



# 5 Year Strategic Plan

2016 to 2021



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# Section 1

## Introduction

**Welcome to Brio Leisure's 2016-2021 rolling 5 year business plan framework.** The purpose of this document is to set out our mission, journey to date, drivers for change, strategic priorities and key strategic milestones to be achieved over the coming 5 years. This strategy is a five year rolling programme which will be a 'live' working document and subject to frequent review.

The strategy and associated plans have been constructed by carefully:

- Reviewing lessons from past 4 to 5 years;
- Benchmarking our performance against the wider industry;
- Reflecting on shifts in the local and national market and competitor analysis;
- Evaluating trends in consumer habits;
- Appraising risk;
- Assessing the requirements of the Council within the delivery of all services;
- Identifying opportunities for innovation.

**With 5 years' experience and a track record established, Brio's ambitions have grown.**

Boasting strategic sites accessible across the Borough, Brio was delighted to receive formal approval of a new 15 year contract with our shareholder Cheshire West and Chester Council and a repositioning of the company as an integrated health, fitness, leisure and wellbeing provider in 2015. This positioning has been further endorsed via a formal commission from the Public Health team to deliver relevant health outcomes. Over the course of the next five years we are committed to:

- Redefining ourselves as an agent for community health and wellbeing;
- Creating a whole new interactive, high quality experience for customers which enables them to become champions of their own health and wellbeing;
- Improving and extending our services through co-located services and partnerships;
- Engaging the community in the ways and places they choose;
- Continued partnership working with relevant providers.

## **Who are we?**

Brio Leisure was established as a Community Interest Company in 2011 by Cheshire West and Chester Council. As a wholly owned subsidiary of the Council, we share its vision of customer first, value for money and best practice.

## **What we offer**

We offer a cohesive range of health, fitness, wellness and leisure services in various indoor and outdoor community settings, many managed directly by us. This includes a range of high quality services delivered directly by us or in partnership with reputable providers offering:

- Swimming, fitness and exercise classes;
- Sport and games;
- Health advice and referrals;
- Smoking cessation and weight management services;
- Flexible exercise, fitness and physical activity programmes;
- Entertainment and cultural programmes, events and shows.

## Section 2

# Mission and Aims

Brio Leisure's overarching aims are reflected in our Mission: 'Supporting fitness, fun and health at the heart of life'. This summarises our desire to help everyone in the community get the most out of life. Complementing this goal, it is important that we meet the aims the council have set for us.

### Contractual requirements

Through our contract with Cheshire West and Chester Council we contribute to their wider responsibilities regarding improving life expectancy, particularly healthy life expectancy and reduced health inequalities. To enable the Council to achieve this aim Brio must:

- Increase participation among those most deprived and marginalised;
- Reduce social exclusion;
- Help people to actively manage their own health;
- Promote employability;
- Build the culture offer by delivering a full diverse range of entertainment and civic activities through an annual programme as set out in the Performance Management Framework (PMF).

The Council requires Brio to work towards and adhere to key national, regional and local strategic policy, working with other partners where appropriate. Brio must be able to demonstrate that the services are having a positive impact on physical activity, health and wellbeing among individuals and communities within the Borough.

Brio must support the achievement of the plans in the Council's Outcomes Documents by working with key partners within sport and physical activity, health and wellbeing and entertainment.

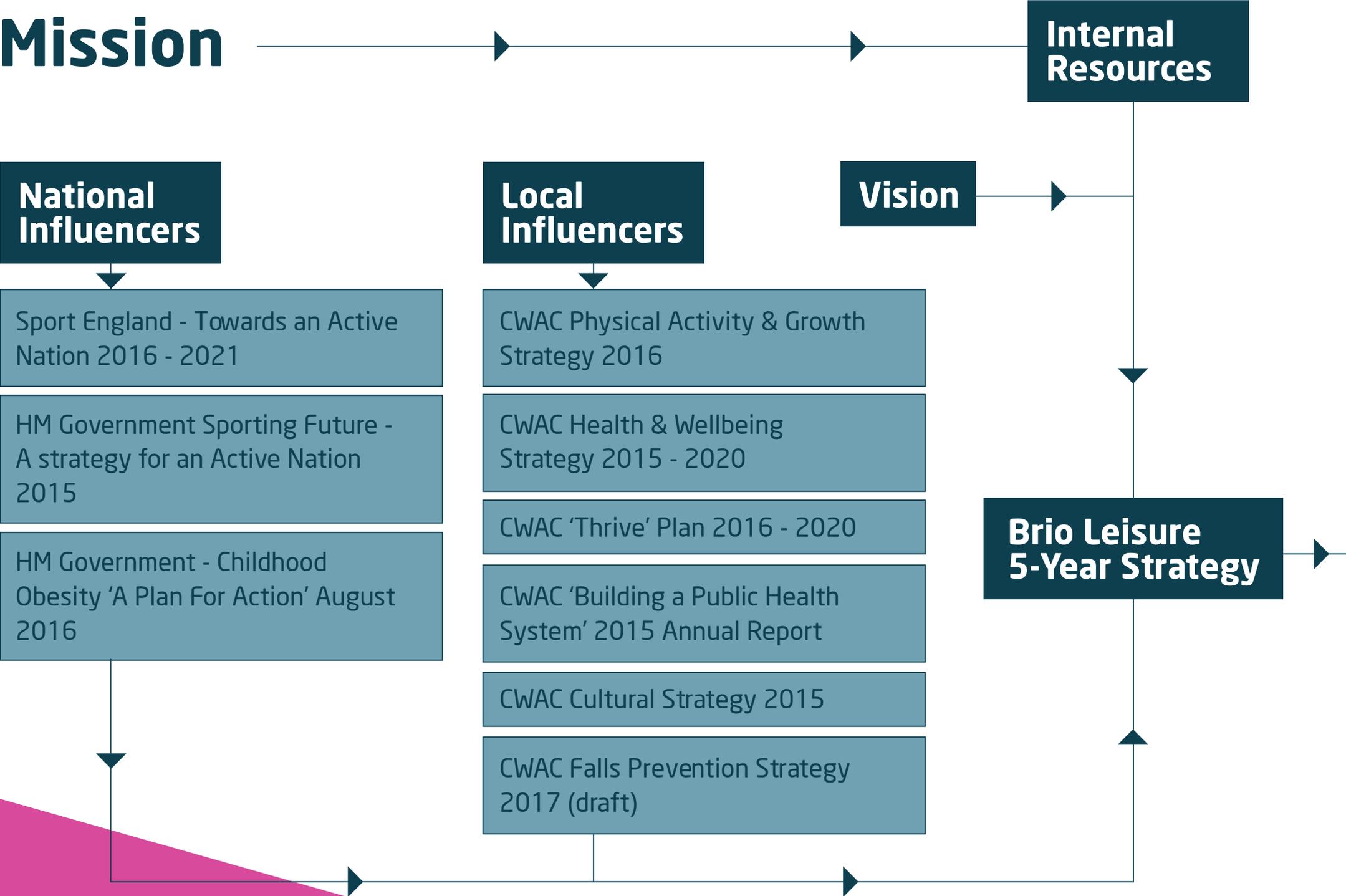
The current strategic priorities of the Council are to promote healthier communities by reducing obesity, narrowing health inequalities and increasing absolute levels of physical activity; promoting community cohesion by improving equality of access, providing activities as a diversion from anti-social behaviour, raising educational standards, contributing to economic growth and regeneration, reducing crime and the fear of crime; and promoting sustainability and tackling climate change. The Council also wishes to support pathways to excellence in sport, leisure and entertainment in order to provide inspiration for others within the Borough which will encourage them to participate. These strategic priorities have to be achieved in a climate of reduced resources requiring more efficient and effective ways of working to deliver the Council's Outcomes.

Brio has a carefully structured planning framework to ensure that all elements of our strategic and operational plans, and their associated objectives and Milestones, are fully integrated. Our Integrated Planning Framework is shown on page 8 & 9.

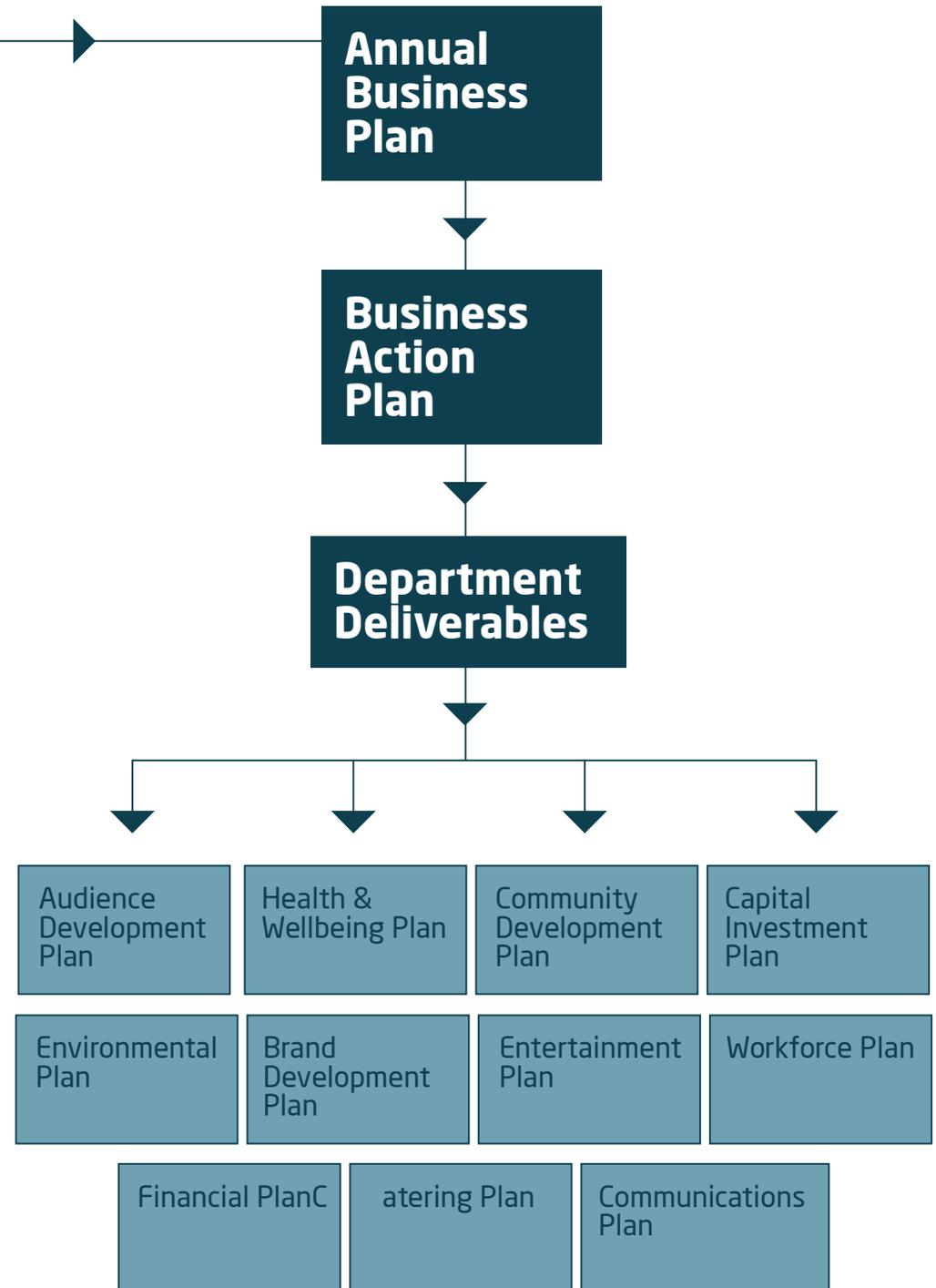
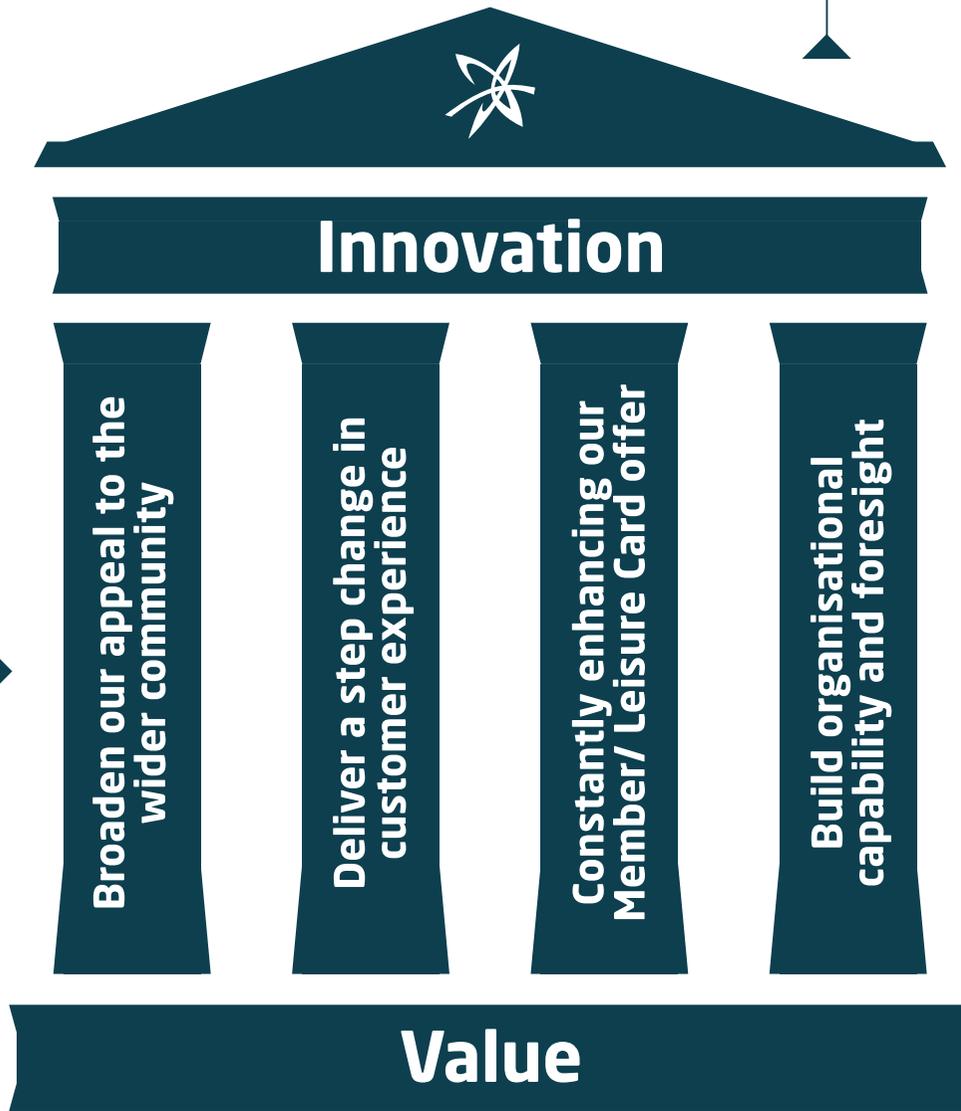
**Brio's mission statement is simple yet meaningful**

**Supporting fitness, fun and health  
at the heart of life**

# Mission



# Brio Leisure: Integrated Planning Framework



# Section 3

## Journey to Date

### Historic Context

On 29 September 2010, Cheshire West and Chester Council's Executive made the substantive decision to establish a Community Interest Company (CIC) to deliver leisure operations. The Council's aim to transform public leisure and entertainment services became Brio's mission; to provide socially responsible leisure opportunities for all, in a welcoming, safe and supportive environment. From the outset the Council was determined to create a customer focused organisation, responsive to local needs and demands whilst at the same time being affordable and inclusive.

From initial concept approval, just 213 days later a fully-functioning Brio Leisure, with Directors and brand in place, seamlessly opened its doors to the public as the Council's wholly owned Leisure CIC. The first of its kind in the country. The CIC model brings together the efficiency of the private sector with the ethos and values of the public sector.

Just 6 months later, the Board of Directors had drafted the first cohesive strategy for the delivery of leisure and entertainment services in the Borough - a plan that would achieve the balance between social and economic drivers. Despite the challenge of transitioning more than 600 staff, creating a new brand and culture, streamlining memberships and developing new services, within 12 months the ambitious new strategy had been formally endorsed and published.

Brio's CIC structure allows flexibility and efficiency, with reduced bureaucracy often associated with Local Government. At the same time, Brio inherited the Council's social values, prudent financial management and probity, safeguarding the leisure assets for the community going forward.

### Progress Since 2011

Brio has flourished over the past 5 years, as strong foundations have been laid to enable the company to improve its image, efficiency, quality and value. Positioned in the heart of the Borough, the ultimate focus has been to serve the community of Cheshire West, using leisure and entertainment products to connect and inspire local people to get active.

Despite a challenging economy and industry shifts, Brio's services remain competitive, innovative and inclusive.

Specific investments and improvements have resulted in the following developments:

### Customer Experience

A complete new brand and a brand awareness campaign, including a new website was launched on Brio's inception. This went on to win a Bronze award at the national annual event of 'Transform Awards' - a first for a leisure operator. Continued development goes into the website to ensure ease of access for the end user, and a swift response process to social media feedback supports the more traditional methods of ensuring speedy solutions to customer queries.

Customer engagement via surveys indicates high levels of satisfaction for service provision and the feedback shaped the development of our two new sites opened in 2015, and also the continued programmes of diverse activities across our portfolio.

The business structure has facilitated the development of more responsive and innovative front line services and examples include a modesty

swim, designed to respect the cultural needs of our community. The offer to Armed Forces provides additional opportunities to train whilst away from active duty, or whilst making the transition into civilian life. We also provide support to families with Looked After Children, the next generation of service users.

ICT systems have been upgraded including a new company server and extended WiFi availability at sites. This has been further supported by on-line booking developments including 'join and book at home' and kiosk facilities at the main hub sites to cut down on queuing. The first year of the new contract (2015/16) saw many other notable achievements including:

- Successful funding and partnership working with 'Active Anywhere' to deliver buggy burn and firm with new parents;
- As a result of customer consultation, a re-launch of our website providing site specific pages and programmes for ease of use;
- Vivo Care Choices co-locating with Brio to deliver ongoing co-located services from Northwich Memorial Court, providing day care service users with access to a wider range of wellbeing and lifestyle services;
- A Leisure Card was introduced in January 2016 to capture core data on non-member customers, and which will provide valuable intelligence on user habits to enable the business to be responsive to future needs;
- Continuing to maintain ongoing Quest accreditations, via independent assessment, evidencing best practice of our leisure offer, benchmarked against industry.

## Assets

Brio's portfolio of assets transitioned to its common brand and a simplified product range which offers the variety customers demand whilst ensuring consistency of service. The golf product was outsourced in 2015 to allow greater focus on the leisure, health and entertainment market. More than £30m has been invested into two state-of-the-art facilities in Northwich and Ellesmere Port which both opened in 2015. Northwich Memorial Court features a combination of both leisure and entertainment facilities amalgamating two predecessor assets into one, and enabling cross fertilisation of the entertainment and culture market with that of leisure.

Brio also undertook a comprehensive review of facility programming to identify opportunities to improve access and/or quality of service. This provided an opportunity for us to review direct versus indirect services and work closely with a wide array of existing users to ensure that programming and charging is fair and meets customer needs.

As a consequence of this review, booking protocols have been redesigned to enable those most in need of support to access more cost effective solutions. A series of seasonal promotions have brought in new business and encouraged non-users to try services at

affordable prices. The first year of the new contract (2015/16) saw many other notable achievements including:

- The successful funding and delivery of two new All Weather Pitch facilities;
- A new Gym for Winsford Lifestyle Centre was implemented in January 2016 aligned to the successes of the other 3 hub sites, who all had new facilities earlier in 2015;
- A new 100 station gym and spin bikes at Northgate Arena;

## Membership Base

Brio has continued to achieve healthy growth in its membership base with records indicating over 20,000 customers are Brio members.

Financial growth over the 5 year term has seen income rise from £6.6m in 2011/12 to £10.5m in 2015/16, largely attributable to membership growth. WorkFit, the corporate membership scheme, now supports in excess of 800 businesses across the Borough. The first year of the new contract (2015/16) saw many other notable achievements including a newly implemented Leisure Card which was introduced in January 2016 to capture core data on non-member customers, and which will provide valuable intelligence on user habits to enable the business to be responsive to future needs. Currently 91,000 people hold a Leisure Card across our borough population.

Our entertainment model holds a database of customers who regularly attend performances and shows hosted by Brio, partner agencies and touring promotional companies. We use this to promote and cross sell offers with the leisure product range and vice versa.

## Organisational Development

Within the first year of operation, some 600 staff contracts terms and conditions were harmonised to ensure parity and consistency. Despite this initial disruption, staff satisfaction remained high and sickness absence is well below the industry norm. Brio has also diversified the talent within the team, supporting a wide range of work placements and apprenticeships, and has extended its team to include a Community Development Unit, and placed greater resource into areas of need which support the customer journey, such as Fitness and Aquatics Leads.

An independent report jointly commissioned by the Council and Brio evidenced capability to deliver for the future, and placed Brio in the top quartile for swimming and lesson delivery against industry

benchmarks. Brio continues to retain Quest at four sites and uses this as a baseline to drive change and innovation across the wider portfolio.

Our understanding of our customer base has developed significantly, with improved data capture, analysis and engagement through social media and other sources. The first year of the new contract (2015/16) saw many other notable achievements including the review and formulation of new support service functions and also the continued investment in an innovative, responsive and dedicated workforce, which has had to flex and adapt to attain and deliver everything we have achieved so far.

## Combined Leisure and Cultural Model Rationale

Our combined leisure and entertainment model seeks to exploit the synergies between both aspects, not only through the cross fertilisation of each product range, but also to provide a wider offer to the health and wellbeing agenda. Mental health and the value of cultural activities is as equally important as physical activity to some, and the breadth of our service enables choice. The co-location of leisure and culture in Northwich Memorial Court enables effective cost sharing of staffing and building overheads enabling the company to provide a greater range of services at a reduced overall cost, and which contributes to the reduction in management fee to operate the leisure contract.

A differing audience base for both aspects enables Brio's reach to the community to expand further, and has seen differing partnerships developed as a result with local agencies. The cultural facilities enable local small organisations to experience affordable access to theatre facilities which would otherwise be unavailable and often out of Borough, thus bringing local opportunities into these localities.

## Environmental Analysis

A lot has changed since we commenced our journey in 2011 and this needs to be factored in to future plans to ensure that we remain relevant and competitive within the local and regional market.

Strategic changes have occurred within the landscape at an unprecedented pace, which have a direct impact on our business, notably:

### The Fitness Industry

### Customers and Consumer Demands

### The Local Demographics

### The Cost of Physical Inactivity

### External Strategies & Current Position

### Public Investment

### Communication

### Resources

# Section 4 Drivers for Change

## The Fitness Industry

The 2016 State of the UK Fitness Industry Report reveals that the UK health and fitness industry is continuing to grow. It has more clubs, more members and a greater market value than ever before. The 2016 report highlights that the industry has experienced another year of impressive growth over the twelve month period to the end of March 2016, with increases of 1.9% in the number of fitness facilities, 5.3% in the number of members and 3.2% in market value. For the first time ever, member numbers have exceeded 9 million and 1 in every 7 people in the UK is a member of a gym, which is an all-time penetration rate high.

The influential low cost market with its large membership numbers, online joining, 24/7 opening hours and low price points has continued to expand rapidly and drive the growth in the industry. The private low cost sector now accounts for 12% of the total number of private clubs, 13% of the private market value and a huge 32% of the private sector membership. For the first time ever, a low cost fitness operator is the UK's number one. Pure Gym has added 60 clubs in the last 12 months taking them past the 150 mark and into the top position. A summary of the key facts are as follows:

- There are now 6,435 fitness facilities in the UK, up from 6,312 last year.
- The total industry membership is up 5.3% to 9.2 million.
- Total market value is estimated at £4.4 billion, up 3.2% on 2015.

- The UK penetration rate is 14.3%, compared to 13.7% in the previous year.
- 224 new public and private fitness facilities opened in the last 12 months, up from 191 in 2015.

## Proposed Action

Brio must differentiate itself in the market to maintain and grow its customer base in the context of rising competition. Pricing needs to be sensitive and attractive to 'first timers' and those on low-incomes, and the quality of the customer journey and interface with our teams needs to ensure our products remain attractive and relevant.

## So what?

### Pros

- **The market continues to experience growth**
- **Inactive people and those on low incomes are engaging in physical activity via low cost operators**

### Cons

- **Increased competition for our market - need to differentiate**
- **Need price sensitivity**
- **Need enhanced understanding of first timers**
- **Can only compete on service - it has to be great**

## Customers and Consumer Demands

Consumer demands are ever-changing and are heavily influenced by technological changes. According to Sport England research the primary 3 sources of satisfaction for participants are 'release and diversion', 'people and staff' and 'social aspects'. Whilst the environment within which people participate must be clean and safe, of primary importance to consumers are more people-orientated services.

Our understanding of our customer base has developed significantly, with improved data capture, analysis and engagement through social media and other sources. The introduction of a Leisure card has enabled us to capture core data on 90% of our 'pay as you go' users. Our customers have also told us that they want clean and friendly facilities, with flexible options on product range, complemented with a high quality food and beverage offer, whether that be for entertainment, wellbeing or physical activity solutions.

## Proposed Action

Brio will embrace technology to improve interactivity and the social elements of service to fulfil wider (and deeper) customer requirements. Extending and improving the services which provide the whole package to an experience such as the food and beverage offer, and the option on theatre ticket purchase, or to find out about smoking support whilst visiting for a swim will enable consumers to access a wider wellbeing solution at each visit or point of engagement. New technology and well-trained helpful staff will be invaluable in acquiring data.

## So what?

### Pros

- **Satisfaction is not intrinsically linked to asset condition**
- **People/service are considered more important than environment**
- **Potential for secondary spend**

### Cons

- **Service requires ongoing improvement to achieve customer experience expectations**
- **We need to embrace technology including sharing experiences on social media**
- **Need to ensure our catering and social offer match expectations**

## So what?

### The Local Demographics

The local population is aging and growing rapidly which is increasing pressures on public services. According to the Research & Intelligence Unit, Cheshire West and Chester Council population is expected to grow by an additional 10,000 residents between 2016 and 2021 (based on 1,100 new dwellings being built per annum over the Local Plan period (2010 - 2030). Older people aged 65+ will represent a significant proportion of this increase, rising from 69,900 to 76,900 in just 5 years. The number of residents aged over 65 is expected to see a continued increase by over 50% by 2029.

Whilst many older people often have more disposable income and time, we need to consider less well-off people and how we might help them to retain independence through fitness, reducing pressure on other Public Services.

### Proposed Action

Brio needs to review all of its programmes and facilities to ensure that they remain fit for purpose to target audiences, alongside working with partners to find mutually beneficial cost effective solutions, and which will include co-location, commissioning joined-up delivery. These issues are to be targeted through our four strategic pillars and specific annual milestones over the next five years.

### Pros

- Older people often have more disposable income and time
- We can improve health thus ensuring greater independence and reduced pressure on public care services
- Many shared agendas with partners who are working towards the same outcomes

### Cons

- Programming needs to consider demographic shifts
- We need to support less well-off pensioners
- Are facilities fit for purpose and in the right locations for our target groups?

## The Cost of Physical Inactivity

There is widespread recognition of the cost of physical inactivity in health terms and the World Health Organisation cites physical inactivity as the 4th leading risk factor in global mortality. Member states have agreed a 10% reduction in physical inactivity by 2025.

Locally, 61% of Cheshire West and Chester local residents are physically inactive, costing Cheshire West and Chester Council £6.9m every year. 923 residents die every year from physical inactivity\*. Locally, there is a desire to change this and our ability to source external contracts and funding such as the provision of the Integrated Wellness contract, and the partnership with Macmillan and Vivo Care Choices means that we are already working hard at delivering joined up solutions to this issue.

(\*Cheshire West and Chester physical activity growth strategy data)

### Preventable deaths by increasing levels of physical activity among 40-79 year olds

Percentage more active	Cheshire West & Chester	North West	England
25%	-11	344	1749
50%	70	2210	13,438
75%	152	4077	25,127
100%	233	5943	36,815

Source: Public Health England - Health Impact of Physical Inactivity, Year 2010  
Measure: Estimated preventable deaths

### Physically active and inactive adults

Geography	Physically active No.(000s)	Rate	Physically inactive No.(000s)	Rate
Cheshire West & Chester	145	55.7%	69	26.4%
North West	2988	53.3%	1,745	31.2%
England	24,101	56.6%	11,854	27.9%

Source: Public Health England - Public Health Outcomes Framework. Population figures: Annual Population Survey 2012  
Year 2012/13. Measure: Number of adults (16+) doing at least moderate intensity physical activity per week, and number doing less than 30 minutes per week.

### Health costs of physical activity

Disease category	Cheshire West & Chester	North West	England
Cancer lower GI e.g. bowel cancer	£436,272	£10,000,041	£67,816,189
Breast Cancer	£262,736	£7,919,863	£60,357,887
Diabetes	£1,250,933	£29,733,783	£190,660,420
Coronary heart disease	£3,858,649	£81,670,410	£491,095,943
Cerebrovascular disease e.g. stroke	£1,044,418	£20,181,189	£134,359,285
<b>Total Cost</b>	<b>£6,853,009</b>	<b>£149,505,285</b>	<b>£944,289,723</b>
<b>Cost per 100,000</b>	<b>£2,091,896</b>	<b>£2,145,919</b>	<b>£1,8187,285</b>

Source: Sport England commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR  
Year 2009/10, Measure: Health costs of physical inactivity, split by disease type

## Proposed Action

Brio needs to deepen its understanding of behavioural change to engage hard to reach groups. We also need to demonstrate the health impacts of activity to our users and partner organisations. Collaboration with the Education sector will enable us to be at the forefront of joined up research, and Brio has already commissioned work with The University of Chester to demonstrate the impact our offer has on the local community alongside evidencing our reach of service provision.

## So what?

### Pros

- **Our work is of vital importance in health terms**
- **We have the potential to support both prevention and cure agenda**
- **Opportunity to link wider community services to deliver health outcomes**

### Cons

- **Our ability to measure impacts is insufficient to secure the confidence of some health agencies**
- **We need to understand and engage more inactive people, the least likely to enter our facilities. Behavioural change models are required**
- **Funding to deliver focused services will be critical to Brio's ability to support high cost solutions**

## External Strategies and Current Position

Leisure provision and the associated delivery is dynamic and constantly evolving. Brio will continue to take account of existing and emerging national and regional strategies to align our delivery processes to take account of the wider context and the importance of an active lifestyle with a particular emphasis on participation and social well-being. For some activities where it is clear that we may not be able to deliver some specific outcomes, we will work where possible with our stakeholders and associated partners to offer these elements to the community.

There are a range of current influencing strategies which we have used to guide and shape our own strategy. We have identified some of the key implications of each one below.

### **Government Document - 'Sporting Future - A Strategy for an Active Nation 2015'**

**Implications and proposed action for Brio:** We will address the wider needs of our demographic population to ensure that we reach those most in need, through promoting the services within our built provision alongside delivery of outreach activity in locations where there are gaps and target audiences. Our partnership working on locality agendas will ensure wider borough challenges, such as tackling poverty are supported by the Brio offer, and we will work collaboratively to break down barriers, and bid into new funding investment opportunities to support this. Continued collaborative working on a locality level will be a priority within our outreach offer.

### **Sport England 'Towards an Active Nation' 2016 to 2021**

**Implications and proposed action for Brio:** We will enable the inactive to become active, and will develop new partnerships to provide the right solutions for customers to receive services in the right places. We will expand our range of services, and use our insight from Leisure Card and member data to shape future service provision. We will expand our volunteering offer through the existing programme, which includes Macmillan volunteers supporting those affected by cancer to get active. We will develop our Cultural Ambassadors scheme supporting theatre goers and cultural users with access to our range of entertainment products. Our technological capabilities may inhibit speed of relevant data capture in the short term whilst we budget to amend software to capture the right information.

### **Government Document - 'Childhood Obesity - A Plan for Action 2016'**

**Implications and proposed action for Brio:** We will work in partnership more closely with key agencies including schools (which will see the extension of support for the age range of 5-14 years in line with Sport England's wider target market too). We will do this by supporting key annual events, such as the School Games, and will build our 'out of school' offer based on evidential feedback on what young people want, and which will extend the service provision into communities where we have limited take up of Brio services. We will enhance our catering offer to ensure more healthy solutions are available, and will continue to support and raise the profile of physical activity at outreach events across the Borough where we have access to young people and their families.

### **Helping the Borough Thrive**

**Implications and proposed action for Brio:** Brio explicitly supports three of the key themes as follows:

**Vibrant and healthy communities with inclusive leisure, heritage and culture** - by increasing the number of leisure visits to leisure centres and Civic Halls, providing concessions to certain groups and reviewing these further to establish the right support, and investing in leisure assets. Also through extending the service offer into communities and enabling people to access services where they best meet their needs.

**People are well educated, skilled and earn a decent living**-by the provision of apprenticeships and work placements, and developing these to provide greater opportunities for those in most need including tackling areas of poverty, and through supporting paying the Local Living Wage as part of the Councils' collaboration of wholly owned companies, enabling lower paid roles and skill sets to access opportunities for career development pathways.

**Resources are well managed** - by reducing the need for Council support via a decreased management fee over the contract term.

Brio is aware of and understands these overarching issues and in this respect, we will continue to seek funding from multiple sources e.g. grants, sponsorship, partnership working. In addition we will assess commissioning opportunities and bid for relevant contracts which sit within the boundaries of our Articles of Association. Our objects within these provide extensive opportunities on addressing the health and wellbeing agenda.

## **Cheshire West and Chester Council Cultural Strategy - February 2015**

### **Implications and proposed action for Brio:**

We will deliver a wide range of cultural activity covering a breadth of genres, and dovetailed to local audience groups, which we have recently identified within an Audience Development Plan. The imminent mobilisation of Chester Theatre, through its operator, 'Storyhouse' will provide Brio with the opportunity to link its local 'place' provision into this new cultural centre and will help to enable the community to access pathways to a range of cultural opportunities. Partnership working with the local arts network will enable smaller groups such as local artists to showcase work at Brio sites. Continued close working with the Councils Arts Development team will ensure that the wider strategic Action Plan can include Brio's product alongside other providers, to demonstrate borough wide attainment.

## **Cheshire West and Chester Council Health and Wellbeing Strategy 2015-2020**

### **Implications and proposed action for Brio:**

Brio's current delivery of both leisure and health and wellbeing contracts places it in a significant and central place to address the wider preventative agenda. We deliver specific supported interventions for smoking, unhealthy weight and access to supported physical activity via an exercise on referral programme. We will work collaboratively with health colleagues, and hospitals, as part of a care and intervention pathway, which supports people on a weight management journey which could culminate in bariatric surgery.

Supporting this is the free of use activity to all borough residents aged 75+. We will also evaluate supported programmes to understand the impact and value of them in delivering effective sustainable solutions to maintaining healthy weight, and will do this collaboratively in partnership with Chester University and the Councils' Research and Intelligence unit to ensure that local data is captured holistically and can provide a strong evidence base for the future to shape longer term commissioning of health and wellbeing services.

## **Cheshire West and Chester Council Falls Prevention Strategy (draft) 2017-2020**

**Implications and proposed action for Brio:** As a key strategic lead through its membership of the Falls Prevention Group, Brio will help to shape the Borough wide strategy, whilst parallel, delivering its contribution to this. The 75+ free membership package and concessionary products for older people all enable more affordable solutions to keeping active. This will be evaluated and fed back into the wider strategic pathway.

Additionally Brio works with key partners including Age UK to deliver specific programmes of activity, such as Walking Football and Swimming lessons. We will continue to expand these programmes across our portfolio and in partnership with other agencies, such as Chester Football Club where mutual gain can be attained. The growing older population will prove challenging in terms of volume of people needing support on a preventative pathway, and the scale of this will be assessed and fed back into the steering group to help shape decisions and commissioning going forward.

## **CWAC 'Building a Public Health System' 2015 Annual Report**

### **Implications and proposed action for Brio:**

In responding to these statistics, we will address childhood obesity by reviewing our junior leisure membership, and consulting on what is needed to enable more children to participate at our sites and in our developed outreach activities. We have already supported local initiatives, such as 'The Daily Mile' and will use the evaluation of these to shape young people's preferences, along with their families'. Our partnership with Macmillan in the development and delivery of volunteering will raise the profile and awareness of cancer and its links to obesity. Supporting local priorities in areas with the highest health inequalities, such as Building Futures in Ellesmere Port and Wellbeing Winsford, will be a cohesive element of our work programme to tackle these challenges in collaboration.

## **CWAC 2016 Physical Activity and Growth Strategy (currently in draft)**

### **Implications and proposed action for Brio:**

We will operate as a significant local provider of leisure services on the Borough footprint, in particular supporting other providers with our knowledge and skills to enable more activities and more facilities to be used. This will include helping schools to open their doors to the community out of educational hours, working alongside other providers to deliver collaborative solutions, and working to mutual gain in cross fertilising audiences, such as our partnership with Cheshire Phoenix Basketball Club.

A developed range of led walks embedded with our volunteer programme, and linked to Council parks and open space priorities and programmes will support more people accessing green space, complementing indoor and outdoor physical activity options.

Overall our regional and national strategies and evidence base present a clear picture of the challenges and the direction of travel needed. Over the lifetime of our rolling strategy, these directives will change, and so we will review that direction of travel annually through Board planning alongside our shareholder. We have a changing Borough demographic over the lifespan of our contract, and which will see significant growth in our aging population, and growth in housing development. We will remain aware of new challenges, and our strong relationship with the Council means we will react to these challenges promptly and efficiently, demonstrating our capability as a preferred provider for public health delivery.

Through our ongoing strategic research processes, we are proactive in ensuring that we capture information on any new or emerging strategies and our delivery model allows us to quickly react and change our processes if required. It is important to react quickly to re-align our delivery as required to incorporate any new strategies, trends or initiatives.

## **Summary**

Brio reflects all of these external strategic issues with its careful delivery of programmes and facilities to ensure that they remain fit for purpose for all target groups. It has become increasingly important to align our business operations to ensure that we meet our own and our partners' strategic objectives and also the national and local strategic objectives.

## Public Investment

The main political parties agree that public spending will contract at least until 2019/20. With social care and waste\* spending absorbing a rising proportion of the resources available to Councils, funding for other council services drops by 35 per cent in cash terms by the end of the decade, from £26.6 billion in 2010/11 to £17.2 billion in 2019/20. To put this in context, this £9.3 billion drop is equivalent to the total general fund expenditure (in 2014/15) on central services, 'other' services and capital financing combined. (source: LGA Future Funding Outlook 2015). Brio recognises the need to reduce dependency on an ever decreasing public purse and we are committed to achieving a nil subsidy by ensuring that public investment is replaced with growth in sales or other revenue sources.

\*environmental waste management costs

- The main political parties agree that public spending will contract at least until 2019/20;
- Imposed, 'whole system' reform is likely by 2020;
- Further devolution of budgets (outside of cities) is not yet fully understood;
- The Local Government Association (LGA) anticipates a £14.4bn shortfall in the funding required in 2019/20 and suggests that 60% of Councils are no longer able to meet the budget challenge through efficiency improvements.

Lottery funds have also reduced since ticket prices increased in 2014, diminishing another valuable source of income.

**Brio's majority shareholder:** Cheshire West & Chester Council has less funding and needs to improve connectivity of services, meaning:

- By 2020 it is expected to maintain core commissioning unit, market intelligence and community leadership function;
- Ongoing limited investment with a focus on statutory services;
- A focus on integrated health and social care services to improve outcomes and transform services to deliver significant financial savings.

## Proposed Action

We need to deliver value for money for the consumer and Council and reduce dependency on public investment whilst at the same time become the preferred partner for the Council to deliver some of its integrated services across the community. The four strategic pillars and specific annual milestones will set out a proactive and detailed framework of how we plan to achieve this.

## So what?

### Pros

- **Funding will be targeted to achieve greatest impact**
- **We can provide integrated solutions and should become the default partner for preferred commissioning pathways**
- **Innovation will overcome some financial barriers**

### Cons

- **There will be reduced funding available for non-statutory services within Local Government**
- **There will be no 'plan b' to seek support from our parent company**

## Communication

New technology and social media sites are constantly changing, evolving and developing, which means the face of personal communication is also changing. Studies show that three-quarters of customers rely on social media to influence their purchasing decisions, with 80% admitting to being influenced by their friends' posts. Given that social media budgets are expected to double over the next half-decade, Brio has already made significant inroads with the development of its social media and refreshed website, and is aware of the need to continually improve its online presence and interactivity with consumers.

All of this is happening against a background of rapid social and technological change. Communication technology has transformed the way we connect with each other and our customers over the past 5 years, and as a result Brio has developed a 'Roadmap' to identify short term to medium term ICT developments needed to ensure the business remains capable of delivering what's needed and identified as areas and products for growth.

## Proposed Action

Brio needs to build on existing foundations to engage, excite and retain consumers. The ICT 'Roadmap' is underway in terms of roll out, and this is undertaken against the capabilities within the budget each year. The datasets we possess don't always provide information in a meaningful manner for us to capture what we want to interrogate it thoroughly, so further work regards reconfiguration of software will be undertaken to achieve this.

## So what?

### Pros

- **We have made strong progress on social media**
- **We have an IT roadmap identifying a pathway for development**

### Cons

- **We are still playing catch up in technology terms for our software configuration**
- **Limited investment funds are available to invest in latest technology**
- **We need to link communication to experience**
- **We don't fully exploit social media tools and datasets**

## Drivers for Change - Internal Analysis

### Resources - Buildings

Significant capital investment in our buildings is critical to ensure the long term success of the business and assessment of a structured capital investment programme to upgrade three buildings is underway totaling circa £9m. Additional annual building maintenance capital investment programmes are also being formulated to take effect from 2017/18 onwards. Estimated costs of condition works to the entire Brio portfolio stand at circa £13m over 10 years, with investment into the poorest assets critical to retain their functionality during the contract term.

Some of our asset portfolio remain operating as loss making sites, and wider change is required regarding the delivery model to address this. Complexities around several partners with long-standing agreements make the journey to a 'break even' point more complicated and time consuming. The decisions around their longer term future require resolution prior to the determination of wider asset investment, and it may be more appropriate to focus investment into alternative strategic locations, and which may not be within the Brio portfolio. In the intervening timeline, the condition of those assets remains a challenge regarding maintaining the status quo and the value of this versus its longer term purpose.

### Proposed Action

We need to continually invest in our assets and a structured programme of investment will commence in the autumn of 2016 at Winsford Lifestyle Centre followed into future budgetary years with Neston Recreation Centre and Northgate Arena.

### So what?

#### What will 'good' look like?

#### Pros

- We maintain a diverse Asset Portfolio
- We have new facilities
- We have large buildings
- A structured investment programme is planned

#### Cons

- We have some 'problem' assets that need managing out/new partnership arrangements put into place
- We have some significant issues surrounding the maintenance conditions survey
- Asset condition may continue to remain a problem in some buildings
- Significant capital investment will be required in order to maintain our income and growth targets

- Consistent quality of assets across the portfolio, ensuring equity of provision
- Comprehensive forward planning and budget allocation to address condition survey works over contract term
- Delivering financially viable assets which no longer rely on subsidy due to their condition
- Co-located services in partner buildings, enabling best use of assets and ensuring viability of them for the future in locations to meet demographic need

## Resources - People

Our people are our most important asset, and more than half our budgetary expenditure is used in primarily front line service delivery in a range of customer focused and supporting roles such as Holistic Needs Assessors, Exercise on Referral Instructors, Receptionists, Teachers and Coaches to name but a few. Training, supporting and developing our people is critically important to ensuring our customers and those we are aiming to reach recognise and talk about us for how we make them feel and how they are valued more than about how they use our buildings or services.

Brio is diversifying into new health markets and a peripatetic offer, and our staff will be instrumental in ensuring the transformation of our services. We do not currently possess the full skillset required to engage some of our hardest to reach audiences and need to forge delivery partnerships in parallel with improving the skillsets and the understanding of all staff to embrace this journey will be paramount. Aligning our organisational capabilities to ensure the successful delivery of our strategies through a structured communication and training plan will be a significant undertaking. Where appropriate, it will continue to be necessary to replace existing systems and processes with newly improved processes which in turn should demonstrate improved efficiency and effectiveness.

## Proposed Action

We will need to communicate and reiterate the vision, mission and values to all staff and also train specific staff on how to deal with a wider range of customer needs. Specific organisational restructures are also likely as the organisation transforms. A robust training plan has been developed and is being rolled out, focusing initially on leadership training and mentoring by our middle management team to the frontline workforce, and through our customer service training '+VIBES'. Through this we will develop the skills and expertise of our teams enabling opportunities for career progression and supporting succession planning.

We will continue to provide wider training in the health field as our services extend and the support needs for customers broadens. Our partnerships with health colleagues, such as Macmillan mean that access to wider training opportunities can be undertaken with skills and experience developed in-house, and via partner training programmes. Our internal appraisal process will be developed to ensure we provide opportunities for people to move between and across service provision areas, giving us a flexible, dynamic and responsive team to react and respond to market changes.

## So what?

### Pros

- **We have strong leadership**
- **Council has demonstrated confidence in our ability to deliver**
- **Our position has strengthened as a health provider**
- **Our workforce has undergone alignment to the right roles to develop the business and support the customer journey**

### Cons

- **Significant cultural change needed to embed a consistent offer across the portfolio and in outreach provision requires establishment**
- **No clear succession policy in place**
- **We don't have experience of dealing with complex social/health needs**
- **Some staff may not have a full understanding of our complete range of services**

Also, supporting our mission 'at the heart of life' are our brand themes which will help to shape what our organisation is all about. Our brand themes and values are actions and represent feelings which we are moving towards 'living and breathing'.

#### **We are:**

**Friendly** because we want everyone to feel welcome and take part. Young, old, or anywhere in between, we care about what our members are getting out of their membership. We want people to spend their time with us.

**Professional** because we're up there on a par with the private clubs for fitness instruction, modern facilities and equipment, social or corporate functions and entertainment venues.

**Service-oriented** because we know that if we want to attract new members and motivate them to stay active with us, our offer has to be competitive and our members must always come first.

**Active** because everyone's lives can be improved by being active and our aim is to promote healthy, active living for everyone in our area.

## **What will 'good' look like?**

- **High satisfaction levels from customers in all areas relating to human interface**
- **Our staff feel highly valued and supported by the infrastructure, opportunities and leadership in place, and Brio is a preferred employment provider locally**
- **Our culture is understood based on our actions and Brio is seen as a 'go to' solution to health and wellbeing support**

**Fun** because we don't stop at fitness - we also have pools, outreach programmes and entertainment centres where people can be socially active, meet up, host parties and events or enjoy comedy and theatre.

**Inclusive** because we've got something for everyone in the community. There's always something going on and plenty of support for whatever people are doing to stay active.

**Supportive** because we want to be there every step of the way - helping people reach their goals. Whether they want to run a marathon, entertain the kids, get back into an activity, lose weight, stop smoking or even just be the place to escape to with friends.

## Resources - Finance

Our business financial model has been carefully constructed and detailed over the 15-year term against our projected investment plans. Our overarching strategy is that the hub sites generate enough contribution to allow us to operate the remaining sites that deliver little or negative contribution to cover fixed costs. We target 2% growth of our trading income per annum as an organisation and we counter inflationary pressures through maintaining our customer base and the price mechanism. Our immediate target is a zero operating subsidy by 2020/21 and our long term strategy is that of a company that is self-sufficient with the ability to fund full repairing leases. The only step after that would be to take ownership of the assets which would then enhance borrowing power and would make the company truly stand alone.

Our Reserve Position stands at £333k (excluding pension deficit) which has been built up over recent years from a nil starting point. Our subsidy position stands at £653k or 6.2% of income.

Our Hub Sites generate 68% of income, our catering sales operate at profit, whilst our entertainment product and some smaller sites operate at a deficit at present

## Proposed Action

Our loss making assets have been identified and are under review with our shareholder for the optimum way forward. Our pension liabilities and future provision of pension schemes for new employees are for review, as staffing on-costs remain high as a result alongside the pension deficit we carry. Aspects of our company operation, such as catering and entertainment have established business models in place to invest appropriately and within a balanced risk to grow these elements of our operation.

## So what?

### What will 'good' look like?

## Pros

- We have a financial strategy in place
- Capital investment proposals on our priority assets have been viably costed into the operating model
- Our hub sites maintain core stability in company income performance, and have seen steady growth
- Our newest assets generate over and above projected target income and have plateaued at this higher level

## Cons

- Challenging budgets for forthcoming years are at risk of attainment without capital investment
- Some sites and services remain as loss making elements of the business model
- We don't own the assets and are not in control of landlord investment into their obligated areas
- Our pension deficit and liabilities remain prohibitive going forward

- Our financial long term positioning places us in a position to transfer assets to Brio at low risk to both shareholder and operator
- All our asset based products operate at minimum break even for those in low income generational locations
- Future pension solutions are in place which reduce current deficit but provide our workforce with adequate retirement benefits

## Resources - Brand

Our brand has been established since the company inception and is well recognised by our members and users. The brand has been regularly used to extend the company reach to a plethora of outreach events and is seen as independent of the Council. Within this are several sub brands – fitness, aquatics, entertainment and healthy eating. The brand guidelines carry a suite of clear protocols around its use and which encompass its values. This is used in all of our promotions, and in the language we use within these, such as signage, marketing materials, headers and footers, and web design. We also carry a health and wellbeing brand – Cheshire Change Hub aligned to the ‘Change for Life’ government led brand.

## Proposed Action

We are working towards wider roll out of our brand through both our staff via their training and development and which is led from the top of the organisation, and also our partners, especially those whom we deliver high profile services with, and which benefit both partners and the customer bases whom are served.

## So what?

## What will ‘good’ look like?

### Pros

- **A brand development plan and associated training is underway**
- **The brand is strong and has been recognised via a national body award**
- **There is consumer buy-in to the brand from the existing customer base**

### Cons

- **The brand and cultural journey is yet to be embedded within the workforce as a ‘living and breathing process’**
- **Synergy of the Brio brand and key partners for shared delivery programmes is not fully established**
- **Communication of the brand to partners and key stakeholders is required**

- **Our brand is known across every Borough location and community**
- **Our partners and stakeholders fully understand our brand and its ethos, and our relationships are all based on mutually beneficial outcomes**
- **Our brand means ‘premier provider’ locally for health and wellbeing solutions**
- **All staff understand the brand and its importance and constantly ‘live’ its values**

## Resources - Customer Base

We have a wide and diverse range of users, including in excess of 22k members, and 91k Leisure Card holders, along with pay and play, hirers, events promoters, totalling in excess of 2.6m visits each year. We track as much detail as we can about our users, and collect data on postcode, gender and age for all card holders. This enables us to assess the reach of our services to our communities across the Borough, which currently stands at 22%. We undertake robust assessment of our potential customer base when planning asset investment and business growth, looking at latent demand and external influences such as housing development and projected demographic extension in age groups profiled over our contract term.

Our integrated wellness contract transitions customers from fully supported services into subsidised services in order to help maintain their new habits, and we evaluate this carefully to understand the value of continued support.

## Proposed Action

A key piece of work already underway is looking at our harder to reach markets, and those customers who struggle to afford to be physically active or access cultural opportunities. We want to align our customers into activities, spaces and timeslots which optimise our assets and services.

## So what?

### Pros

- We have robust data around our Leisure Card and Memberships
- Satisfaction rates are in excess of 80%
- Fully funded programmes are followed through with transitional offers to maintain habit changes and acquire loyalty to Brio
- The customer journey is a priority and our campaigns are successful in generating new business and translating this into longer term memberships

### Cons

- We need to understand our non-card holders better and their habits with us to improve our offer
- We need to understand our current customer needs around our wider offer including secondary spend
- We are under resourced in managing drop out of our products and services
- Our knowledge of why hard to reach users remain disengaged from our offer is limited at present

## What will 'good' look like?

- A Brio membership is viewed as high value by our customers, and they believe they are able to shape the service through their feedback and comments being taken on board
- Loyalty levels are high, breaking all industry average member retention attainment
- User groups who need subsidised support feel that a tailor-made product is there for them

## Resources - Partnerships

Partnership working is core to virtually everything we do, from our strong relationship with our shareholder right through to working closely with on the ground organisations hiring and using our facilities, such as a local dance school or martial arts club.

We have a range of activities via co-location, such as adult day care services, and library services, all of which deliver public sector financial savings through this approach. We work strategically on a locality level to shape and influence opportunities within the community, which not only enables physical activity and wellbeing solutions, but also provides for economic growth, such as via our workforce, apprentice and work placement positions.

We support local community organisations via our Communities Policy, which assists local groups raising awareness or fundraising of their product to be showcased through a reputable brand.

## Proposed Action

A more structured approach to planning with partners and the resources required are underway. A Stakeholder Matrix is under development to identify the key partnerships required to deliver shared outcomes and look at innovation around funding proposals. This means we will be ready and able to bid promptly for these, and have the right partnership in place to demonstrate need.

## So what?

### What will 'good' look like?

## Pros

- Co-located services are in place reducing the cost of public budgets
- Local community support is in place to empower smaller organisations to grow
- Strategic partnerships shape successful funding acquisition including Sport England capital contributions and Macmillan cancer support revenue programmes
- Brio represents health and wellbeing at a range of strategic partnerships and working groups

## Cons

- An alignment of partners to our core business has been slow in development
- Joint funding bids for local initiatives require development to seize opportunities as and when they are presented
- Resource has been identified as needed within Brio to optimise funding in collaboration, but is unbudgeted for at present

- All our collaborations evidence mutual gain in strategic outcomes
- Sharing resources, ideas and customers means more people access services
- Evaluation of collaboration results in national recognition for innovation

# Section 5 SWOT Analysis

Based on the preceding analysis the following table summarises Brio's strengths, weaknesses, opportunities and threats.

## Strengths

Which we should fully exploit:

- New Buildings
- Established Customer Base
- Established Brand
- 15 Year Contract Term
- Developing Health Experience
- Strong Relationship with the Council
- Effective Partnership Arrangements
- Established Reputation
- Strong Governance

## Weaknesses

That should be improved upon:

- Stock Condition of some Building Assets
- Limited Reserves
- Some Loss-Making Sites
- Lack of full understanding of Customer Segmentation
- Staffing On-Costs
- Staff Understanding / Training
- Data / Lack of evidence demonstrating the impact / achievement of wider public health goals

## Opportunities

Which we should take full advantage of:

- Established Workforce - opportunities to extend best practice
- Health Market Expansion
- To respond to all relevant national and regional strategies
- Entertainment Scope
- Data Capture and Analysis
- Non- Users/ Latent Demand
- Partnership Working
- Digital Communication
- Fully exploit funding opportunities
- Brand Development
- Proactive Approach / Preferred Provider for Public Health Initiatives
- Flexibility / Business Growth
- University links
- Growing Local Population
- Capital Investment Programme in place

## Threats

Which we should actively mitigate:

- Leisure Market Competition
- Impact of Local Living Wage
- Reduction in Public Funding
- Changes to the delivery of education through the formulation of academies means Brio is unaware of alternative community delivery vehicles

From the SWOT analysis, we are able to develop our strategic principles to ensure that we:

- Fully exploit our strengths;
- Take full advantage of our opportunities;
- Improve all our areas of weaknesses;
- Take steps to mitigate all threats.

# Section 6

# Strategic Principles

Given Brio's mission, the contractual and non-contractual objectives the company seeks to achieve, and the opportunities and challenges it faces, a set of Strategic Principles has been agreed by the Board to summarise what the business should do and how it should do it. These Principles act as a test against which strategic (and operational) decisions can be assessed. All the Milestones set out in Appendix A are intended to meet the Principles.

## Through Brio's activities we will:

- Create a positive impact on the health and wellbeing of the people in our area;
- Broaden our reach: expanding those who use Brio's services - user numbers, user groups and geographical locations;
- Create a brand recognised for quality of its facilities, product offering and customer service;
- Be financially sustainable: ensuring we achieve or exceed financial objectives;
- Satisfy 3Cs: Customer, Community and Council.

## We will do this through:

- Being innovative: willing to find new ways to achieve our goals (carefully balancing risk and rewards);
- Offering enablement: helping people to achieve their goals;
- Being customer focused: engaging with, and listening to customers;
- Delivering value for money and operating efficiently;
- Developing partnerships: working with other public and private sector organisations to achieve our goals;
- Being focused: ensuring all our planning focuses on delivering our strategic goals and evidencing these Strategic Principles.

# Section 7

## Four Pillars, Vision and Values

### The Vision

The Strategic Principles guide today's decision-making. In addition to this a Vision for the company has been agreed by the Board which sets out where the company wishes to be in 2020. The Vision is stretching and aspirational - but also achievable.

All plans, and their associated activities including the Milestones have been developed with a view to achieving the Vision. A full set of meanings in relation to each item of the Vision is set out in the appendices.

### Our vision headlines are as follows:

- Brio will be the premier provider, co-ordinator and information source for physical activity in the Borough. It will also be the leading entertainment provider outside the city of Chester.
- Its portfolio will be delivered through activities on its own sites, and also delivered through activities within communities and with strategic partners.
- Brio will be present in every community, and everyone in the Borough will be aware of what Brio has to offer. Brio will offer activities that appeal to every demographic group, Brio will be shown to be making a measurable difference to the quality of life of people within the borough through its entire portfolio of activities.
- Users of Brio activities will increase to 40% of the Borough's population.
- The Brio brand will be known for its high quality facilities, superior service levels and innovative approach to everything it does.
- The brand will be extended (or extendable) in terms of the activities it offers, and the geographical reach of its activities outside the Borough. Through its name, reputation and skillsets it will become a licensable asset.
- Brio will be recognised as the exemplar local authority leisure operation across the country.



## Innovation

**Broaden our appeal to the wider community**

**Deliver a step change in customer experience**

**Constantly enhancing our Member/ Leisure Card offer**

**Build organisational capability and foresight**

## Value

Through analysis of the external and internal business environment and the formulation of our Strategic Principles and our Vision, we have been able to develop four 'pillars' of strategic activity. These will shape our delivery process over the next five years. The performance management and achievement of these four pillars will be regularly measured against specific annual Milestones.

The four pillars allow us to remain competitive, improve services to our customers and remain a sustainable social venture that provides affordable services to the whole community.

# Deliver a step change in customer experience

## Pillar 1 - Deliver a step change in customer experience

The key areas in respect of this pillar are around the organisation's technological advancement and face to face interaction to support our customers' expectations and the front line customer service delivery. Our staff are a key asset and the delivery of the front line customer experience giving the customer the experience they want and expect is paramount. The customer experience needs to be the same whether that is within a Brio site, or an off-site provided service or even a partner provided service. The quality of our facilities and buildings plays an important role in the customer journey at each visit. Our new build sites have evidenced this and we are working to deliver investment plans in some of our other poorer quality assets to provide this same level of experience and to match customer expectations.

We have worked hard to secure more than 2.5 million visitors each year and recognise the need to encourage customers to return on a regular basis and to access the entire range of services available to them on site at Brio.

Our new broader health and wellbeing offer enables us to respond holistically to the needs of local people so we must ensure that customers, visitors and wider prospects are aware of the quality and range of services now available at Brio venues have a positive experience, seamlessly transitioning between health and leisure services return to access broader services.

High-level segmentation enables us to categorise local people into groups and identify opportunities to introduce, improve or extend services to them:

- **Active Members (regularly attending members)**
- **Passive Members (dormant memberships)**
- **Active Visitors (pay and play guests)**
- **Passive Visitors (supervising or supporting others)**
- **Disengaged Customers (not crossing threshold)**

**A Marketing Plan supports this strategy and this sets out how we will:**

- **RETAIN** Active Members
- **CONVERT** Passive Members and Active Visitors to become Active Members
- **ENGAGE** and encourage Passive visitors to participate in health, entertainment and leisure services on site
- **INSPIRE AND ENABLE** disengaged customers to get active in a place that suits them

# Constantly enhancing our Member/Leisure Card offer

## Pillar 2 - Constantly enhancing our Member/Leisure Card offer

This pillar is specific to key groups using our products within our built infrastructure at present which forms our core revenue streams, so the focus here was on understanding our market and acquiring greater insight of our user groups, along with ensuring that they remain loyal. Additionally, we need to understand what 'excellent customer satisfaction' means to our customers as we are on a permanent journey with them to achieve this. We need to ensure that we continue to provide quality assets and activities and keep 'ahead of the game' within the industry, so that our members want to remain with us. With increased marketplace competition it is crucial that we retain our existing customer base and offer products at competitive prices, whilst encouraging greater spending and longer visits, improving our secondary spend areas of food, beverage and retail sales. Additionally we want to provide a range of membership solutions which meet a wide array of needs, subsidising these to target groups where relevant.

## Pillar 3 - Broaden our appeal to the wider community

This pillar addresses more fundamentally the ambition in regards to how we ensure our services reach our communities who currently don't use us or don't know about us. Our journey to that attainment is through how we brand and communicate everything. Additionally, it covers how we continue to be responsive to the community in shaping our services and response time to either nationally emerging trends or needs or via local knowledge through our partnership activities. This will be achieved through mapping and delivering services where people want them, and will see the expansion of an outreach programme into the most hard to reach communities, and where there are gaps in service provision, or there are constraints around access to services. The Brio brand is very important in raising future consumer understanding of the company's culture and its wider health and wellbeing function as well as its leisure and cultural provision. The extension into partnership collaborations with key strategic agencies will enable more innovative solutions to be sought at best value for extending a multi-service approach where relevant. Brio currently reaches 20% of its Borough population and aims to reach 40% by 2020/21.

# Broaden our appeal to the wider community

# Build organisational capability and foresight

## Pillar 4 - Building organisational capability and foresight

This pillar is all about how the company continues to achieve all of the above through its organisational transformation by:

- Maintaining its prudent and robust financial modelling processes;
- Continually investing in our staff and their cultural change pathway;
- Maintaining and developing our relationships with key partners to ensure continued joined up service provision;
- Actively seeking new funding opportunities
- Research and analysis capability.

## Supporting Plans and Strategies

In order to fully support the strategic delivery of our mission, vision statements and the four pillars, the following strategies and plans are in place:

- Financial Strategy;
- Audience Development Plans;
- Marketing Plan
- Health & Safety Strategy
- Annual Business Plan

The following additional plans and strategies are in the final development stages and these will help to further cement our strategic delivery models:

- Environmental Plan;
- Brand Development Plan;
- Communications Plan;
- Health and Wellbeing Plan;
- Entertainment Plan;
- Catering Plan;
- Workforce Plan.

## Section 8

# Performance Management

The governance of the Company is undertaken in accordance with the Member Agreement. The Board of Directors meet as a full board quarterly to review the performance of the Company and ensure it is on track to meet its objectives. The formulation of a new Board took place in October 2015, with the new Board appointed from November 2015. Brio underwent a transitional process with its predecessor board to ensure stability during this time of significant change.

The Board has restructured its meeting processes and has created four key Committees of Audit and Risk, People and Policy, Business Development and Capital Asset Management.

The Company is required to have an annual statutory audit, which is currently conducted by Mitchell Charlesworth. The Company completes its annual accounts with support from Morris and Co.

The Company has a range of HR policies, processes and procedures that are available to

employees to ensure a consistent approach to managing people. Training is identified within the annual training plan and is reviewed and updated following the annual appraisal cyclical process. Board training and development is also in place which has included Institute of Director Training and Governance Training.

Brio has had a long-standing and effective working relationship with the local trade unions, including GMB and Unison, meeting periodically to update on business direction, and where relevant work through structural and other related matters.

Performance is managed regularly and routinely via contract management meetings and through the board and committee process. Key areas for Board monitoring, review, updates and development include:

- Performance against the Contractual Key Performance Indicators;
- Performance management of sub-contractors;
- Financial performance against the monthly and annual budget;
- Risk Management;
- Board Performance Measures – KPI's which set out the evidence base of achieving the Company wider objectives and complement the contractual requirements;
- Capital Asset Management developments and investment proposals;
- Regular Policy and Strategy review

Through the Committee and Board meetings, the Directors are able to challenge and scrutinise performance in detail to gain assurances on the current and future performance of the organisation. The regular meetings between the Managing Director and the Shareholder also provide clarity and assurance on the day to day operations particularly in respect of the wider strategic focus to ensure that what Brio does links in and fits with the local, regional and strategic focus and direction. Meetings between the Board Chair and the Cabinet Member for Legal and Finance and the Deputy Chief Executive - Places help ensure the broad strategic direction of the business is consistent with shareholder aims. The performance measures and performance indicators are subject to regular review to ensure that they accurately reflect what is important to the organisation and its customers. This ongoing transition has recently resulted in the formulation of a new suite of 'Board Performance Measures' which dovetail with the existing contractual performance indicators.

# Section 9 Risk Management

## Historic Context

A detailed formal process for managing risk is in place. Each Committee is responsible for a quarterly review of its own risks held on the corporate risk register. All risks are given an initial rating based on impact and probability and then given a revised residual risk rating following a detailed scrutiny of the control measures in place. The Directors and the Senior Management Team are aware of their responsibilities to include new risks or escalate existing risks as appropriate. Those risks with a high residual risk rating are reported to each quarterly Board meeting and are subject to further scrutiny and review. Risks are calculated on a scoring matrix and risks scoring up to "6" remain within our accepted risk appetite. Investment decision proposals are subject to a separate risk analysis and 'old' risks are formally recorded to provide a clear audit trail. Risks are assigned to individuals who are responsible for managing that risk in a positive way to ensure minimal impact.

Brio has adopted a risk management model based around the 'Four T's' principles of:

### **Transfer, Tolerate, Treat or Terminate**

A detailed financial strategy which supports the risk management processes is also in place.

## Health and Safety Management

A detailed formal process for managing Health and Safety is in place. Brio has an experienced and competent Properties Manager in place who is working proactively with the entire workforce. A number of policies and procedures are currently under review as follows:

- A new revised Health and Safety Policy Statement;
- A 2016 to 2019 Health and Safety Strategy;
- A Health and Safety Management QLM Approach process;
- A Health and Safety Scorecard process and associated KPI's;
- A new proposed Health and Safety meeting structure.

Staff are aware that Health and Safety is 'everybody's responsibility'. The new 2016 to 2019 Health and Safety Strategy places particular emphasis on the importance of Culture, Coherence and Compliance and the importance of the Directors' role and involvement in the Health and Safety processes is also clearly understood. Robust contractor arrangements are also in place.

Regular relevant Health and Safety training is an integral part of the organisation's operations. The Audit and Risk Committee receive regular Health and Safety updates.

Through this process, the Directors can challenge and scrutinise the processes to gain assurance in respect to overall Health and Safety compliance.

## Consultation

Regular consultation with our community and customers provides a measure by which we can drive improvements to standards, service and efficiency. Our contractual arrangements with the Council also set out clear benchmarks and targets to ensure that we achieve and maintain high standards. Both will provide short-term indicators of success but longer term achievements and outcomes will be recognised via external proxy measures, benchmarking and research from reputable sources such as:

- Active People Survey (APS) which measures participation in physical activity and sport within the wider community;
- Joint Strategic Needs Assessment (JSNA) which will demonstrate a reduction in health inequalities over time.

We also need to maintain our contractual requirements by providing relevant community facilities whilst at the same time maintaining an increase in the overall sales revenue of 2% to ensure that the reduced dependency on Council subsidy can be met.

The focus for the organisation in the future will be to continue to be more forward thinking and proactive by providing a more complete package or solution. An example of this could include being the preferred partner for specific public health services.

# Data sources researched and referenced within this document

- Active People Survey (APS)
- Research & Intelligence Unit, Cheshire West and Chester Council population predictions 2014
- Local Government Association Future funding outlook 2014
- Funding outlook for councils to 2019/20 July 2014 (June 2015 interim update)
- 2016 State of the UK Fitness Industry Report - The Leisure Database
- O2/Future Foundation Research
- The World Health Organisation-Physical inactivity - a global health problem

# Appendices supporting the Strategy

- Appendix A - Four Pillars and Milestones
- Appendix B - Brio Leisure Vision and Meanings
- Appendix C - Summary of Influencing Strategies

## APPENDIX A Brio Leisure - 4 Pillars and Milestones

### DELIVERING A STEP CHANGE IN CUSTOMER EXPERIENCE

Our overall aim is to exceed expectations through providing high quality facilities and customer service. We will ensure our customers are supported to navigate the range of our services by constantly developing our product offering and improving technological enablement and support

2016/17	2017/18	2018/19	2019/20	2020/21
Improved customer pathway and interface with the workforce at point of contact, and via ICT friendly options and on line solutions	Staff meet and greet from open reception areas alongside kiosks, providing improved customer interface.	Meet and greet' rolled out to wider array of front line roles. The member journey is in place via electronic solutions. CRM system implemented	Technological solutions are in place for longer term community outcomes (such as swim tag, and beat the street). Social Value measures in place using technology. Net promoter score in place	As many services as possible are technology enabled and easy to access in line with industry best practise
Greater customer interface by our workforce by upskilling our team to engage with users	A clear policy on customer care and customer service in place. Front line staff trained in improved customer service standards	All staff upskilled in customer service standards. Formats of interface with customers established including E&D for our community based on their feedback	External accreditation and recognition for high levels of customer service achieved	Brio will be differentiated in the local marketplace by the quality of customer service, and caring staff with a 'can do' attitude
Plans for reinvestment into Brio's asset portfolio to deliver fit for purpose commercial solutions at low risk for the future agreed and in place	Asset upgrade programme underway and completed at NGA. Wider identification of further refurbishment established	NRC and WLC capital investments completed, and business development Budget in place to trial and implement new products and equipment	Expansion into new venues in additional key strategic locations both within and outside of Borough	A local leader in implementing industry trends by remaining modern and on top of industry equipment and product latest offerings, and retaining high calibre assets

### CONSTANTLY ENHANCE OUR MEMBER AND LEISURE CARD OFFER

Our overall aim is to build stronger relationships with customers, grow member numbers and extend the membership card holding across our leisure, wellbeing and entertainment portfolio. We also want existing members and card holders to understand our entire offer

2016/17	2017/18	2018/19	2019/20	2020/21
Pathways of data sources identified and developed for capturing relevant customer insight	Information on all of our customers is captured through technology for all programmes of operation	Information is used to refine membership and leisure card products, and to optimise secondary spend, in particular re food and beverage	Shared datasets with key partners are reviewed and overlaid to enhance the card offer	A detailed intelligence methodology and capture system in place to understand our users better for prompt response to needs
Established assessment processes in place for understanding and consulting members and leisure card holders to aid retention	Satisfaction criteria explored with key focus groups	Structured Action Plan in place to address all outcomes of customer feedback	Customer promises made and attainment of these executed	the % satisfaction of members/leisure card holders will sit at 95% on all survey analysis.
Initial pilot programmes set up, trialled and tested for shaping future company-wide longer term solutions	Analysis of customer feedback and focus group consultations for non-users completed, and new membership products established	Revised concessionary memberships introduced and phased in, improving the overall uptake and income levels of members and leisure card holders	Wider research undertaken on customer satisfaction, encompassing views on secondary spend products, pricing and activity innovation undertaken across all areas of the business	A comprehensive suite of packages in place to meet all needs, which encompass flexibility of pricing; times of usage; range of included products and loyalty reward schemes

**BROADEN OUR  
APPEAL TO THE WIDER  
COMMUNITY**

Our overall aim is to be recognised as a primary health and wellbeing hub destination, reaching into new hard-to-reach groups, and different geographical areas. By understanding latent demand and health and wellbeing needs, we can offer services to new customer groups

2016/17	2017/18	2018/19	2019/20	2020/21
Assess strategic landscape nationally, regionally and locally against Brio model	Interrogation of strategies aligned to funding and commissioning opportunities undertaken	Target groups and local agencies are engaged with to develop local solutions linked to campaigns and wider wellbeing strategies	A suite of local programmes established with trained staff to flexibly work in varying activities and differing areas	We react to market change through being responsive, and with the ability to add on new products or drop off provision as and when needed, from a suite of innovative options
Brand plan produced and translated into a 'living and breathing' process	Brand rolled out across the Borough in conjunction with the Communications Strategy	Brand recognition of Brio's whole offer is evident via external assessment of users and non users and which is evidenced by testing in local outreach settings and with key strategic agencies locally	The brand is developed to encompass new contractual delivery and wider service provision extending beyond the boundaries of the existing contractual provision	Brio brand is synonymous with being the premier provider of services across the Borough identified via public feedback, high satisfaction attainment and testimonials from satisfied users, and offering advice, guidance and signposting to other service providers outside of Brios remit
Stakeholders identified from cross referencing local strategy with emergent target group needs	A suite of Brio led stakeholder events have taken place to understand wider community need which could operate both on and off Brio sites	Structured pathways in place with key partners and action groups to start shaping ideas	Brio is an enabler and facilitator for community entertainment groups in leading and supporting programme development in key strategic locations	Our entertainment offer operates from outreach locations across the borough with local partners and we are commissioned to deliver services in these locations
Outreach activity pathways are explored aligned to local need	An outreach programme to address provision of a balanced service provision across the Borough created	Phase 1 of outreach activity provision rolled out across priority areas, and IMD wards	Phase 2 of outreach activity rolled out across wider Borough footprint	Delivering outreach services from local community assets where customers want to receive them to provide a balanced footprint across the Borough aligned with health and leisure needs

## BUILDING ORGANISATIONAL CAPABILITY AND FORESIGHT

Our aim is to invest in our most important resource by developing the skills and capabilities of our people and creating an enterprising and customer-orientated culture across teams to enhance the company's effectiveness and efficiency. This will in turn contribute to informed decision-making across the borough bringin our in-depth knowledge and experience to address wider shared challenges in delivering joined-up public sector services

2016/17	2017/18	2018/19	2019/20	2020/21
Cultural change journey commences for new Board and workforce	Cultural change plan in place, and new performance measures and rewards process embedded	Comprehensive training and development plan in place to ensure our workforce can deliver quality customer services and support changing user needs	Successful attainment of high performance via external IIP modular accreditation, Staff Survey satisfaction and evidence of employee progression in place	Be the premier employer of local leisure professionals in the Cheshire and local surrounding area through brand understanding of the support and training and development we provide our staff, and the job satisfaction they achieve from being part of our company
Key strategic partners review and share Brio's vision and established relationships created	Deliver a number of partner schemes with key strategic agencies representing the breadth of the target audiences (such as Vivo/Housing Trust/Age UK and Schools)	To have co-located on a range of services for both other agencies in Brio sites, but also Brio co-locating its offer elsewhere in strategically located areas across the Borough	To have delivered a range of innovative partnership programmes with key strategic agencies aligned to the wider borough issues and challenges, and built an evidence base of tangible successful outcomes	To be known as a preferred partner for shared strategic and deliverable schemes in the Borough
Financial strategy content established and reviewed and approved	Have a financial strategy in place	Deliver first phases of the financial strategy, including Northgate Arena capital investment plan	A reserve generated aligned to the turnover value of the company	To be securely financially established and capable of acquiring new contracts and enabling the extension to the CIC objectives through a responsive governance and operational structure
Funding opportunities reviewed and explored	Registered with Grant Finder and joined the CWaC Funding Working Party	Have a funding lead within Brio to proactively identify related funding opportunities for acquisition	Secure a number of funded programmes and commence delivery	To be responsive and successful in drawing down funding both individually and in partnership with key strategic agencies and to have delivered shared agenda programmes
The communications strategy is constructed and the journey with staff and users to understand the wider company purpose underway	The communications strategy is rolled out across the Borough, and supported by press and outreach activities and events	A number of marketing and awareness campaigns are in place to maintain momentum of the strategy, and to evidence success measured through local satisfaction surveys to establish what people know about Brio	The extent of our reach has been measured by assessment of both users and non users of our services, and through key strategic partners whom we wish to convey our messages by. This will be undertaken by asset mapping	The reach of our services is evidenced through delivery in an array of locations, including co-location. We are known by most communities and can evidence representation of our Borough's demographic make up
A review of social value parameters established to align to Company vision	Social value calculations established in key priority areas and partnership working with University of Chester delivering initial Year 1 assessments on these	Longer term social value projects assessed providing 2 year's worth monitoring data against initial pilots. Social value calculations developed with health partners on wider array of subsidised services	Wider health benefits now apparent via assessment of social value monitoring, alongside reduction in wider public subsidy costs as advised by users to Brio	A robust suite of social value calculations in place covering all subsidised products and services, with medium term established results in place

# APPENDIX B

## BRIO LEISURE - VISION AND MEANINGS

### Within the next five years:

**A. Brio will be the premier provider, co-ordinator and information source for physical activity, health and wellbeing in the borough. It will also be the leading entertainment provider outside the city of Chester.**

#### This means:

1. Premier provider is defined as the largest single provider of leisure, entertainment health and wellbeing in the Borough. It also means that there is a public awareness of Brio's offer and a positive recognition of the brand with the local community. Brio's name will be associated with physical activity.
2. Premier provider also means that Brio will be the most well-known supplier of physical activity delivery in the area, and which will also apply to outreach service delivery in locations which are not Brio assets.
3. Brios partnerships with key agencies will also cement Brio's value via explicit routes, such as the developing relationship with Edsential which would have a direct influence over children and teachers understanding of Brio's offer.
4. As the leading entertainment provider of entertainment outside of Chester, this includes the breadth and reach of the programme, as well as the number of sites Brio operates. It also means that Brio can be commissioned to deliver services by other agencies elsewhere in the Borough, and could take programmes out across the borough from initial venue delivery, examples could include taking touring theatre into a community centre after an initial performance with success at NMC and working with groups to enable their delivery.
5. Brio will be known for devising solutions to health and wellbeing needs through co-ordinating a pathway or journey of support to meet customers longer term goals. Brio will also work with partner organisations to support the local community offering such as enabling schools to shape and sell their community facilities.
6. Brio will be able to point customers and stakeholders to wider sources of information, and to actively promote the products and programmes of other key agencies, and will link its brand into these. For example it will be a conduit to raising the profile of activities in parks delivered through the Council, or will convey messages from Active Cheshire for sub-regional programmes.

**B. Its portfolio will be delivered through activities on its own sites, and also delivered through activities within communities and with strategic partners.**

#### This means:

7. Going outside the boundaries of the existing offer, of which some work is already underway through the IW contract (such as that with Slimming World).
8. It is about being more creative with the offer based on need and new ideas which may have been benchmarked elsewhere. This will lead to a portfolio/menu of innovative products and services which can be taken to communities, and always devising new menus of products as user needs change, or when more national and local data comes to light on local challenges and needs

which can help reduce the spending of the public purse.

9. It means tracking down funding opportunities and being ahead of the game in bidding through the establishment of a strategic network of partners who are able to quickly mobilise a cohesive bid for the area. Sometimes Brio will lead on this, and on other occasions, other partners would be the main driver depending on how aligned to the fundamentals of health and wellbeing the project is. (Examples of partner led bids could be the neurological conditions activity proposal, or BrightLife bids)

**C. Brio will be present in every community, and everyone in the borough will be aware of what Brio has to offer. Brio will offer activities that appeal to every demographic group, and users of Brio activities will increase to 40% of the borough's population.**

#### This means:

10. Brio will be in every geographic community and providing for differing ages; minority groups, and ensuring there is something for everyone in its portfolio
11. Brio will literally be present in an array of community settings, whether that be actual delivery of an activity, or in terms of outreach work, such as attendance at school fetes and carnivals. Brio will be able to capture the type of contact it has and with which community, and whom it has engaged with so that the breadth of differing groups can be evidenced.
12. There will be an awareness of Brio in each community and the role it plays as a premier provider
13. That reach will mean more people in the borough are using Brio's services and facilities, or know about them and how to access them as and when they need to.
14. Everyone in the Borough will know what Brio has to offer, even if they don't use it directly themselves. They will be able to question to know the range of our offer, and that we provide outreach services as much as those in our buildings. They will be able to know of someone directly that has had use of our services at some point.

**D. Brio will be shown to be making a measurable difference to the quality of life of people within in the borough through its entire portfolio of activities.**

#### This means:

15. Social value will be calculated through devising measures which demonstrate that wider factors of success have been achieved when supporting individuals, such as a reduction in GP/Health related visits, or improved wellbeing through reduced social isolation. Projects and programmes will be individually assessed against the wider outcomes sought.
16. Being available to different demographic groups and types of groups, and then the signposting of services shaped to each user groups needs about what we can offer which can change their lives for the better and what else and who else we connect with which could help them further.
17. Case studies on empowering messages and customer journeys will be developed so that all of our community can relate and connect to what we do and how we help change people's lives.

**E. The Brio brand will be known for its high quality facilities, superior service levels and innovative approach to everything it does.**

**This means:**

18. Innovation will be at the heart of each programme or product, drawing on the skills and expertise of the team and aligning it to the requirements of the customer group.

19. To achieve this a communications strategy and awareness raising campaign will be put in place.

20. Our offer will be technologically enabled in all areas, in order to provide a suite of access solutions to booking; checking pathways of progress (such as Swim Fit Bits and Gym technology); and our outreach offer is reaching all communities through social media

21. Our assets will be up to date and modern in their offering, including refurbished buildings providing services and meeting places and changing areas which are inviting and easy to use. High quality means our assets will be the best they can be for the investment value which has been undertaken

22. All our staff will go the extra mile when interfacing with a customer on a level which meets that customers' needs, and will understand how to do this with an array of differing needs from hard to reach groups. We will achieve this through working with a wide range of partner agencies to undergo learning and deliver shared training (examples could include mental health; neuro conditions; homeless; refuge services)

**F. The brand will be extended (or extendable) in terms of the activities it offers, and the geographical reach of its activities outside the borough. Through its name, reputation and skillsets it will become a licensable asset.**

**This means:**

23. Brio will have a licensable asset which means that other organisations will approach us to use the Brio brand for licensing and using elsewhere. This will also include buying beyond the brand into consultancy

24. Brio will be approached by commissioners to deliver services elsewhere either as a single solution or as part of a wider partnership, based on previous evidence of innovative delivery.

25. Brio will consider contracts which suit its remit, and will successfully win tenders for these

26. Brio will be recognised by partners and communities outside its borough footprint and will be successful in acquiring contracts in these locations within the criteria of its CIC Articles

**G. Brio will be recognised as an exemplar local authority leisure operation across the country.**

**This means:**

27. That Brio will be speaking at National conferences, such as Quest, or at partner conferences, where the work we have achieved is being showcased as best practise. This will particularly mean where there is evidence of the social and health benefit as evidenced by the reduction in wider public sector costs.

28. Brio will be showcased in national publications on the health and wellbeing of the nation, and will be known to Sport England as an exemplar model for key programmes which demonstrate that their Strategy has transformed lives through Brio's offer.

29. Brio's programmes will be used nationally to collect insight which can be used to address change elsewhere in the UK.

## APPENDIX C - Summary of Influencing Strategies

### Central Government 'Sporting Future - A Strategy for an Active Nation' 2015

The strategy explains that since the devolution of public health from the National Health Service to local authorities, many Councils have taken the opportunity to integrate physical activity into public health policy as part of a wider shift from a system that treats ill-health to one that promotes wellbeing. In many areas, local Health and Wellbeing Strategies have highlighted physical inactivity as an issue that needs to be tackled using agreed approaches.

The focus in the document is to ensure that in future, the whole population is encouraged and supported to engage in sport and physical activity in whatever way is best for them. It is recognised that reaching everyone is challenging as different audiences have different needs that have to be addressed in different ways, but the universal power of sport and physical activity to improve lives came through very strongly in the responses to the consultations undertaken. The Government will, in future, prioritise work done to engage those who do sport less than the population as a whole. They will make most progress by focusing on particular sections of society that face common barriers to taking part and who take part in sport and physical activity at below average levels at the moment (for example, those from lower socio-economic groups, women and disabled people) and investment will be specifically set aside for this purpose.

### Sport England 'Towards an Active Nation' 2016 to 2021

The production of Sport England's strategy, 'Towards an Active Nation' fell out of the direction provided in the central governments outline document. It looks beyond simple participation to how sport changes lives and becomes a force for social good. Sport England has recognised that putting this policy into practice to achieve these outcomes will mean significant changes for them and their partner organisations. The heart of the strategy focuses on five outcomes as follows:

- Focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society are greatest;
- Investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active life;
- Helping those who are active now to carry on, but at lower cost to the public purse over time. Sport England will work with those parts of the sector that serve the core market to help them identify ways in which they can become more sustainable and self-sufficient;
- Putting customers at the heart of what we do, responding to how they organise their lives and helping the sector to be more welcoming and inclusive, especially of those groups currently under-represented in sport;
- Helping sport to keep pace with the digital expectations of customers;
- Working nationally where it makes sense to do so (for example on infrastructure and workforce) but encouraging stronger local collaboration to deliver a more joined-up experience of sport and activity for customers;
- Working with a wider range of partners, including the private sector, using our expertise as well as our investment to help others align their resources;
- Working with our sector to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change.

### Central Government - 'Childhood Obesity - A Plan for Action 2016'

This central Government action plan cites recent research which states that nearly a third of children aged 2 to 15 are overweight or obese and younger generations are becoming obese at earlier ages and staying obese for longer. Obese adults are seven times more likely to become a type 2 diabetic than adults of a healthy weight and not only are obese people more likely to get physical health conditions like heart disease, they are also more likely to be living with other conditions like depression.

The economic costs are great, too. The document explains that the Government spend more each year on the treatment of obesity and diabetes than it does on the police, fire service and judicial system combined. It is estimated that the NHS in England spent £5.1 billion on overweight and obesity-related ill-health in 2014 and some of the headline drivers in the document as detailed as follows:

- Improving the co-ordination of quality sport and physical activity programmes for schools;
- Supporting innovation to help businesses to make their products healthier;
- Enabling health professionals to support families;
- Making healthy options available in the public sector;

### CWAC COUNCIL 'THRIVE' PLAN 2016 TO 2020

This overarching strategy sets out the priorities and key initiatives that will guide the Council's actions over the next four years. It reflects the issues that residents stated were most important to them and it also sets out how the Council will demonstrate its achievements in a way that holds them to account. Throughout the plan the Council demonstrate the need to work much more closely and cooperatively with residents, businesses, the voluntary sector, and other public sector agencies to meet the challenges of the future. In this respect, the plan is seen as a shared plan where all partners have a part to play. The strategy recognises the significant challenges ahead, including unprecedented funding reductions for local services, pressure on housing, greater demands on social care and health, and specific areas of the Borough which remain significantly disadvantaged.

The strategy links with the Health and Wellbeing Strategy, 2015-19 which supports the following priorities:

- Every child and young person has the best start in life in Cheshire West and Chester;
- People lead more healthy lifestyles,(including a reduction in drug and alcohol related harm);
- Improved mental health, wellbeing and personal resilience for our residents;
- Older residents are living healthier and more independent lives, feel supported and have a good quality of life;

Cheshire West & Chester Council recognises that it needs to improve connectivity of its services, but with limited investment there will be more of a focus on statutory services, whilst at the same time delivering value for money and reducing dependency on public investment.

### Cheshire West and Chester Cultural Strategy 2015

The strategy identifies four Dimensions of Culture, including culture as participation, as offer, as innovation and as identity. It notes that the Council is not in the position to subsidise widespread cultural activity and therefore a clear sense of identity is needed within a Cultural

Lifecycle. Overarching imperatives including buildings, enterprise culture, strategic programme of commissioning, integrating cultural strategy into place programmes and exploring alternative models for cultural services delivery will act as five themes across the Borough.

It identifies the Councils' role as a catalyst - working through others and creating conditions in which they can succeed as the era when delivering everything directly is over. In order to achieve this a detailed Action Plan will be developed to address an area based approach to culture and the prioritization of investment. It will also be integrated into cultural dimensions within regeneration place programme.

### **CWAC Health and Wellbeing Strategy 2015-2020**

The Council has set out the strategic framework for improving health and reducing inequalities across the borough, and builds on the work of the local organisations that form the Health and Wellbeing Board. The emphasis is on prevention, improved coordination and integration of health and social care. Its vision will be achieved through effective leadership and in collaboration with the partners.

It will require the Council and its partners to think differently about how the priorities are delivered and how care is commissioned locally, including a shift away from hospital care to preventative community solutions.

It cites lifestyle issues including smoking, unhealthy weight, physical activity and substance misuse as areas to address, along with noting the significant rise in the number of people over 65 years over the next 10 years.

It is seeking to reduce health inequalities and improve the health and wellbeing of people in the Borough, enabling residents to live more fulfilling, independent and healthy lives, and this will be achieved by working with communities to improve opportunities

Sub groups of the Health and Wellbeing board are in operation, including the CWaC 'Eat Well Be Active' group. This is a Cheshire West and Chester-wide multi-agency group, responsible for developing the local response to address overweight, obesity and sedentary behaviour in our population.

The Group is broadly supportive of the overall approach suggested in the Local Plan and it welcomes the frequent and explicit references to factors affecting health and wellbeing. These include consideration of fast food establishments; open spaces and recreation facilities; and provision for cycle and pedestrian thoroughfares.

Brio is an active partner in this steering group.

### **Cheshire West and Chester Council Falls Prevention Strategy (draft) 2017-2020**

Every year older people in the Borough fall and injure themselves, sometimes severely, often resulting in hospitalization and permanent reduction in physical and mental health and wellbeing. The personal consequences of this can be very expensive for the local health and social care community. Both the CCG's and Council have prioritised reducing the number of falls and hospital admissions in the borough.

Its aims are to:

- Reduce the numbers of serious injuries that result from a fall
- Reduce the numbers of falls that affect those over 50, identified at a higher risk of falling
- Develop an integrated, evidence-based, falls prevention pathway across Cheshire West and Chester
- Reduce the fear of falling in older people

The vision provides the direction for commissioning, service planning and delivery and will be implemented by the Cheshire West and Chester Falls Prevention Group, of which Brio is a member.

### **CWAC 'Building a Public Health System' 2015 Annual Report**

The Council recognises that whilst it is the lead body for Public Health, it cannot increase healthy life expectancy and reduce health inequalities without the support of other agencies and partnerships. To achieve these outcomes, a range of organisations (from health and social care, within the NHS, within the voluntary sector and more) are working together to create the environment that will improve health and wellbeing, whilst at the same time shaping where we live and developing the services we need. The issues that affect our health and wellbeing are diverse which means a variety of approaches and partnership working is necessary.

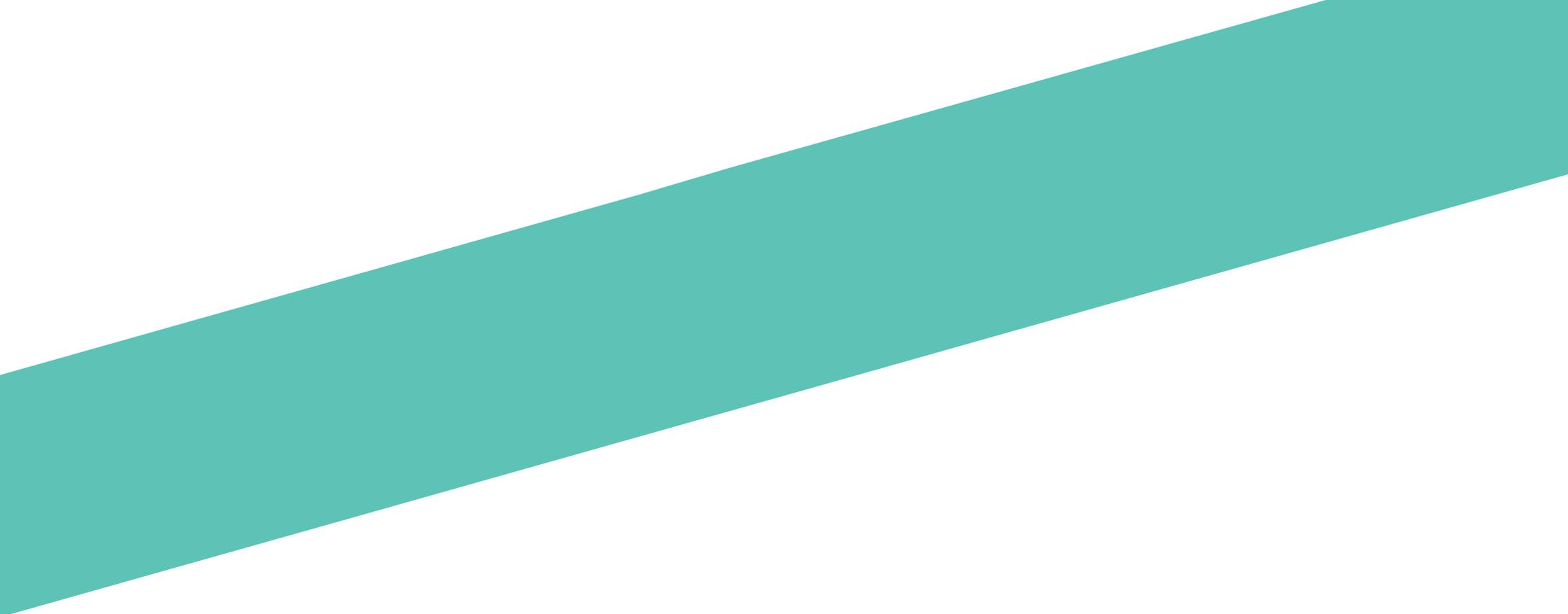
Key studies suggested a clear link between diet and cancer, and experts agree the food we eat can affect our risk of cancer. Scientists have estimated that less healthy diets cause 9% of cancer cases in the UK and eating a healthy diet will reduce your chances of getting certain cancers.

In Cheshire West and Chester:

- Almost one in four children (23.1%) in their school reception year are either overweight or obese, slightly higher than the England average of 21.9%;
- One in three children (32.3%) aged 10-11 are either overweight or obese, similar to the England average of 33.2%;
- Over half of adults (58%) in the borough participate in the recommended levels of physical activity of 150 minutes per week;
- 26% of adults are inactive (i.e. do less than 30 minutes of moderate intensity activity every week);
- Estimated levels of adults carrying excess weight (64.6%) are the same as the England average (64.6%) with 25.5% being classified as obese;

### **CWAC 2016 Physical Activity and Growth Strategy (draft)**

The CWAC physical activity and Growth Strategy takes account of the 5 year forward view of NHS England (published in October 2014). It also takes into account the World Health Organisation Physical Activity Strategy 2016 to 2025 (European Region) and the Central Government 'Sporting Future - A Strategy for an Active Nation' 2015 document. The focus is to encourage local residents to become more active by tackling physical inactivity and obesity. This will be achieved through partnership working with schools, employers and communities to encourage people to be active in the 'great outdoors'. As a lead strategic partner in the supply chain, CWAC can influence individuals and organisations through its branding and communications.





**Brio Leisure**  
**Strategic 5 Year Plan**  
**December 2016**