

Circadian Trust

# Annual Report

2021/22



**CIRCADIAN TRUST**

Reinvesting your money  
into local facilities

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## SECTION

# 1

## Welcome & Summary of 2021-22 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 focussed. 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

## **Summary of 2021 -22**

Circadian Trust remained significantly affected by Covid-19 in the first half of the financial year, with services not fully re-opening until the end of July 2021.

The business then began to recover, only to be affected again by the Omicron variant in December 2021 and the early part of 2022.

Final covid restrictions were not removed until March 2022. Nonetheless, Circadian Trust continued to recover both financially and in visitor numbers. This in turn led to increased social value being delivered. Full recovery from the effects of the pandemic will take time. Furthermore, the operating environment remains challenging with tight recruitment, economic uncertainty and an energy cost crisis adding to the uncertainty. Despite these challenges, the organisation performed much better than its originally estimated forecast.

Physical Activity visits grew to 1.87 million (up from 386,000 in 2020-21), still below the 2.65 million achieved in 2019-20 pre-pandemic time. By the end of the financial year the Company had over 12,500 Health & Fitness members (up from 9,800 on re-opening in April 2021), and over 10,000 pupils a week attending swimming lessons (up from 6,000 on re-opening).

The Social Value added as measured by the Datahub partnership was £12.875 million; again below the £14.6 million achieved pre-pandemic but recovering well. With a continued focus on our mission from our excellent management team and staff, we expect the recovery to continue via our new strategic plan “Reset – Recovery Post Covid 19” which was launched in May 2021.





SECTION

2

Introduction

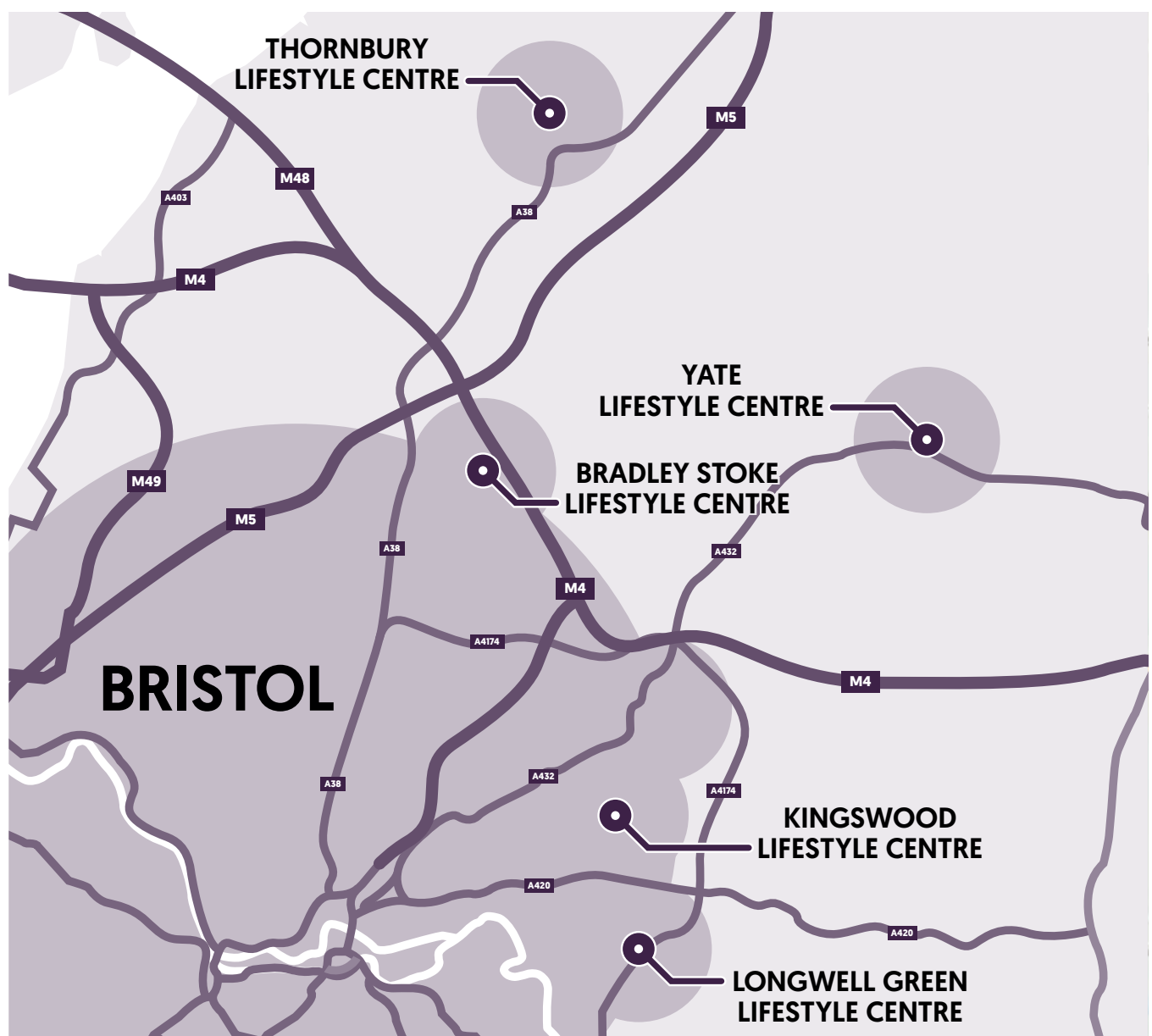


Circadian Trust [CT] is an independent charitable company delivering a range of sports and leisure outcomes in partnership with South Gloucestershire Council and working strongly in partnership with a broad range of other stakeholders.

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 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 a new Strategic Plan: 'Reset' to cover the years 2021-2023 and update on objectives achieved within the year. The report will also include a summary of financial performance 2021/22 and look at how things are shaping up for 2022/23.





**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 it 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.

At the beginning of the 2021-22 financial year, Circadian Trust launched a new Strategic Plan: 'Reset' to cover the years 2021-2023. The plan recognises that the impact of Covid has affected our previous long-term plans, and places focus on the recovery and normalisation of our commercial business first. This is to enable the long-term sustainability of those facilities and services that require cross-subsidy.

The key aims of the plan are:

1

**Delivering a sustainable charitable business for our customers and communities**

2

**Re-establishing the charity and the customer base**

3

**Capitalising on new social value and business opportunities**

Achieving the strategic aims is the focus of the business with the ultimate aim of delivering our public benefit objectives. The purpose of this Annual Report is to demonstrate how we are working towards these aims and our charitable objects.

The impact of Covid-19 has severely affected the Charity since early 2020 and will continue to impact as we recover to a “new normal”. This new normal has seen the emergence of new challenges in 2021-22 – a recruitment crisis with a lack of available workforce as we attempt to gear up services and increase capacity continued past the end of the financial year.

Towards the end of the reporting period, economic pressures including higher than forecast inflation, energy costs and a “cost of living” crisis were beginning to significantly affect the Charity and it seems will continue to do so throughout 2022 and into 2023.





Circadian Trust prides itself on its business approach to generate funds to re-invest in services for public benefit. Our company structure is geared to ensuring that we offer services that are accessible to the whole community, and this is enshrined within our memorandum and articles of association.

Each week the charity delivers public benefit to thousands of visitors and the examples below provide a flavour of the work we carry out. This aim has been severely disrupted since February 2020 due to Covid-19.

The results for 2021 -22 show that the trust has survived the pandemic and is in better financial and organisational health than we thought we would be at the start of the period.

However, it remains the case that it will take many more months to recover services and finances to a position similar to that enjoyed prior to the first lockdown in March 2020. This will be exacerbated in the short to medium term by the headwinds affecting the economy – particularly rising costs to the business and the chilling effect of inflation on our customer's disposable income – on which we rely.

Trustees would like to place on record their thanks for the strong financial and partnership support displayed by the Charity's main stakeholder and commissioner, South Gloucestershire Council, throughout the pandemic.



# SECTION 4

## Governance and Company Structure

# Organisational Structure and Decision Making Process

## Board Structure and Meetings:

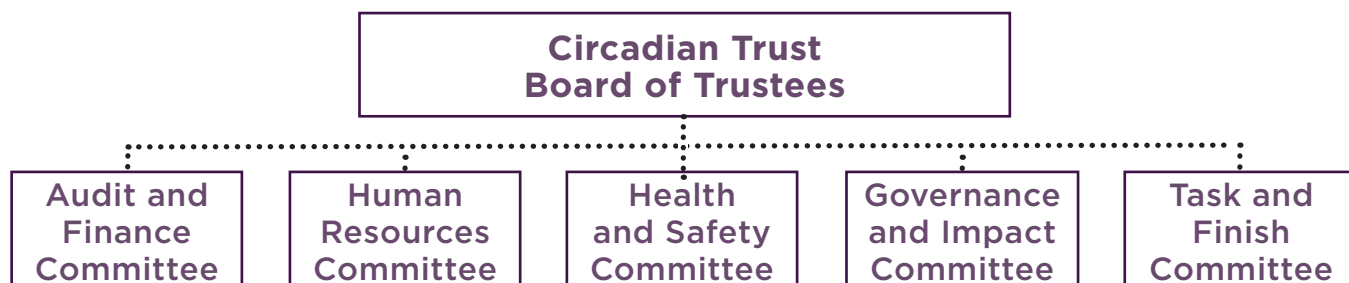
The full Board usually meets at least once a quarter to take decisions on strategic and development issues. It met 7 times during 2021/22.

The charity structure allows for the creation of committees to scrutinise detailed policy decisions and proposals and carry out delegated tasks on behalf of the full Board. In 2021-22 Board committees were:

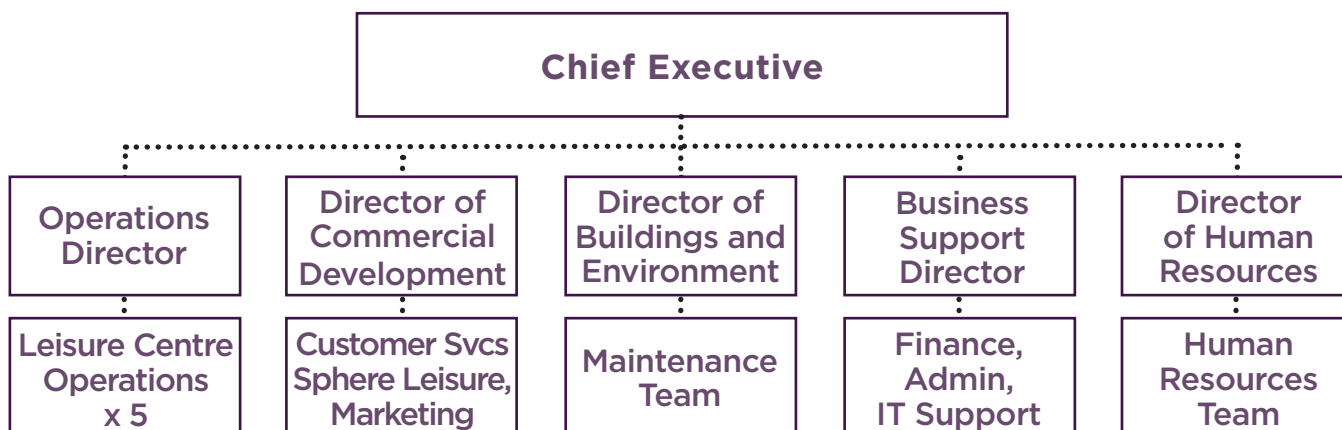
- Audit and Finance Committee with responsibility for scrutiny of the finances, risk and auditing of the organisation; this met five times to consider the significant impact of Covid-19 on the organisation's finances and monitor the recovery once facilities reopened from the final lockdown in April 2021.
  - Human Resources & Remuneration Committee dealing with strategic employment issues such as terms and conditions of employment and the appointments of senior staff and Trustees. This met five times to consider important issues driven by the Covid-19 pandemic including completing the significant restructuring exercise, to cope with the implications of restricted trading during the pandemic. Following full reopening in August 2021, attention quickly turned to reviewing the organisations remuneration and employee benefits due to recruitment issues that continue in 2022.
  - Health and Safety Committee deals with strategic issues including monitoring external health and safety audits and the implementation of any recommendations.
- This met four times to confirm compliance with health and safety and Covid-19 secure operating guidelines.
- Governance and Impact Committee reviewing Governance, Board Policy and looking at the measurement, evaluation, and reporting aspects of social impact of the charity. The G&I Committee met 4 times in the year; main considerations included the new Strategic Plan - "Reset", reviewing the charity's corporate governance framework and recommending a revised Strategic Decision and Delegation policy to the main Board.
  - The Board was in the process of organising a new Task and Finish Committee to act as the detailed overview committee working with the charity's executive to consider revised contract arrangements with South Gloucestershire Council, and a review of our membership of the Local Government Pension Scheme. This committee did not meet in 2021-22 but committee membership was finalised by May 2022.

## Board Effectiveness:

In March 2022, Circadian Trust Board instructed an external auditor to carry out a governance audit and board effectiveness review. This was completed in May and the results were accepted by Board. The results showed that Circadian Trust is effectively governed, and an improvement action plan was adopted to deal with the minor recommendations from the audit.



The operational management of the company is delegated to the Executive Management Team (CEOT) led by the Chief Executive. CEOT consists of the Chief Executive, Business Support Director, Operations Director, Director of Commercial Development, Director of Buildings and Environment, and Director of Human Resources.



We are very proud of the partnerships and services we offer that make a real difference to people's 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

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.

The Executive Management Team (consisting of the Chief Executive and 5 Directors) review performance of the Charity monthly to ensure that the organisation is hitting key targets in relation to business performance and other factors.

Performance and results are scrutinised in on a quarterly basis by Trustees.

## Coronavirus (Covid-19) and its impact

Business performance in 2021-22 continued to be affected by the final Covid-19 lockdown and ongoing restrictions, the last of which were not removed until March 2022. The pandemic continues to affect the business performance with income forecast to be at 92% of pre-pandemic levels in 2022-23 after returning to 77% of pre-pandemic levels in 2021-22.

The business reopened successfully in mid-April 2021 with most activities re-commenced by August. A downsizing in staff and less customers meant that some programmes were limited but the business exceeded its financial targets throughout the year; and by the end of 2021 was covering all monthly operating costs. This was three months earlier than forecast at the start of the year.

Prior to the pandemic, trustees and management used a balanced scorecard as one of the tools to evaluate performance, and this was regularly reviewed to take into account strategies adopted. The scorecard looked at a range of measures, which are related either to our strategy or agreed business plan, and show that the Charity is on track. Because of Covid-19, it was not possible to use this scorecard.

The Trust's management team is in the process of developing a new full format balanced scorecard for use from 2022-23 when it is hoped that our services are all measurable and unaffected by the pandemic.

The decision this year was again to focus on customer "physical activity" visits during the pandemic, as this area is critical to ensuring we have a sustainable business moving forward. The visits can be related to the lockdown dates and phases stated previously in our 2020-21 annual report:



VISITS	Q1	Q2	Q3	Q4	2021-22 TOTAL	2020-21 TOTAL
HEALTH AND FITNESS (GYM)	107,020	100,960	83,778	167,535	<b>459,023</b>	<b>156,278</b>
SWIMMING LESSONS	75,315	104,961	99,539	121,878	<b>401,693</b>	<b>76,581</b>
GROUP EXERCISE CLASSES	17,005	34,217	34,300	45,682	<b>131,304</b>	<b>48,477</b>
SWIMMING ACTIVITIES	64,282	119,698	99,252	117,644	<b>400,876</b>	<b>64,242</b>
SPORTS HALL HIRE	10,613	16,176	18,419	23,299	<b>68,507</b>	<b>23,935</b>
OTHER ACTIVITIES (INC. COMMERCIAL)	77,485	87,698	111,623	135,084	<b>411,890</b>	<b>16,995</b>
<b>TOTAL</b>	<b>351,720</b>	<b>463,440</b>	<b>447,011</b>	<b>611,122</b>	<b>1,873,293</b>	<b>386,508</b>

These figures show the growth achieved in our attendances in 2021-22 when compared to 2020-21.

These figures correlate well with the national average return rates, which are available from Sport England via its Moving Communities portal.

In 2019-20 (pre-pandemic), the charity had 2.65 million physical activity visits to our facilities; our visitor “return rate” over the whole year therefore, is at around 70%. The return rate has been affected by the phased return of activities between 12th April and the end of July 2021, a “lull” between December 2021 and February 2022 caused by the Omicron wave, and general Covid restrictions including facemasks and social distancing in place for most of the year. All of this has led to an impact on customer confidence.

The fact that visitor numbers dropped to 0.387 million in 2020-2021 show the devastation caused to our charity’s business. These figures are stark but hide other shocks to the business. Health and Fitness memberships dropped from over 17,000 pre-pandemic to less than 10,000 by April 2021, these had recovered to 12,500 by the end of the financial year – still some way short of previous levels.

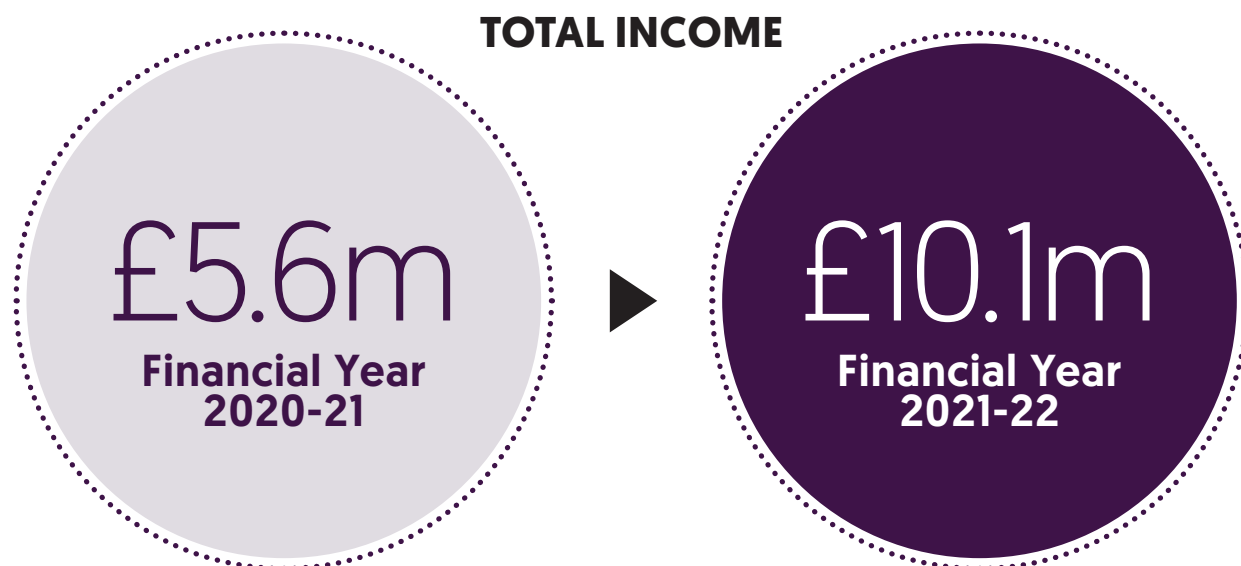
Our learn to swim academy reopened with 6,000 pupils, well short of the 9,750 pupils prior to lockdown 1. This service had fully recovered members by the end of the financial year, and this shows the resilience and demand for these services.

In 2020-21, the real effort was to keep the business afloat. In 2021-22, the trust was able to start focussing on both rebuilding the commercial performance and social value / community-subsidised activities to re-establish true sustainability for the Charity. This is within reach by the end of the financial year, but it should be recognised there is still a distance to travel to reach pre-pandemic performance levels.



# Financial Performance

Circadian Trust previously had a very successful year in 2018-19 but was then unfortunately hugely affected by Covid 19 in the following financial year. The figures below show how much the Trust has recovered in the last 12 months.



Total income for the year rose to £10.1m due to the leisure centres reopening on a phased basis following the final Covid-19 lockdown.

The centres were closed for 12 days in April and not all services resumed until the end of July 2021. As a result, trading income was over £4.4m higher than in 2020-21; although remained £2.7m lower than 2019-20. The Company continued to make significant expenditure savings through reducing staffing levels, utilisation of the Furlough scheme until it closed and support including business rates savings and Covid reopening grants.

Overall, the Charity made a surplus of £0.02m in its unrestricted funds with net current assets increasing by over 22%. Cash Balances had been high at the beginning of the pandemic due to an unpaid rent debt to the council. South Gloucestershire Council have supported the charity by converting the debt to a long-term liability thus ensuring the solvency of the charity. Cash Balances at the end of the year were at just over £2.3m.

After the FRS 102 adjustment to take account of the Pension Deficit the group showed a surplus for the year of £1.2m. The Board are reviewing Pension arrangements as part of their long-term strategy to meet the challenges of rising staff costs due to increases in the national minimum and living wages.

The Company intends to begin to rebuild its reserves and net current assets to protect the business during 2022-23; and has budgeted to make a surplus of £300k.

# Capital Investment

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.

However, in 2020-21 due to the loss of income from Covid-19, Circadian Trust was not in a position to invest any capital into the business for a second year.

We have budgeted for a capital investment programme in 2022-23, and this is covered in the plans for the future section below.

## 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. Yate has been rated as 'Excellent' and our other 4 Centres have been rated as "Very Good" in 2021-22
- CT is also accredited to ISO14001 – Energy and Environmental Management, ISO9001 – Quality Management and ISO45001 – Health and Safety Management.





# SECTION 6

## Summary of Achievements for 2021/22



The Trustee Board approved a new strategic plan “Reset” in May 2021. The focus for years 2021-23 is to RESET the business following the significant disruption to our organisation due to Covid-19. The Trust worked very hard to keep the charity viable for the future and to recover its customer base, to this end in 2021-22 the Trust:

- Managed to reopen and operate all our facilities and as many services as remain feasible given current operating restraints such as labour shortages.
- Continued to operate our facilities safely and within Covid-19 operating guidelines earning plaudits from customers, staff and commissioners for our approach.
- Re-established its Swim Academy with total customer numbers now exceeding numbers prior to Covid-19.
- Ensured adherence to all guidelines applied regarding the grant from Sport England's National Leisure Recovery Fund (NRLF) in partnership with South Gloucestershire Council to help our business and services recover in the post-pandemic restrictions period this has included bringing back all activities for which the funding was specifically granted.
- Continued to review the staff structure programme, which previously saw us reduce staffing requirement by over 1600 hours per week.
- Managed staffing shortages due to Covid-19 illness and the fact that there is a nationwide shortage of staff across the country, in this and the remainder of the leisure and hospitality sector.
- Undertook a full staff pay and benefits review to ensure that the Trust remains competitive within our marketplace and continues to attract and retain staff.
- Continued to improve customer service with new customer booking and entry systems.
- Had a full IT network systems review, went to tender for a new supplier, and now have a new supplier. This supplier is now underway with network and system upgrades.
- Further improved our staff systems including communications and payroll to keep our staff involved, informed and consulted.
- Completed and submitted a bid to operate a facility at Filton once the Covid-19 restrictions had been eased.
- Continued to nurture successful partnerships with:
  - o South Gloucestershire Council
  - o Sirona Health and Care
  - o Bristol, Bath, North Somerset and South Gloucestershire CCG
  - o Southern Brooks Community Partnerships
  - o Swim England
  - o Local GP Practices

These partnerships continue to develop and will enable the creation of new services in Health and education to deepen our social impact delivery in future.

# SECTION 7

## Plans for the Future

## **Short Term (2022–23)**

- Manage the continuing implications of the Covid-19 pandemic as effectively as the Trust can, working closely with South Gloucestershire Council, although the Trust recognises that the impact is likely to be severe and will continue to require strategic changes in the short to medium term;
- Completion of outstanding lease and contract documentation with SGC; and as part of this review our membership of the Local Government Pension Scheme;
- Continue consultation and planning with South Gloucestershire Council and other stakeholders for a scheme at Kingswood High Street, which may include the approval for, and construction of, a new leisure centre to replace the original 1961 building in the community.
- Continue developing our new customer journey to encompass our new product suite including developing its structure, developing our workforce to deliver this and reframing the messages to our customers;
- Work hard to recover the customer and membership base in those services which have historically provided our sound finances, in order to support the charity in its further objectives;
- Continue to improve customer booking and entry systems to simplify processes for our customers with a special focus at Yate and Kingswood Active Lifestyle Centres.
- Invest in upgraded ICT networks including replacement of all servers, Wi-Fi networks and telephony systems. We aim to be “Cyber Essentials Plus” accredited by late 2022.
- Ensure that our HR, Time and Attendance systems triangulate and are optimised for maximum efficiency and effectiveness;
- Invest in environmental and energy projects such as replacing CHP units and installing PV units across our centres.
- Managing increasing costs including energy costs, the National Living Wage, pension costs and increased inflation.
- Working up any bids for new or extended contracts where this is in our interest.
- Working with partners and stakeholders to ensure that lessons and opportunities arising from the Covid-19 pandemic are applied locally. For example, the very important part that physical activity and fitness play in physical and mental resilience both preventing and reducing the severity of illness and improving mental health and wellbeing.



## **Medium Term (2023–25)**

- To continue to work towards delivery of the mission, vision and longer-term objectives agreed in the Strategic Plan and revise our strategic plan for the period after 2022 - 23.
- Develop our teams so that we “grow our own” technically qualified and professional staff.
- Working with partners and stakeholders to ensure that lessons and opportunities arising from the Covid-19 pandemic are applied locally. For example, the very important part that physical activity and fitness play in physical and mental resilience both preventing and reducing the severity of illness and improving mental health and wellbeing across the population.

## **Long Term**

- To continually improve the range of services available to customers and ensure they match demand including significant facility development (as our estate of facilities is ageing).
- 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.

# SECTION 8

## Appendix: Social Impact Report

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

# Social Impact and Community Outcomes Report

## Access and Inclusivity

The Trust works hard to make the facilities accessible to disabled customers. All 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.

Carer partnership concession prices are offered, so that customers requiring a carer to accompany them can participate at no cost to the carer.

The charity usually ensures that its staff undertake access and inclusivity training; however, this has had to be put on hold this year due to Covid-19 and will be reinstated for all new starters and staff requiring refresher training in 2022-23.

The Trust also works with groups such as Avon Autistic Group and South Gloucestershire Chinese Association all of whom have returned to the Centres following the removal of the Covid restrictions.

**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** – The Trust offers complimentary memberships to local individuals who have been selected to represent Great Britain in various sports. These GB athletes receive no funding to pursue their success. In 2021–22, 37 sportsmen or women including Gymnasts, Paralympians and Badminton players received complimentary memberships to help them maintain their fitness.

## Healthy Lifestyle Management and Partnerships

The 'Healthy Lifestyle on Referral' (HLOR) project at our five Lifestyle Centres was created to help and support people with medical or long term conditions become more active had become a great success.

There are now referral pathways to all 27 local GP surgeries, Sirona Care and Health, North Bristol Trust, Southmead and Cossham Hospital. Some of these have been achieved in 2021 – 22.

The target within our Active Lifestyle Strategy was to engage with 2,500 referral clients per annum by 2021. Unfortunately, due to Covid-19 the target had to be extended to year 2022-23.

In 2019-20, 1240 Referrals used our services; an excellent achievement and on track to hit target by 2021. In 2020-21, it was not possible to provide this service at all due to Covid-19 restrictions.

In 2021-22, the Trust delivered 850 referrals, which is a great achievement considering the fact no referrals took place until August and many higher risk people did not start to be referred until January 2022.

In respect of actual Referral patients continued to use services, which are now back to over 100% of the level we were in 2019–20 with 502 referrals converting to memberships by Q4 of 2021-22.





#### ^ Choices4U Group



#### ^ Active in Life



#### ^ Active Breathing



#### ^ Impact Mentoring



#### ^ Breakthrough Mentoring

## 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.

They relocated to Thornbury Active Lifestyle Centre in 2018 having previously been based at Thornbury Hospital and are seeing over a thousand clients a month. Sirona confirm this partnership has been a real success.

The Trust and Sirona Care are working together to offer options for Sirona patients to use Active gyms, swimming pools and classes to aid rehabilitation following treatments.

### Other Access and Community Groups

A number of groups including Active in Life, Dementia Social Groups, Active Breathing, Reach, Impact Mentoring, Breakthrough Mentoring, Choices 4U, Osteoarthritis Exercise, Multiple Sclerosis / Parkinson Disease Classes, and Post Natal Classes were unable to use our facilities in 2020-21 due to Covid-19.

In 2021-22 the majority of these groups and classes have resumed and operate following government and UK Active guidelines to take account of the needs of clients. The groups that have resumed are as follows:

**Active Breathing** – At Bradley Stoke, Longwell Green and Yate. These classes are 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.

**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** – These sessions take place weekly at Thornbury and Yate. 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 at Yate. These classes are specifically tailored to those returning to exercise after having a baby.

One group that has yet to return is Reach but Public Health are looking for this partnership to return in 2023.

**Reach** – a service for children and young people (4-16 years) identified as at risk from obesity. 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.



^ Choices4U Group



^ Osteoarthritis Exercise Class



^ Multiple Sclerosis Classes



^ Post Natal Classes



^ Reach

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## TESTIMONIAL FROM THORNBURY LIFESTYLE CENTRE

I had to take medical retirement early this year and having already been away from work on sick leave for about 8 months due to problems with my back coupled with the osteoarthritis in my knees that I have been battling with for some years, I found myself needing a walking stick to get around. As I had been a postman for 38 years and going from regularly walking 12 miles a day every day to suddenly becoming sedentary it felt as though the emergency brakes had been slammed on in my life.

My Physiotherapist had agreed that swimming was going to be beneficial. I started attending Thornbury Leisure Centre, as a non-member to start with, to swim one morning a week. After a couple of months increased that to two and subsequently to three. At the outset I struggled to manage more than a few lengths and only one at a time, but my confidence was gradually built back up to the point where I am achieving 64 in an hour's session and in large batches.

In January of this year when it was confirmed that I would not be able to return to work and was officially retired I decided that it was worth investing in a membership – and I'm glad I did. I had my induction in the gym during which I was pointed in the direction of Kelly, the Referral Specialist, osteoarthritis class, which had recently started up in Thornbury.

At this point in time, I was still very much reliant on the walking stick. I booked myself a place on the class and whilst I will admit I had some reservations at first as to whether it was right for me, I chose to persevere and I have not looked back since. I credit the class as being the main element in my eventual discarding of the stick after just a few weeks. Yes, it is the combination of that along with the swimming and the sessions in the gym which were now a regular part of my routine; but it was the friendly, supportive, and knowledgeable interaction from Kelly in the class that has made all the difference. Indeed a few weeks ago Kelly took the time and trouble to help me with my gym workout routine, writing it and taking me through it with immense patience.

The fact of the matter is that I cannot praise Kelly and the brilliant work she does within the class and more. The extra efforts have made it possible for me to further rebuild confidence in myself as well as better understanding of my ability to overcome my mobility issues.

I am not describing a miracle here and I am not going to pretend that the pain is no longer there, I can assure you it is, but I have been empowered to have the confidence and strength to work through it and bring my life back to some degree of normal again.

---

**DAVID, ACTIVE THORNBURY**



**< KELLY SMITH,**  
*Healthy Lifestyle on  
Referral Specialist*



# Community Impact

Besides Health, Sports and Education our facilities managed and offered services to a wide range of community partners / organisations in 2019-20. These services were cancelled in 2020-21 due to Covid-19 but have now all started again in 2021-22.

**Active Swimstars** – Focus has been on increasing the number of children learning to swim. Covid-19 had a devastating impact on swimming lessons. In March 2020, 9,687 customers were on our learn to swim programme. Reopening in August 2020, when Covid restrictions were still in place meant our pools had to operate with severely reduced capacities, resulting in the business only being able to accommodate 6,863 learn to swim customers. As restrictions eased we have grown from 7,375 customers in April 2021 to 9,889 in April 2022 which is a phenomenal achievement. The demand for swimming lessons remains consistently high due to the time missed in the pool during covid.

## TESTIMONIAL ON ACTIVE SWIMSTARS SWIMMING LESSONS

I'd like to share how impressed we are with the swimming coach Nathan. My son, who is on Stage 5, has been in his class for a few months now, and every week he goes I am blown away by Nathan's coaching. He is so great with the kids but at the same time ensures they are improving and giving their all. The balance he ensures – week in, week out – on having fun, improving technique but also building stamina/fitness is exceptional and my son thoroughly enjoys being in his class (even though he finishes a lesson exhausted!) Both myself and my husband are very grateful for the efforts he puts into his lessons-thank you Nathan!

HANNAH, ACTIVE YATE

**Active Play** – Managed on behalf of the Council's Children's and Young People's Directorate, at no cost to the council will relaunch in July 2022 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 underdeveloped 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

**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.

**U3A** – Yate LC provides activities to members of the University of the Third Age which are made up of retired and semi-retired people. This restarted in September 2021.

**Swimarathon** – in partnership with Thornbury Rotary Club and hosted by Thornbury Active Lifestyle Centre. For over 30 years, hundreds of local and district residents have helped to raise over £400,000 through the Swimarathon sponsored swim team relays.

# 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 previously increased facility usage year on year. Unfortunately, due to the impact of Covid-19 usage has sharply declined, which is why CT have implemented a new strategic 'Reset' Strategy as explained earlier in this report.



**Pricing** – The Trust's pricing strategy for customers without need for further support is firmly based in the value for money category. This is underpinned by a range of payment methods including a "pay as you play" philosophy for most activities we provide.

Furthermore, 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 is made. The majority of concessionary prices offer access to facilities and services at a cost of less than the cost of providing the service.

The 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 the charity.



**Programming** – Priority is given to programming our facilities to meet the needs of a diverse community and to 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. However, this has been significantly affected over the last two years due to the Covid-19 restrictions.



**Clubs and Groups** – Prior to Covid-19 our centres provided a home to over 200 local sports clubs and community groups offering everything from Aikido to Water Polo; and also hosted training sessions and competitions up to national standard on their behalf. These are all voluntary organisations – just like Circadian Trust. Unfortunately, they had nowhere to meet, practice or play for part of the year 2021/22 due to the pandemic.

In 2021/22 approximately 180 Clubs have returned to our centres following the lifting of Covid-19 restrictions. However, several clubs did not survive the pandemic.



**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, with special focus on adult swimming
- Improve access and opportunities for all
- Develop pathways e.g. from Learn to Swim to Club



**Pool Programming** – This year, post Covid reopening, the opportunity has been taken to further reprogramme all our swimming pools across our 5 Lifestyle Centres.

This was undertaken following consideration of the customer data from the last two years to better relate to our target markets; the fact that pools had to reprogram due to Covid-19 restrictions and due to a lack of Lifeguards (Leisure Assistants) and Swim Teachers due to the ongoing staff and recruitment issues affecting the whole industry.



**Schools Learn to Swim** – was restricted in 2020-21 due to Covid-19 but are all now back up and running in 2021-22. We offer unrivalled access and heavily subsidised rates to local schools to enable them to deliver the National Curriculum for Swimming to 64 schools.



**Disability swim groups** – was also restricted in 2020-21 due to Covid but are now reengaged. Several of our sites run sessions or host clubs specifically for swimmers with a disability including Dippers at Yate, Sharks Development Squad at Bradley Stoke and Dolphins at Kingswood.



**Free Swimming to Pregnant Women** – We launched a 12-month pilot for free swimming for pregnant women on the 1st February 2020. This was in partnership with SGC. As a result of Covid-19 the scheme was withdrawn and suspended throughout 2020-21 financial year but was restarted in April 2021.

The scheme has been set up to help overcome the increasing prevalence of obesity and in particular the effects of obesity during pregnancy, which increases the risk of adverse health outcomes to both mother and child. This has been identified as a particular problem in South Gloucestershire. In addition, obesity during pregnancy increases the risk of life-long health problems in children, including obesity, type 2 diabetes, and heart disease. Over 450 women have enrolled in free swimming up until 31st March 2022. The Board have since made the decision to continue with this scheme on a permanent basis in May 2022.

# The Social Value Calculator

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 using a Social Value Calculator developed by a strategic partnership including Sheffield Hallam University, Sport England, 4 Global, and Experian. This methodology is recognised and accepted by both Sport England and The Department for Digital, Culture, Media & Sport [DCMS] as a national measure and benchmarking service for Social Value in the sector. CT can now measure and value the impact of 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 2021 and March 2022 CT generated a total of £12.92m social value compared to 2018/19 [prior to covid] total of £14.94m in all activities across all facilities. This however still 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 Dashboard

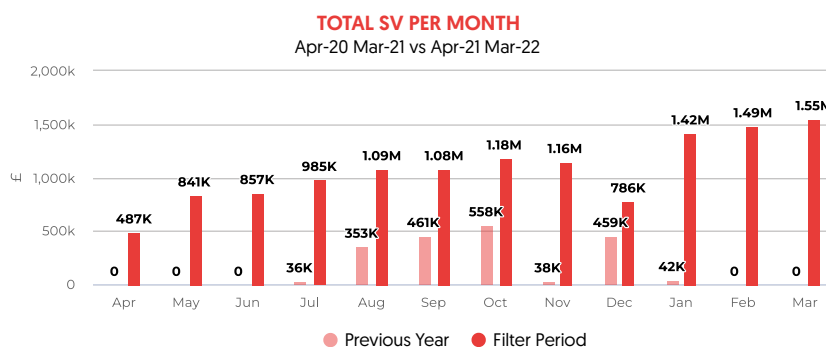
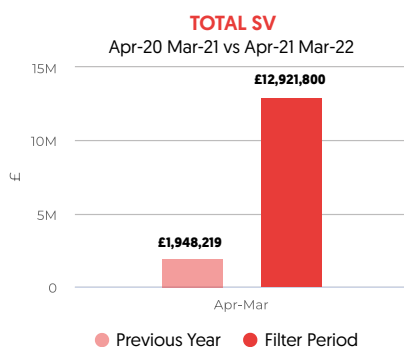
The dashboard displays the main Social Value KPIs based on selected filters: 1-Total social value generated, 2-Total number of participants generating social value 3-Average social value per person, 4-Average social value per site. The total social value is then broken down by month within the selected time period and benchmarked against the same time period from the previous year.

**Total Social Value**  
£12,921,800

**Total SV Participants**  
130,681

**Social Value Per Person**  
£99

**Social Value Per Site**  
£2,584,360



**YOY (Apr-20 Mar-21 vs Apr-21 Mar-22)** ▲  
+563.26%

**Month on Month Change (Mar-21 vs Mar-22)** ▲  
0.00%

# Indicators

## Physical & Mental Health

£2,782,111

## Subjective Wellbeing

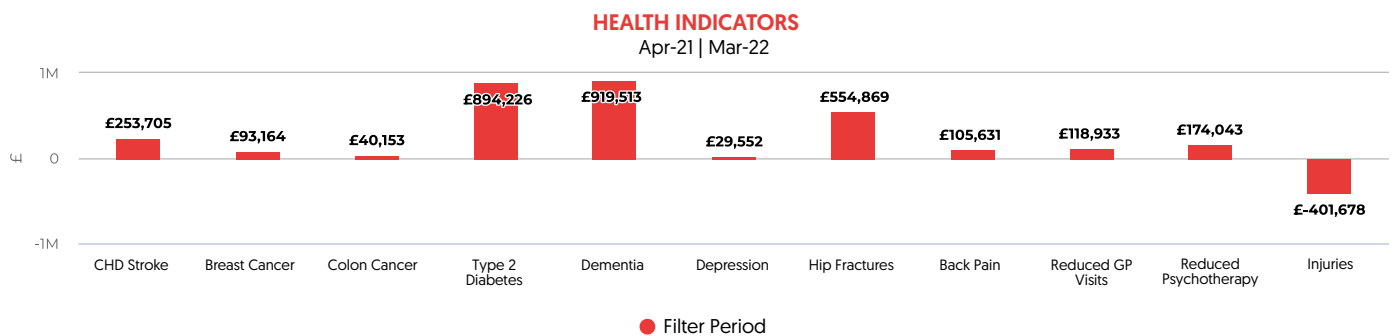
£6,898,856

## Individual Development

£90,215

## Social & Comm. Dev

£3,149,752



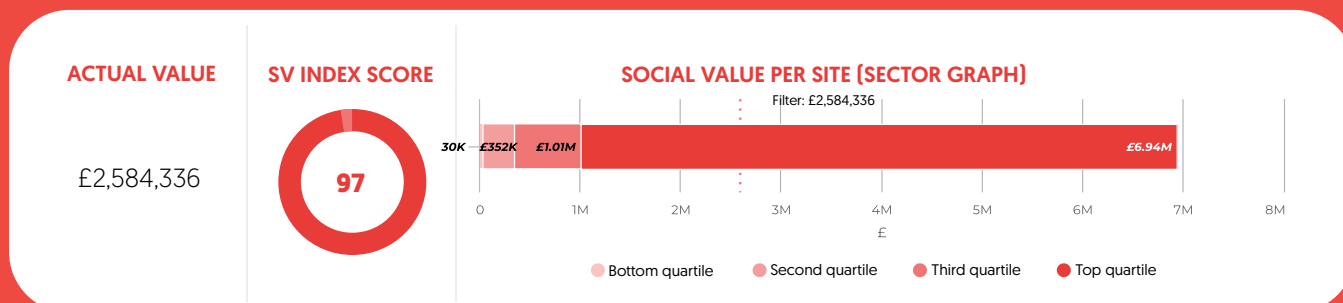
## Health Indicators

The Social Value for Physical and Mental Health is calculated based on the health care cost savings for eight health outcomes based on the reduced risk and prevented cases combined with the reduced GP visits & psychotherapy usage for physically active people.

The Subjective Wellbeing outcome refers to the increase in life satisfaction. It is calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport by the number of unique people taking part. Individual Development refers to the improvement in educational attainment and higher starting salaries gained through participating in sport at university. Social and Community Development outcome represents the reduction in crime rates for young males and the social capital based on improved networks, trust and reciprocity.

# Benchmarking

This section provides comparisons for the selected KPIs [social value per site, social value per person and social value growth] against the sector benchmarks. For each KPI, you can see the Actual Value, the Index Score and the Sector Graph, which groups all individual sites from the sector into four quartiles based on their performance in the selected KPI.



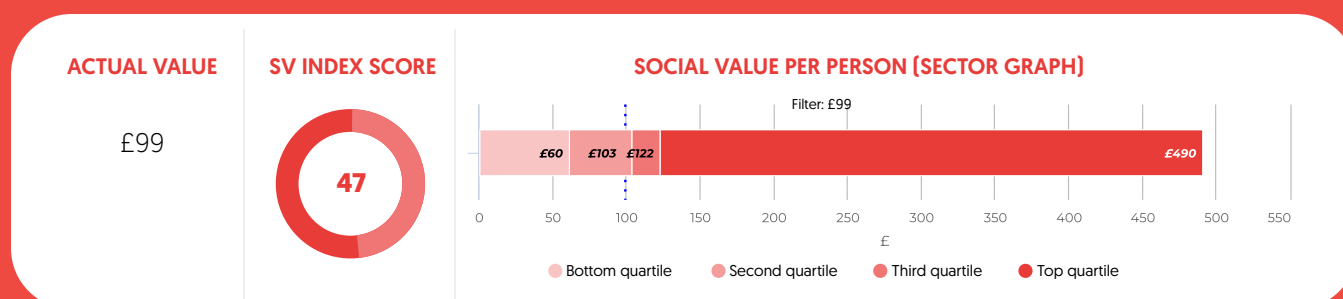
## Social Value Per Site

The average social value generated by each site within the selected time period is calculated by the division of the total social value generated by the operator by the number of sites included in the filter. This value is then benchmarked with all sites the sector on the quartile graph.

**Actual Value:** The actual social value delivered by the operator (or the selected sites) within the selected time period.

**Index Score:** The percentage score [1 to 100] given to the operator (or the site) based on their performance against the rest of the sector – a higher score represents better performance [i.e. 100 is the best performing site/ operator].

**Sector Graph:** The graph with all sites from the sector matching the selected filters grouped into four quartiles based on their performance – i.e. Top Quartile includes the best performing 25% of the sites in the sector and Bottom Quartile included the worst performing 25% of the sites in the sector for the selected KPI.



## Social Value Per Person

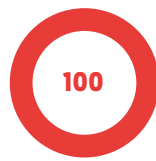
Average social value generated by each person within the selected time period. This value is calculated by the division of the total social value by the number of participants that generated social value.



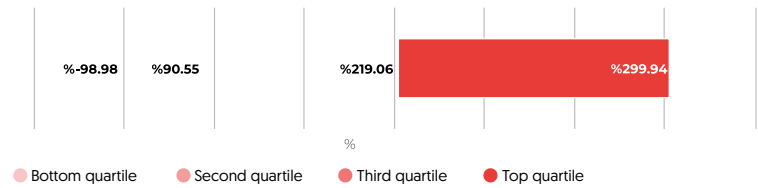
#### ACTUAL VALUE

563.25%

#### SV INDEX SCORE



#### SOCIAL VALUE CHANGE (%) YoY (SECTOR GRAPH)



## Social Value Change (%) -YoY

This value represents the change in social value generated by the selected operator/site compared to the same time period in the benchmark year.



# People Outcomes

This section focuses on the activity levels of individuals required to generate social value following the WHO guidelines for physical activity. Social value is generated for 'active' participants at the physical activity threshold of 150+ minutes per week of moderate activity. In addition, for health outcomes, social value is also generated for 'fairly active' participants [30-149 minutes] based on the reduced risk of developing various health conditions.

Social Value Participants	Person Type Breakdown	Activity Level Breakdown	Social Value Per Person
130,681	65,111 : 65,570 Member : Casual	43,842 : 86,839 Active : Fairly Active	£263 : £2.37 Active : Fairly Active

## Notes

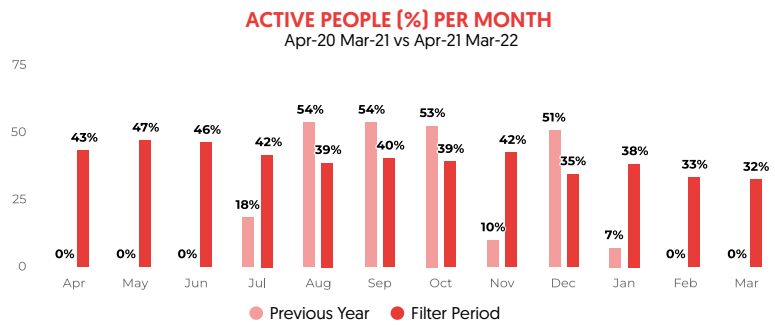
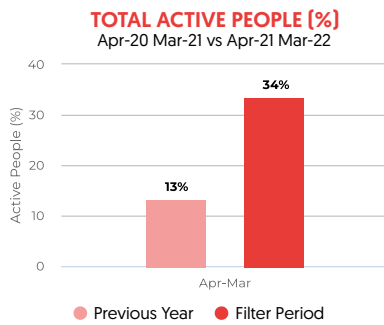
In addition to the activity level classification based on the activity duration within the month, each member is assigned to a demographic segment based on their age and gender and to a Mosaic segment based on their postcode information. These three indicators (activity level, demographic and Mosaic segmentation) combined are used to determine the risk reduction rates for health outcomes and impact the social value generated.

**Social Value Participants:** The total number of unique individuals (member and casual users) that generated social value within the selected time period.

**Person Type Breakdown:** Members are defined as facility users with an active subscription (paid or unpaid) to use the facility. Casuals are all facility users without an active subscription using the facility to do physical activity occasionally or regularly.

**Participant Breakdown:** The total number of Active (150+ minutes per week) and Fairly Active (30-149 minutes per week) participants averaged across a month, including members and casual users.

**Social Value Per Person:** Average social value generated by each Active (150+ minutes per week) and Fairly Active (30-149 min per week) person within the selected time period.



## Total Active People

In the above graph, the percentage of active people (150+ minutes per week) over total number of leisure centre users for each month within the selected time period is compared with the same time period in the benchmark year.

**Physical & Mental Health**

129,816

**Subjective Wellbeing**

33,530

**Individual Development**

7,424

**Social & Comm. Dev**

34,465

## SV Participants Per Outcome

Total number of unique individuals (members and casual users) that generated social value in four outcome areas - physical and mental health, subjective wellbeing, individual development and social and community development are displayed above.



# League Table

Highest SV (Region)	Highest SV (Contract)	Highest SV (Site)	Highest SV Growth (Site)
£12,921,800	£12,921,800	£3,632,195	0%
Unknown Region	Active	Bradley Stoke Active Lifestyle	

The data tables in this section display the main social value KPIs for the top five regions, contract and sites of the operator based on selected filters with comparisons against the same period in the previous year. The full tables are available in SVC3 and can be exported in excel, csv and pdf format.

## Social Value Leaderboard

The region, contract and leisure centre of the operator generating the highest total social value within the selected time period are displayed in the above KPI boxes. In addition, the leisure centre with the highest growth in social value generation is presented with its year-on-year growth rate.

### League Table - Region (Top 5)

Region	Social Value (Filter Period)	SV YoY % Change	People Count (Filter Period)	AVG Value Per Person (Filter Period)	AVG SV YoY % Change
Unknown Region	£12,921,800	-	130,681	£99	+7.13%

### League Table - Contract (Top 5)

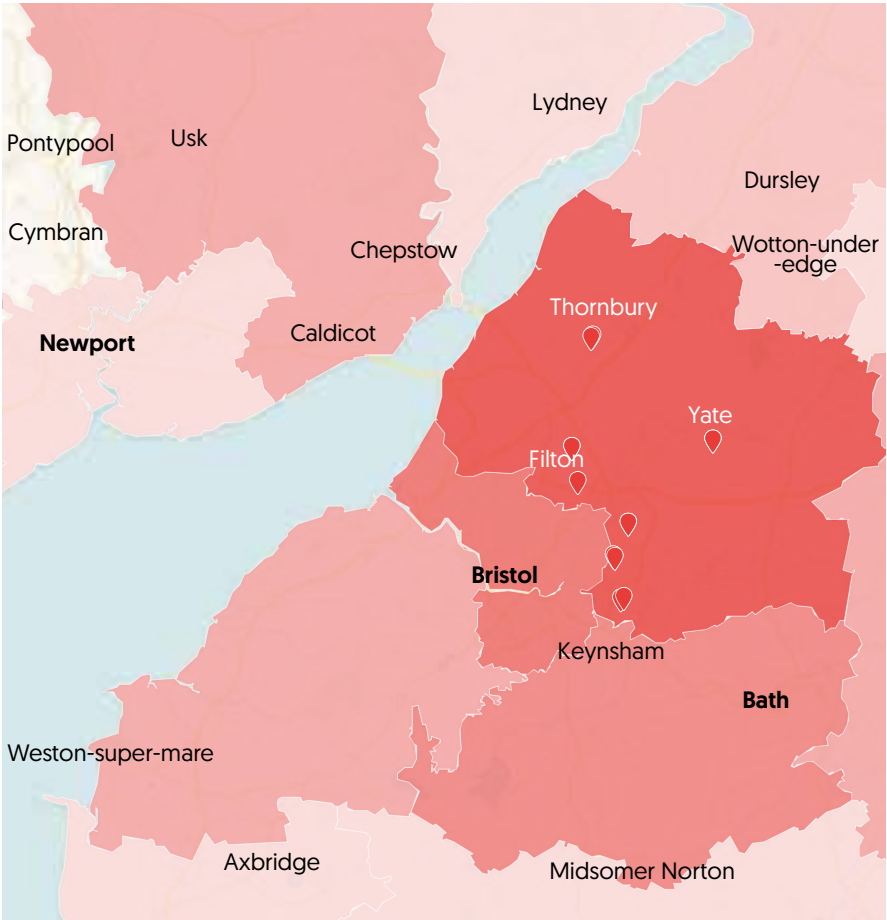
Contract	Region	Social Value (Filter Period)	SV YoY % Change	People Count (Filter Period)	AVG Value Per Person (Filter Period)	AVG SV YoY % Change
Active	Unknown Region	£12,921,800	-	130,681	£99	+7.13%

## League Table - Site (Top 5)

Site	Contract	Region	Social Value (Filter Period)	SV YoY % Change	People Count (Filter Period)	AVG Value Per Person (Filter Period)	AVG SV YoY % Change
Bradley Stoke Active Lifestyle Centre	Active	Unknown Region	£3,632,195	-	38,109	£95	+0.76%
Yate Active Lifestyle Centre	Active	Unknown Region	£2,951,972	-	27,310	£108	+3.35%
Longwell Green Active Lifestyle Centre	Active	Unknown Region	£2,408,360	-	24,328	£99	+9.44%
Kingswood Active Lifestyle Centre	Active	Unknown Region	£2,181,817	-	23,857	£91	+11.94%
Thornbury Active Lifestyle Centre	Active	Unknown Region	£1,747,455	-	17,077	£102	+18.71%

## Map

The heat map displays the social value generated by the selected sites on a map view using the same filters from the dashboards.







# CIRCADIAN TRUST

Reinvesting your money  
into local facilities

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