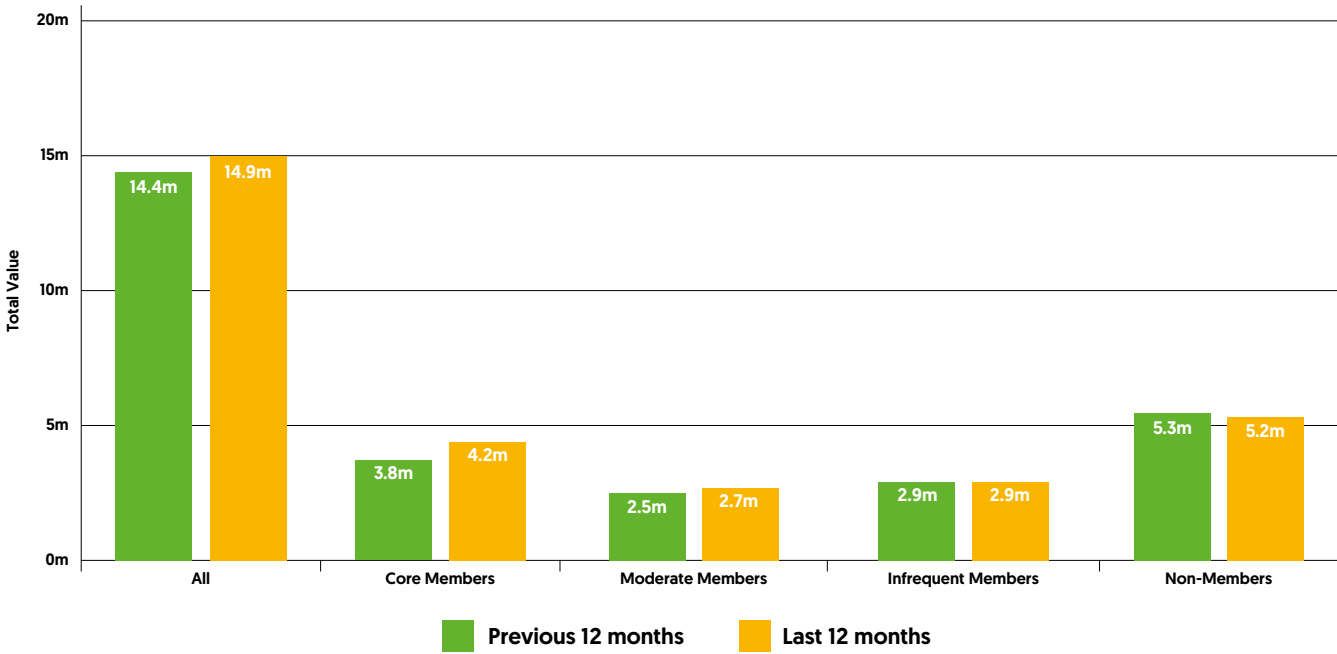
10,988

Total Social Value [Calendar Year - Quarter Drilldown]



<b>Avg value per participant</b> (12 MONTHS) £416   35,974	<b>Avg value per participant</b> (LAST QUARTER) £0   0	<b>Avg value per participant</b> (LAST MONTH) £110   11,799	<b>Index Score</b> 79%
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Total Social Value [Rolling 12 Months]



<b>Avg value per participant</b> (12 MONTHS) £416   35,974	<b>Avg value per participant</b> (LAST QUARTER) £0   0	<b>Avg value per participant</b> (LAST MONTH) £110   11,799	<b>SV Index Score</b> 79%
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SECTION

# 6

Business  
Performance

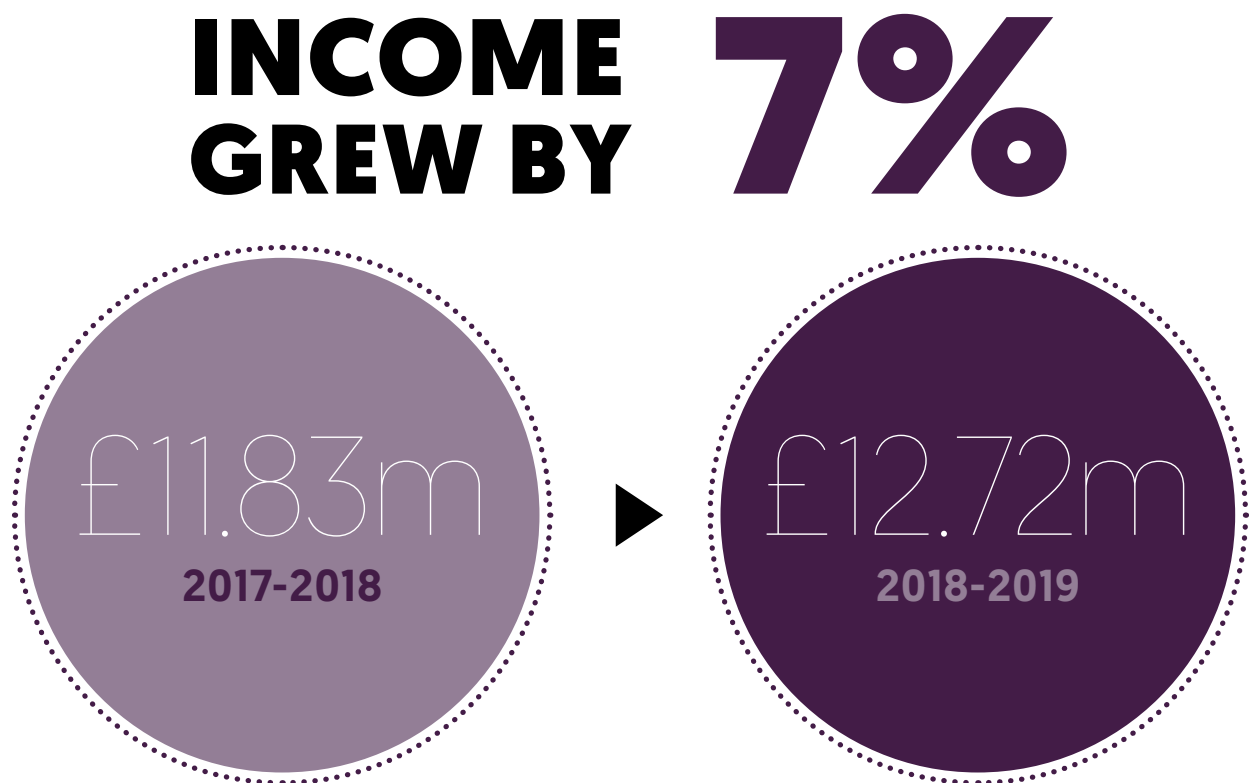


Achieving good business performance, providing excellent customer service whilst engaging and delivering public benefit are all key facets to ensuring the success of the charity, this section of the report focusses on our efforts to achieve this success mix.

Trustees and the Management Team (consisting of the Chief Executive and the 4 Directors) regularly reviews aspects of performance of the Charity management on a monthly basis to ensure that the organisation is hitting key targets in relation to business performance and other factors. Performance and results are scrutinised on a quarterly basis by Trustees.

## Financial Performance

Circadian Trust has had a very successful year in 2018 – 19 and in terms of financial performance has been consistently good throughout the year.



This was underpinned by growing health and fitness memberships which exceeded the 17,000 barrier for the first time and our swim academy which had over 9,000 pupils a week by the end of the financial year. There was strong income growth in a number of other areas too.

Costs were very well controlled despite significant pressures on payroll and pensions cost growth. This resulted in costs being 1.8% (£215k) lower than budgeted.

As a result the company completed the year with a surplus (profit) of £480K. This in turn meant we were able to reinvest over £895k in new capital expenditure into the business. How this money was spent is outlined below.

# Capital Expenditure Meeting Strategic Aims

The company is committed when funds allow; to invest in improvements to the facilities it manages, the equipment it provides for customers and staff; and the services it delivers across the business.

In 2018 – 19 successful planning and performance saw total investment of over £895,000 in capital funding improvements. This included the following major items which is not an exhaustive list:

## GROWING THE BUSINESS

£170,000 for the refurbishment of the Severnside Hall at Thornbury Lifestyle Centre.

## BUSINESS EFFICIENCY

£156,000 for the purchase of a new Combined Heat and Power (CHP) unit at Yate Lifestyle Centre to significantly reduce the facility's energy consumption and environmental footprint.



## DELIVERING FOR OUR CUSTOMERS & COMMUNITIES

£80,000 for Swimming Pool Changing Room and Dry Side Toilet refurbishment at Thornbury Lifestyle Centre.

## DEVELOPING A SUSTAINABLE BUSINESS MODEL

£25,000 to replace the 12 year old indoor Bowls Hall carpet at Thornbury Lifestyle Centre which was at the end of its lifespan.

£30,000 for the purchase of “Swimtag” for all swimming pools managed by the group. This system enables our customers to track their swim with their other fitness tracking activity.





# Performance Indicators

The following balanced scorecard is used by trustees and management as one of the tools to assess performance and this is regularly reviewed to take into account strategies adopted. The end of year performance for 2018 - 19 is shown below.

QUALITY AUDIT	PREPAID MEMBERSHIPS	INCOME PER ATTENDEE	SPORT AND PHYSICAL ACTIVITY VISITS	NET PROMOTER SCORE	CHILDREN LEARNING TO SWIM	FINANCE - BOTTOM LINE
Target: <b>80%</b>	Target: <b>16,941</b>	Target: <b>£4.63</b>	Target: <b>Year on year increase</b>	Target: <b>34</b>	Target: <b>9,060</b>	Target: <b>£ Above budget</b>
<b>84%</b>	<b>17,020</b>	<b>£4.52*</b>	<b>2,809,350</b>	<b>37</b>	<b>9,687</b>	<b>£200,597</b>

ANSWERED CALLS	ENERGY CONSUMPTION	ATTRITION	CUSTOMER COMMENTS RESPONSE IN 7 DAYS	SICKNESS DAYS	SALARIES AS % INCOME	INCREASE IN ADULT SWIMS
Target: <b>80%</b>	Target: <b>Like for like reduction</b>	Target: <b>Below 4.26%</b>	Target: <b>90%</b>	Target: <b>Below 5 days</b>	Target: <b>Below 50%</b>	Target: <b>+1.5%</b>
<b>83%</b>	<b>+9.7%</b>	<b>3.7%</b>	<b>95%</b>	<b>4.5 days</b>	<b>47%</b>	<b>-0.4%</b>

The scorecard takes a range of measures which are either related to our strategy or agreed business plan and show that the Charity is on track. Key points from last year's performance are as follows:

## Customer Performance Indicators

**Measures include:** Quality Audit, Net Promoter Score, Answered Calls, Customer Comment Response Rates and Attrition (i.e. % gym members lost per month on average).

All of these measures were ahead of target in 2018 – 19. This is a testament to the teams focus on delivering high standards for our customers and that our approach to continually improving processes continues to pay dividends.

\* Shown red because we received less income per customer. However, from a social impact perspective this is positive – see Business Performance Indicator narrative.

## Social Impact Performance Indicators

**Measures include:** Sport and Physical Activity Visits, Prepaid Memberships, Children Learning to Swim, Increase in Adult Swims.

These measures relate to our social values and targets set in our various strategies and plans to deliver our vision of “Healthy, Active Communities”. As to be expected some of the targets are challenging and will be hard to achieve.

Firstly the positives; we enjoyed a 9.3% increase in sport and physical activity visits for the year (from 2.563 million in 2017 -18 to 2.809 million in 2018 -19) and this was underpinned by an increase in both memberships and children learning to swim.

Increasing the numbers of adult swimmers has proved more problematic. We had a year on year decrease of 0.4%. This is best explained by the national picture where swimming is declining amongst adults significantly. The most recent research (Sport England Active Lives Survey 2018) reports a 6.5% reduction in adult swimming participation between 2017 and 18. In this context our performance is considerably better than average but still below what we are aiming for.

## Business Performance Indicators

**Measures include:** Income per attendee, Finance – Bottom Line and Salary cost as a % income.

Finance - Bottom Line is well ahead of target and that is to be expected due to stellar performance in respect of overachieving sales and a significant increase in visitor numbers. Salary cost as % of income is also lower as a result of this coupled with some efficiencies achieved; this is despite meeting the challenges of increasing base salary costs and pension contributions. Income per attendee has fallen to £4.52 from £4.63 in the prior year. Our strategy of growing membership sales and encouraging members to visit more frequently; coupled with entering the medical referral market (where we offer discounted entry and the demographic is older) means that yield per head is likely to fall as visitor numbers rise. Whilst this could be regarded as a negative Business Performance Indicator, our Board and management team see this as a very positive Social Impact!

## Internal Performance Indicators

**Measures include:** Energy Consumption and Sickness days (per FTE equivalent).

These measure focuses on energy efficiency (our biggest cost after staff) and this years increase in visitor numbers virtually correlates with the increase in energy, coupled with newly constructed air conditioned studios being in place at two sites have increased consumption.

Sickness days per employee is a measure of two factors; the efficiency of our processes but also staff engagement (engaged staff are less likely absentees) and as we are well below sector average we are pleased with this figure.

The organisations' values place a high emphasis on communication with staff and this has seen continued improvement. All permanently contracted staff were invited to Staff Information Workshops (held at a number of sites), focusing on the Company's Mission, Vision and Values, performance, current projects and initiatives and future challenges.

Nearly all employed staff and casual (relief) staff working significant hours, received a Personal Development Review (PPR) in 2018.

## Quality Accreditations

- CT is expected to ensure that its facilities are accredited to a recognised Quality Management Programme and has continued with Quest, the industry approved quality scheme supported by Sport England. All of our Centres have been rated as “Very Good” in 2018 - 19.
- The company successfully holds “Investors in People” silver level accreditation, since spring 2016, one of only 700 companies at this level in the UK.
- CT is also accredited to ISO14001 – Energy and Environmental Management, ISO9001 – Quality Management and ISO18001 – Health and Safety Management.



INVESTORS  
IN PEOPLE | Silver





INSPIRING **ACTIVE** LIFESTYLES

INSPIRING ACTIVE  
LIFESTYLES

**GUARD**



# SECTION 7

Summary of  
Achievements  
for 2018/19

The year saw significant changes to many elements of our business:

- Published its new 3 year Strategy for the period 2018 – 21 entitled Evolution: Developing Sustainably. This was successfully launched with commissioners and stakeholders in Summer 2018.
- A 9.3% increase in sports and activity attendances of c.146,000 saw a total number of 2.809 million visits during the year.
- Launched the full 'Lifestyle on Referral' programme at all centres and were receiving referrals from 18 GP surgeries in the area.
- We continued capital investment to improve our facilities with over £895k of our own resources in the financial year including:
  - Refurbishment of facilities including changing rooms and toilets at Kingswood and Thornbury Lifestyle Centres.
  - A replacement combined heat and power unit at Yate Lifestyle Centre to improve energy efficiency.
- The completion of an £170,000 investment in the Severnside complex at Thornbury Lifestyle Centre to replace the floor, enhance the lighting and ancillary facilities. The Yate complex reopened to the public successfully in April 2019 and is a much improved environment for customers.
- Published a draft Physical Activity Strategy to partners and stakeholders which identifies how we will increase physical activity participation in our communities, by developing new ways of working, new partnerships and new approaches to attract a new customer demography.
- Invested in and begun the implementation of a new HR Management System called 'Activezone' within the organisation. This will streamline many processes and increase efficiency.
- Launched a completely new website in October 2018.
- Developed successful partnerships with:
  - Sirona Health and Care
  - Bristol, Bath, North Somerset and South Gloucestershire CCG
  - Southern Brooks Community Partnerships
  - Swim England
  - Local GP Practices

These have enabled us to develop new services in Health and Education to deepen our social impact delivery.

By the end of the financial year the company had also:

- Purchased and prepared to launch "Swim Tag", a swimming tracking monitor system which is available to customers at no charge, enabling them to measure their swim session progress and remain motivated to continue swimming. Planned to install a new 'Biocircuit' exercise suite at Yate Lifestyle Centre for launch in summer 2019.
- Begun the process to establish a new internal management structure and look at partnerships in respect of future organisational structures.

SECTION

# 8

Plans for  
the Future

## Short Term

Continue the delivery of our new Strategic Plan [Evolution: Developing Sustainably], covering the period 2018-21. In the short term this will see:

- Decisions on the future operating structure of the organisation by mid 2019.
- Internal management structure review.
- Completion of outstanding lease and contract documentation with SGC.

Launching our Physical Activity Strategy to help our partnerships with National and Local partners and stakeholders develop at a faster rate.

Increasing the rate of uptake and the % of the population taking part in regular physical activity is recognised as an ever more critical objective. It is at the heart of our reason for existing and the strategy should enable us to tie into other local and regional strategies working towards the same goal.

Completing the development of our new HR system [Activezone], and launching this into our workforce.

Development and delivery of our new Biocircuit suite at Yate LC.

## Medium Term

To continue to work towards delivery of the mission, vision and longer term objectives agreed in the Strategic Plan for the period 2018 – 2021.

These include:

### **DELIVERING FOR OUR CUSTOMERS AND COMMUNITIES**

We will continue to strive to offer value for money, quality services which inspire active lifestyles. We will work hard to deliver facilities and services which are tailored to meet our charitable objectives (outlined above) and deliver tangible community and public benefits.

However in the period of this Strategic Plan our funding model changes significantly and we must also recognise that to remain viable and sustainable into the future we must continue to develop commercially.

### **DEVELOPING AND DELIVERING A SUSTAINABLE BUSINESS**

**We must recognise that with continued pressure on resources, risk transfer from the public sector and increased competition that our business model must develop in order to be truly sustainable.**

### **GROWING THE BUSINESS**

We must maintain our focus on growing the business (and developing our services) including:

- Customer Growth: We will push towards 3 million physical activity visits per annum by 2021.
- Revenue Growth: We will continue to develop new and existing income streams.
- Further develop our Facilities: We must meet customer demand and aspirations.
- Service development: We recognise that local population growth coupled with growing recognition of lifestyle and health are our biggest opportunities.
- New Contracts: A new focus looking outside the traditional leisure sector; for example education / health etc.

## **BUSINESS EFFICIENCY AND SUSTAINABILITY**

We must continue our work on getting the most from our (and the planets) resources and drive and control our costs as a business. Key to this will be:

- Staff Efficiency: Employing the right numbers, in the right areas of the business, on the right Terms and Conditions' with the right remuneration.
- Energy and Renewables: Continuing to develop our systems and drive investments, as energy costs continue to rise.
- Delivering More for Less: Ensuring we achieve better results for less revenue spending, wherever possible.
- Building Lifecycle and Development: We now need focus in this key area. We are likely to be asked to look at taking over more responsibilities in this area during the lifetime of this plan.
- Developing a new approach to fundraising / gift aid and utilising our name and status (for example sponsorship rights).

## Long Term

To continually improve our range of services available to our customers and ensure they match demand including significant facility development.

To continue to develop and deliver activities which encourage all sections of the population to undertake healthy active lifestyles being innovative in our approach and intervening for public benefit where necessary to do so.

To ensure that our long term strategy is congruent with our stakeholders plans.

To develop the range of Business and Partnerships opportunities to improve the overall business performance of Circadian Trust.







# CIRCADIAN TRUST

Reinvesting your money  
into local facilities

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