



BUSINESS PLAN 2018



At the heart of life



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Section 1 Foreword

Welcome to Brio Leisure's fourth annual Business Plan. It sets out our planned activities and performance for 2018/19, the fourth year of our fifteen-year contract term for leisure delivery through to 2030.

We are also delighted to have been re-commissioned to operate a revised Integrated Wellness service which, whilst reduced in value, focuses on those who need the services most. The extension to the Integrated Wellness contract, from the previous four-year period to a five-year term, will provide real opportunities for innovative delivery with key health partners. Our strategic vision and aims have been refined during 2017/18 and our re-branded 'Brio Elements' sets out clearly our key aims and ambitions for improving the health and wellbeing of Cheshire West and Chester residents. We continue to expand our reach into the community, firmly co-locating in key areas, and this is particularly apparent through our partnership with the Cheshire and Wirral Partnership (CWP) on delivery of the 'Starting Well' contract, which will see delivery of activities in schools and Children's Centres across the borough.

We have again recorded over 2.7 million customer visits, plus many more users whose data we don't currently capture for one reason or another such as individuals playing team sports. We continue to grow into new markets, especially through our entertainment products, and into community settings, enabling those who struggle to access leisure centres to receive services where they need and want them most. Wellbeing remains at the heart of everything we do, and understanding behavioural change and motivations is helping us to re-shape our services and bid for funding to provide customers with the support needed to achieve their longer-term goals and ambitions in a safe, friendly and encouraging environment.



Locally, we have seen the evolution of several new strategies and forums shaping future delivery to support the overarching Council Plan, 'Helping the Borough Thrive', including a Health Improvement Strategy, a Play Strategy, a refreshment of the Playing Pitch Strategy, and the establishment of a Mental Health Partnership Board. All of these provide Brio with a clear direction of travel to help shape the services and activities we provide in a holistic manner, ensuring the longevity of our offer alongside and in conjunction with key partners.

Our response to the production of Sport England's strategy 'Towards an Active Nation' has seen our focus on partnership working increase, and the acquisition of funding bids deliver local solutions in collaboration with these partners. We are delighted, too, that our work has been recognised at the highest level being featured in the forthcoming 2017/18 Parliamentary Review by the Department for Digital, Culture, Media and Sport, showcasing our best practice as a learning tool to the public and private sectors.

We have achieved a significant amount so far, aligned to our strategic aims and ambitions, with a clear focus on the areas which matter to our workforce and our customers. The core values within our brand, including 'fun', 'supportive' and 'inclusive', mean that physical activity and our entertainment offer can be viewed very much as something to enjoy with others, just as much as it can be a means to remain healthy. The refreshment of our strategy, through 'Brio Elements', sets out how we will achieve customer happiness, improving their journey, and energising and growing our company. We believe this will enable us to achieve our ambitions and vision, changing lives for the better and providing choice to ensure health and wellbeing is an integral part of everyone's daily life.

ELLY MCFAHN, MANAGING DIRECTOR
ANTHONY ANNAKIN-SMITH, CHAIR

Introduction



Brio's annual business planning cycle is an exciting and challenging process for our company, which starts with reviewing strategy at Board level, in conjunction with the Senior Management Team, and sharing views and high-level conclusions and plans with our shareholder, Cheshire West and Chester Council.

The re-alignment and more simplified language of our brand, **Brio Elements**, creates a straightforward cascade of priority based activities to our workforce and stakeholders. Each year, we roll forward our 5-year strategy, outlining where we want to be, and how we intend to get there across the year.

Key areas of focus remain on embedding a systematic upgrade of our facilities, through a range of solutions, encompassing energy efficiencies, more detailed planned preventative maintenance against improved condition surveys, and investment in our older facilities. Exploration of co-located solutions with partners to mutual gain plays a critical part of ensuring we are in the right places across our communities, where customers tell us that they need our services, and enabling our partners to expand their offer too alongside our existing site-based provision.

Continued external funded activities, in both the acquisition of new projects to trial collaborative ideas, and the analysis and learning from current funded programmes which lead to long-term sustainable solutions, remains a priority. Brio's funded solutions with regard to health and wellbeing outcomes will assist us in determining the social value these activities bring over and above that of customer satisfaction, and contractual target attainment.

Implementation of an ICT roadmap following production of a new strategy will enable back office as well as customer focused products to be simplified in use, and provide an improved platform of data analysis and cohesiveness, alongside its compliance with GDPR obligations.

New ways of working in collaboration with our shareholder are being rolled out in a number of areas, ranging from the review of our maintenance programme, how we work with children's services and the changing pathway of public health provision. This demonstrates the key role Brio plays in the delivery of services with Cheshire West and Chester Council within its portfolio of companies.

Finally, undertaking all of this would not be possible without our most valued asset - our team here at Brio. Ongoing training and development to encourage leaders and mentors to achieve cultural change continues and their valued feedback as to what does and doesn't work keeps Brio fluid and on its toes to ensure that every person in our organisation is part of our journey.

Our new look Elements is set out in more detail in Section 4.

Section 3

Company Outline Governance and Management

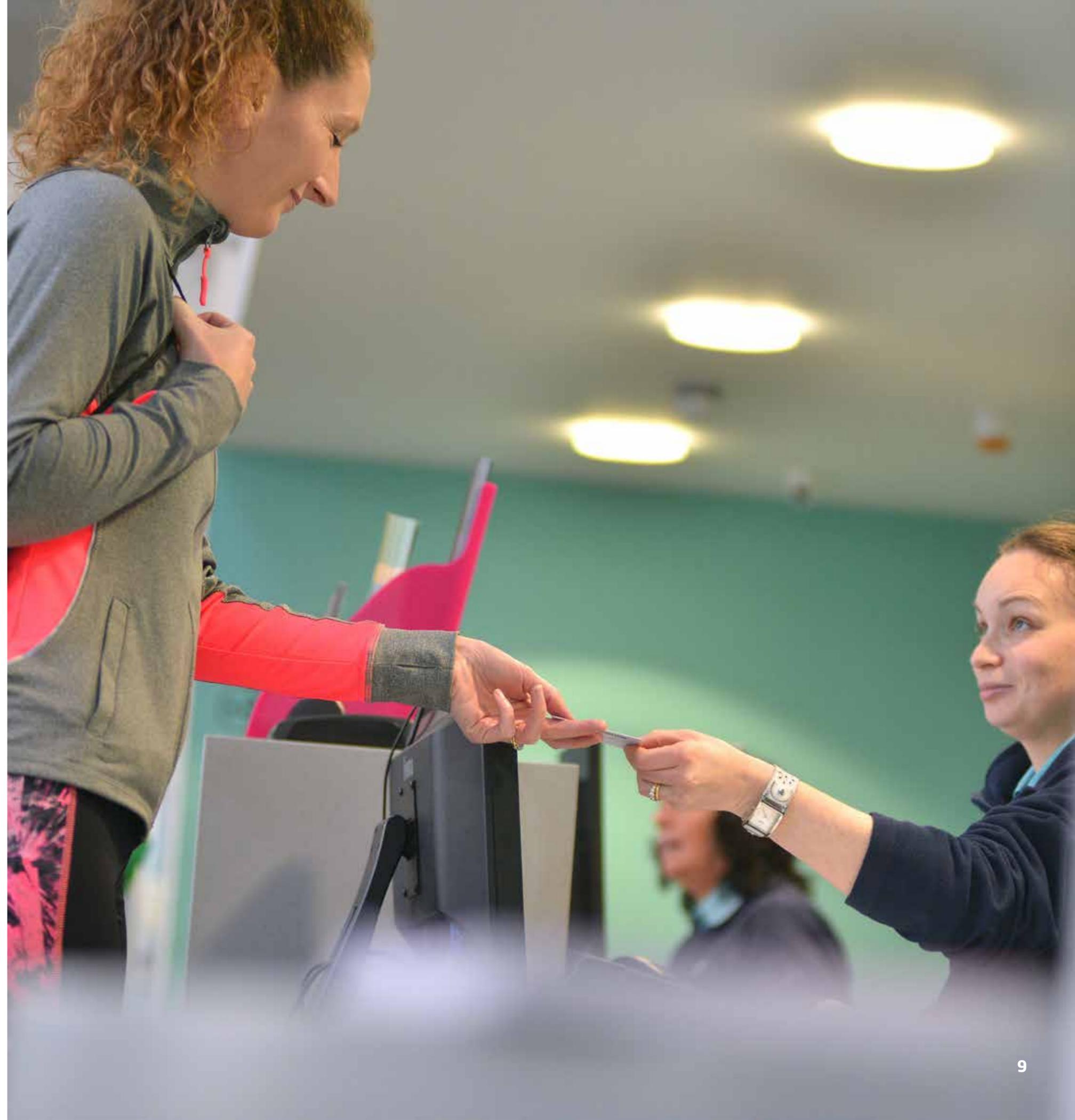
BACKGROUND

Brio is now a significant way into delivering its second contract term as the Council's social provider of health and wellbeing solutions. We have concluded our first contract term for the delivery of Integrated Wellness, moving into a transitional year which will see the implementation of a revised model aligned to a significantly reduced budget. However, we foresee this model of delivery achieving stronger sustainable outcomes following the application of interventions to ensure best value. That, coupled with engaging new partnerships to overcome barriers with end-users, will enable us to make a real difference.

A continued review of our portfolio of facilities remains a priority, and this is linked to a wider sub-regional assessment of borough community assets, so that Brio's operation can be understood alongside wider needs. Together with our more formalised outreach delivery from schools and Children's Centres, and the inclusion of a Children's Centre function at the newly refurbished Neston Recreation Centre, it forms an extension to the portfolio for customer access across alternative borough-wide locations.

Assessment of social value remains a key approach, and through our partnership with the University of Chester, we will be realising social value calculations which should present robust evidence supporting the purpose of our delivery model.

Communication of our brand, offer and values has taken a new and successful approach with video testimonials, piloted through funded programmes, and which are now becoming a core element of our communications plans in engaging hard to reach groups. Already this has addressed issues such as barriers regarding confidence for mental health and neurological conditions, alongside the Swim Local Pilot where we first trialled this approach. Further work to promote disability access, supporting those in poverty, and showcasing what is possible for looked-after children is planned.





Section 3a

Governance

Brio's Board of Directors has changed since last year, and we now are pleased to be able to draw upon the skills of the local GP lead for women's health, Dr Jane Wilkinson, who has joined our team following the retirement of Professor Sarah Andrews. Our Away Day to review and refresh our five-year strategy and roll this forward benefited from expert industry knowledge from Martyn Allison, Quest* Board Chair (**Our current Board Members are introduced in Appendix 9b**). This has resulted in an updated strategy, with refreshed language and branding, re-named 'Brio Elements', to deliver our vision, and remain connected to national, regional and local strategic agendas.

Continued review of our performance dashboard led to further refreshment to re-align targets with our strategy, and scrutinise those which really impact on our outcomes. A quarterly Board review of this takes place

alongside assessment of our contractual KPIs. This in turn leads to the re-shaping of our contractual performance management framework each year with our shareholder to ensure we deliver the most meaningful outcomes for our borough residents.

Training for best practice health and safety governance has been put in place, resulting in the identification of additional measures Brio will take on board to firm up its commitment and inclusion of robust systems and processes.

Our four committees of Business Development, Audit and Risk, People and Policy and Capital and Asset all continue to scrutinise business strategy and relevant supporting detail, and shape future planning needs.

**Quest is the UK leisure benchmarking and accreditation toolkit*

Section 3b

Management

Our management team has now embedded our revised catering function. We have also restructured our wellbeing unit in the light of business growth and our new contract attainment, and this is now headed by a Health and Wellbeing Manager. This department now looks after a number of contracts including Falls Prevention, Integrated Wellness, Starting Well and Macmillan. Our community offer is also managed under this team, ensuring a seamless transition between interventions and the wider Brio offer, and developing solutions and services with user groups and partners.

Our Senior Management Team has also undergone a restructure, moving buildings management under a new operations post, which will specifically support our leisure sites.

Our current Management structure is outlined at Appendix 9c

Section 3c

Staff Development

Our workforce development plan has delivered strongly, with a suite of re-branded training programmes supporting our brand values. This year sees the transfer of wellbeing staff into Brio from Quit 51 in response to our new contract provision for Integrated Wellness, so it is key that we provide consistent training and upskilling across the board. The embedding of 'IMPACT' training, to help develop middle managers, is now supported with our '+VIBES' programme - delivering customer service training to our entire team. 'ASPIRE', a leadership programme, will follow to develop our managers, ensuring there are internal capabilities within our teams as and when new posts are created, or existing posts vacated. Our health and wellbeing offer is supported further with 'MECC', Making Every Contact Count, and has already been embedded within our Macmillan volunteers and holistic needs assessments*. Investment into our team at every level, whether that be through training, staff benefits, or listening and responding to feedback from our Staff Survey, ensures we value everyone.

Our health and wellbeing related training and development in particular has paid off, and is recognised externally - our Quest assessment in November 2017 noted:

'This centre has a strong impact on the community using it, free membership for mental health schemes, disabled customers writing testimonies about the impact the team and the programme has had, organisations approaching the site for support and guidance, 400 free memberships to people aged 75+, outreach work to children's centres and a self-referral GP scheme'

**Holistic needs assessments are triaged services taking wider customer information on top of the actual intervention to be able to offer the best customer focused outcomes*



Section 3d

Partnerships

Our partnerships are critical to Brio's success and to embedding a customer-centric approach in all that we do. They operate not only in a variety of specific programmes, but are also at the core of our wellbeing offer.

Cheshire Change Hub provides a 'front door' approach for all referrals, which we do in partnership with our medical colleagues at the local hospital and all borough GPs and pharmacists. By working with partners, Brio can leverage its resources to deliver much greater benefits to the community. Some examples of successful new and continuing partnerships include:

- **Macmillan Cancer Support**, which allows Brio to deliver volunteer services to those affected by cancer. These include leading health walks, organising volunteers for assisting people with daily tasks and running community and social events.
- **Vivo Care Choices**, which operates care homes and provides day care to those with learning disabilities across Cheshire West. They have moved some services into Brio centres, relinquishing ageing properties and saving the Council around £200k annually. Users feel more integrated into the community and benefit from dedicated services such as swimming lessons and fitness classes. Further work is underway to consider the expansion of this approach elsewhere across the borough.

- Collaboration with the **Poverty Truth Commission*** (PTC) has resulted in the completion of a successful borough-wide pilot and a follow up 'PTC 2' is to be launched this year, with Brio remaining a civic and business leader partner. A Brio customer has become a Community Inspirer, to support the legacy of the programme. Brio has also signed up to the PTC Pledge and will operate a mystery visit programme across all our sites to take a lead on making a difference as to how people are treated.

- A successful funding bid in collaboration with the **Neuro Therapy Centre**, the Sheffield Hallam University and the Wright Foundation will see improved qualifications for leisure staff to deliver community-based solutions to people living with neurological conditions, and officer support to develop a wider range of activities elsewhere across the borough.

- Completion and analysis of the **Sport England** funded ****Swim Local Pilot Project** will consolidate the learning so far and undertake analysis of the final stages of the programme, including understanding barriers to swimming, and the enablement of access to swimming lessons and group-based activity.

- **'Starting Well'** is a new contract operated by **Cheshire and Wirral Partnership** (CWP), delivering all services for the 0-19 years age group. Brio created the logo, brand and marketing materials for **Starting Well** but our main role is to support access to activity for overweight children and their families to find physical activity solutions for the whole family in a fun and friendly environment.

**Poverty Truth Commission is a model of tackling poverty which allows people living in poverty to shape the way borough leaders make decisions surrounding the support services in place, with the aim of tackling and eradicating the root causes of poverty. It ensures that people with first-hand experience are at the heart of how the borough thinks and acts in tackling poverty and inequality.*

***Swim Local Pilot is a Sport England project aimed at understanding motivations and to tackle the decline in public swimming nationally. It is working with 12 representative boroughs and leisure providers across England to trial differing methods to understand the issues and recommend actions for increasing swimming numbers in public pools.*



Company Objectives

We continue to develop a Business Action Plan each year which outlines delivery against our broader strategic aims. Previously, our Action Plans consistently related to our business pillars, but this year we have re-shaped the pillars in to four Brio Elements - A simpler, more relatable way to communicate our ambitions. Our Action Plan for 2018/19 includes the following:





Brio continues to go from strength to strength. Some of our recent achievements based on our four Elements, are highlighted below:



Section 5

Review of the year 2017/2018

FIRE - CREATING CUSTOMER HAPPINESS

Entertainment and cultural bookings have surpassed the contractual target set at 163,000 by over 10,000 cultural visits, with expansion of the annual programme aligned to customer needs.

Quest* Achievement of a 'good' and 'very good' scoring overall for the first 2-day assessments at Ellesmere Port Sports Village and Winsford Lifestyle Centre.

Scores of 'excellent' for the selected Quest modules on 'Health and Wellbeing', 'Community Outcomes', and 'Team and Skills Development', which is the highest achievable score.

**Quest is the UK quality scheme for sport and leisure and is a tool for continuous improvement designed primarily for the management of leisure facilities and leisure development.*

Explorative works and pre-construction RIBA stages agreed for the Northgate Arena investment programme to substantially enhance customer experience.

£2.2m capital delivery completed at Neston Recreation Centre on time and to budget for its opening in April 2018.

Winsford Lifestyle Centre catering refurbishment and Changing Places installation completed.

WATER - IMPROVING THE CUSTOMER JOURNEY

Delivery of Swim Pilot across four of our pools, with testimonials of 'customer journeys' showcase those on difficult journeys overcoming barriers, and inspiring others.

Our catering offer has been branded 'Brio Bites', and the Costa brand introduced across hub sites, enhancing the range of food and beverage choices.

Analysis of our concessionary services, through customer surveys, has provided real insight into barriers to participation, and enabled some revisions to services, with others still in development with end-users, so that we get it absolutely right.

WIND - ENERGISING OUR COMMUNITY

We have delivered more than 64 external awareness training sessions to a range of health professionals regarding our Integrated Wellness packages, extending the messages and product content across many partners including GP practices.

Securing £220k new funding to deliver a Falls Prevention programme targeted at our older community in extra-care housing.

Securing funding to deliver neurotherapy solutions for those living with long-term neurological conditions.

Initial delivery phase for Starting Well in partnership with Cheshire and Wirral Partnership (CWP), focusing on taking activities into schools and children's centres to support tackling childhood obesity.

More than 35 volunteer 'Community Connectors' are supporting those with cancer journeys to access support and undertake activity.

More than 250 brief drug, alcohol and sexual health interventions have been provided to customers in receipt of Brio activities.

Roll out of Macmillan Phase 2 programme, supporting those who have been affected by cancer back into community life following on from hospital treatment, and helping them to use the wider Macmillan offer of volunteer support, or participation in a range of short, led walks.

Collaboration with the Poverty Truth Commission (PTC), and roll-out of a mystery visit programme to glean feedback from those with predecessor journeys of poverty. The feedback from our mystery visitors will be used to improve Brio services, but also as ideas to enable other key service providers to learn, shape and change their own customer service provision.

Taking a key role in a number of strategic partnerships involving poverty, mental health and sexual health, resulting in changes to service delivery around the customer journey, and the production of customer testimonials to inspire others.

Delivering more than 10,000 health interventions to help enable members of our community to stop smoking, lose weight and access physical activity as part of our Integrated Wellness offer.

EARTH - GROWING OUR COMPANY

Brio has continued to work with Cheshire West and Chester Council on its StoneWall Workplace Equality Index* application and is now ranked by Stonewall as one of the top 100 employers nationally.

The first tranche of our University of Chester research project has evidenced the uptake of activity aligned to postcodes and enabled us to focus our new public health contract to make best use of resources.

Our Board has developed a three-year financial plan.

A new Staff Survey was undertaken, with positive feedback around Brio's values and understanding of the purpose of delivering great customer service.

New funding bids including Falls Prevention and Neurotherapy were successful, which will enable those living with long-term conditions and in social isolation to benefit.

Cyber Essential accreditation achieved, in preparation for GDPR, improving system security.

Our workforce investment has seen the conclusion of our IMPACT training programme, and the roll-out of +VIBES to our whole workforce.

Brio has been selected to showcase its model in the Parliamentary Review (by the Department for Digital, Culture, Media and Sport) for 2017/18, which will be published in September 2018.

**Stonewall established a Workplace Equality Index which helps employers make their workplaces supportive for their lesbian, gay, bisexual and transgender staff.*





Section 6

Market Analysis

The continued growth in the budget gym sector plays a key role in local competition which has significantly increased in the Chester area, informing our decision-making around longer-term investment into Northgate Arena.

Further work will be undertaken in terms of detailed market analysis across our bigger sites during 2018 to ensure a thorough understanding of each site's capability in the market. Brio's production of a marketing strategy will address the local leisure climate, as well as the challenges faced by the leisure industry as a whole, along with tackling market penetration to enable us to move towards our goal of providing services to 40% of the borough population.

Identifying opportunities for growth, drawing on understanding of local demographics and venue occupancy capabilities, is a priority. We aim for continued development of the Brio brand, with its status as a health and wellbeing offer increasingly readily understood and embedded with partners. Our catering offer has been overhauled, and with the introduction of the Costa brand alongside our Brio offering, the opportunities to appeal to a much wider market of consumer, and specifically non-users, through varying promotional tactics is now underway.

Whilst investment in Northgate Arena will be a focus in-year, there are many products and services across our portfolio which we can grow. We are, especially mindful of our ageing population, which is continuing to increase significantly over the next five years, and continuing to rise more rapidly thereafter, especially for those aged over 75. We have already amended our 75+ offer, and will continue to develop solutions with partners to explore this critical market; we believe our offer can contribute to a reduction in NHS costs.

Ongoing analysis of specific programmes, such as the Integrated Wellness 2015-2018 contract in conjunction with the University of Chester, will shape future delivery and enable us to target new customers more effectively,

especially those from Indices of Multiple Deprivation (IMD) areas, which remains a priority within our contract. Discussions continue with our shareholder with regard to some of our concessionary products as to how we can focus support to those who need it most, and address some of the wider borough challenges with respect to overcoming financial and transport barriers to access.

Our own in-house Research and Intelligence function analyses an array of data ranging from joiners and leavers, through demographics, to competition, and sales trackers. This remains a priority in-year, and will see a review of forecasts in relation to recent refurbishment projects, such as Winsford and Neston, to assess delivery against assumptions. The proposals for investment into Northgate Arena will warrant further work on client groups and target markets towards the latter part of the year.

Wider market analysis of best practice elsewhere in the UK and abroad also feeds into our plans, and attendance at events such as 'Elevate', and the International Society for Physical Activity and Health (ISPAH) conference provide valuable up to date research on which to base development ideas for our programmes and services, and to connect with industry experts.

Overarching any suite of data sets, sits ICT capability. Ongoing work to review connectivity and specific pieces of software for their relevance and functionality is underway to create a strategic ICT Plan and Roadmap for the Company. The legislative changes on GDPR mean that our systems need to be efficient and capable of providing staff and customers with data as swiftly as possible whilst protecting their data and being transparent as to our reasons for using it. How we produce reports and the speed at which we can understand information remains critical to staying ahead of the game, and delivering customer- and staff-focused solutions.



Section 7

Company Operations

We maintain high standards in our company's day to day operations with a robust set of processes and procedures in place to demonstrate best practice and legislative compliance. These include:

Maintenance of Quest accreditation for five of our facilities, now encompassing the more rigorous two day assessment process. This is supported by a company-wide Service Improvement Plan developed annually in response to assessor feedback, ensuring we address best practice across our business.

Our partnership with QLM, the industry's leading health and safety pools' consultancy provider, ensures our Integrated Management System remains fit for purpose.

Quarterly review of our company Business Action Plan by our Board, and its ongoing alignment to the Council's 'Thrive' and other associated national and local strategies.

Refreshed performance indicators both from a contractual perspective and as an internal function assess achievement towards our strategy and vision.

Extended training programmes for our workforce including MECC, +VIBES, IMPACT, and DRIVE, which complement statutory and mandatory training such as NPLQ and ILearn.

Continued review of our policies through our Board committee processes.

A strategic review of our ICT operation and achievement of our Cyber Essentials Plus accreditation, looking towards attainment of ISO27001.

Additionally:

We have recently reviewed our Company Risk Plan to ensure it is fully up to date with industry and national trends and directives.

The creation of a suite of plans means that a structured process of cascade is in place for staff and customer communications.

Section 8

Company Finances

For 2018/19, the company has set new income targets to address site-based capabilities, seeing a 2% growth in income across all leisure sites except Northgate Arena, which is expected to see 0% growth whilst plans are put in place to reinvigorate the site. In view of the success from our entertainment programme, entertainment has a 5% income growth target. A review of Brio's actual energy consumption has led to a reduction which has been reflected in a reduced cost to our contract with the Council, who re-charge this to us. Further energy efficiencies are planned including LED lighting replacement, and longer term payback schemes for upgrading boilers and solar panelling. Cohesive work around the management of energy, maintenance, and asset condition as part of a different approach to maintenance management is under review to enable further risk mitigation and improved overall condition of our facilities going forward.

Investment remains a high priority during 2018/19 to manage revenue-based risk issues, and whilst the actual cost basis of this is yet to be established for our largest asset, at Northgate Arena, it is assumed that the longer-term delivery of this scheme will establish a strong baseline for Brio's revenue budget going forward, in collaboration with its shareholder.

The summary budget can be seen at Appendix 9d

Capital

Successful investment into Winsford Lifestyle Centre and Neston Recreation Centre has recently been completed, and the focus for this year is to mobilise the final scheme for the refurbishment of Northgate Arena. A significant amount of ground work has been completed and the final schematics, along with car park improvements, will be undertaken through the necessary planning approvals and pre-construction pathway, in order to proceed in the early part of 2019 with the works.

Further detailed work on the condition of the remaining portfolio, in particular around the energy capabilities of each site, will also take place, resulting in a range of detailed surveys which will enable us to plan future investments.

A number of our sites which operate at a deficit are undergoing wider collaborative review with our shareholder, to understand their optimum capabilities within a changing environment. These sites include Moss Farm Leisure Centre, Frodsham Leisure Centre, Stanney Oaks Leisure Centre, Rudheath Leisure Centre and Neston Civic Hall. This work will feed into a wider strategic borough-wide review of community-based assets, so that in the longer-term, each remaining building is operating at optimum capability and best value.

Section 9

Appendices

9a. Facility Portfolio

Our portfolio of services is made up of both built infrastructure and outreach delivery. We operate 12 leisure and entertainment sites including:

Christleton Sports Centre

A joint use site with Christleton Academy comprising a four lane 25m swimming pool, multi-purpose 6-court sports hall, squash court, dance studio and gym. We also hire out the Academy 3G pitch on their behalf.

Ellesmere Port Civic Hall

An entertainments and civic venue comprising a 700 seat auditorium hall with stage and associated lighting, several multi-purpose spaces for a wide array of hires and touring theatre productions, as well as mayoral offices.

Ellesmere Port Sports Village

A Sport England case study venue, and a 2015-built leading regeneration project within the Ellesmere Port area providing new 'state-of-the-art' sports and leisure facilities on a former school site. It includes an eight lane 25m swimming pool certified by Swim England and a range of other first class sports, leisure and community facilities for both the local and wider communities. The 8 court sports hall with 1,400 seating capacity has also become the home of the Cheshire Phoenix Basketball Team. The site also has the only full athletics track in the borough, and a new 3G pitch.

Frodsham Leisure Centre

Is a joint-use leisure and library site situated alongside Frodsham Medical Practice, making a holistic offer for the community of co-located services. The leisure centre comprises a multi-purpose 6-court sports hall, gym, spin studio, skate park room and squash courts.

Moss Farm Leisure Complex

is a multi-purpose, mainly outdoor site comprising of rugby and football pitches, a 3G Pitch, three squash courts, social centre and home to the local archery, cricket and rugby clubs.

Neston Civic Hall

A multi-purpose venue comprising a small hall with stage, bar and kitchen area, small meeting rooms, changing area and snooker room. The site is situated adjacent to the bowling green and Stanney Fields Park.

Neston Recreation Centre

Is a multi-purpose, newly refurbished site comprising a five lane 25m swimming pool, gym, spin studio, fitness studio, community room and a 6-court sports hall.

Northgate Arena

Is a city centre, Multi-purpose leisure centre comprising a four lane 25m training pool, large fun pool, three squash courts, spin studio, 8-court sports hall, large gym, fitness class studio, Dojo and meeting rooms.

Northwich Memorial Court

Is another 2015-built combined leisure and entertainments venue with a new 'state-of-the-art' auditorium with a 650 seating capacity. There is also a green room and associated dressing rooms, bar area, gym, six lane 25m swimming pool with flume, teaching pool, dance studio and community room.

Rudheath Leisure Centre

A dry side, joint-use site with the University of Chester Academy, Northwich. It comprises outdoor tennis courts, all-weather pitch, 6-court sports hall, community room, gym and dance studio.

Winsford Lifestyle Centre

Is a 2009-built leisure centre comprising of a six lane 25m swimming pool, teaching pool, gym, 4-court multi-purpose sports hall, with dual use theatre function and electronic seating bank, function room, dance studio and spin studio.

Section 9b

Board Members

Anthony Annakin-Smith - Chair

Anthony has extensive experience of strategic management, with expertise in marketing. He worked for twenty years in a variety of roles in sales and then in marketing, becoming a Communications Manager.

He's been lecturing in marketing and strategic management up to MBA level at a variety of academic institutions in the UK and abroad. He also undertakes training and consultancy and has co-written two marketing textbooks.

Anthony enjoys badminton, swimming and cycling.



David Woods - Vice Chair

David Woods has over twenty years experience in healthcare and healthcare education having been an Executive Director of an NHS Trust. Most recently worked as Associate Dean for external relations in the Faculty of Medical and Human Sciences at The University of Manchester.

David also chairs Chester Music Society, which provides live classical events as well as the Cheshire West and Chester Voluntary Arts Network. In his spare time he is a keen road cyclist, traveller and photographer.



Dr Jane F. Wilkinson - Non-Executive Director

Jane has been a GP Partner in Ellesmere Port and Chester for over 14 years, and has a wealth of expertise in leadership as a GP Champion for Sexual Health and specialises in menopause. She explores ways for patients to better their health with nutrition, exercise and relaxation - her knowledge will be invaluable for our Integrated Wellness contracts.

In her spare time she loves to attend the gym, BODYPUMP classes, and swims on a regular basis.



Cllr Stuart Parker - Non-Executive Director

Elected a Councillor in 2007 for Chester City Council he was later appointed to the post of Chair of the Culture and Leisure Development Board. He's now a Shadow Cabinet Member for Culture, Leisure and Wellbeing and has returned to Brio Leisure, to which he brings vast experience and knowledge of this sector.

He's managed his own wastewater treatment company for 20 years, and in his spare time has interests in gardening, reading, classical music and opera.



Professor Lynne Kennedy - Non-Executive Director

Lynne is Associate Dean in the Faculty of Medicine and Clinical Sciences and Head of Department of Clinical Sciences and Nutrition at the University of Chester. She's a registered Public Health Nutritionist; her work is aimed at increasing access to affordable healthy food and opportunities for physical activity in deprived areas.

In her youth, Lynne was a successful long distance runner, representing Cheshire and Merseyside many times. She now prefers walking and is regularly enjoying the outdoors and fresh air.



Cllr Richard Beacham - Non-Executive Director

Cllr Richard Beacham was invited to join the board after being elected to serve on the Borough council for Newton ward in Chester. He is the Vice Chair of the Culture, Leisure and Wellbeing policy and performance panel.

Richard currently runs his own web design business but has worked for the National Health Service in wellbeing, and higher education in the field of equality research and practice.

In his spare time, Richard enjoys swimming and hiking.



Tony Allen FCMA - Non-Executive Director

Tony has held senior positions in industry, public sector and social benefit organisations. A qualified accountant, he has delivered finance and I.T strategies and raised significant funds for private equity business and social housing.

Managing partner for his consultancy business and independent advisor to a national membership organisation, he brings a wide range of expertise to us including risk management, audit and governance.

Tony is a keen squash and 5-a-side football player.



Elly McFahn - Managing Director

Elly joined Brio as Managing Director in 2011, with previous experience in contracts, operations and managing leisure sites. Starting as a Duty Manager and progressing to Quality Manager, she then moved to Cheshire and took on a Centre Manager role. Before going to Vale Royal Borough Council in a wider capacity as Operations Manager for the leisure unit.

In her spare time, Elly enjoys walking her dog, skiing and travelling.



Mike Hobday - Finance Director

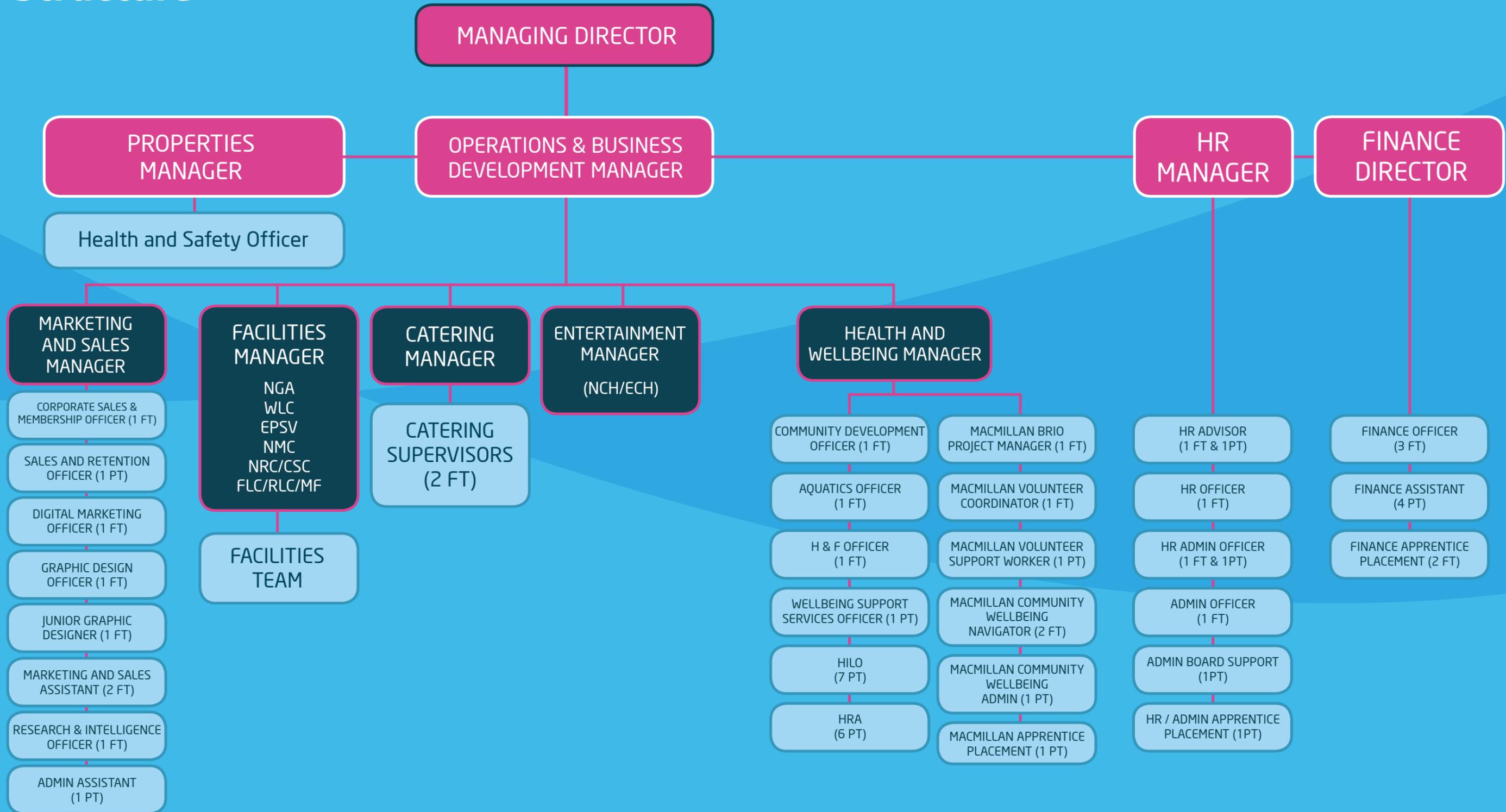
Mike has over 15 years experience within the non-profit sector, and has been with Brio since it's formation in 2011. Before this, he worked for the Chester and District Sports and Recreation Trust (CADSART).

He's a qualified accountant with years of experience in many trades including hospitality, working for large multi-sited organisations and businesses, including hotels and sporting venues.

Mike lives in North Wales and enjoys running, walking and cycling.



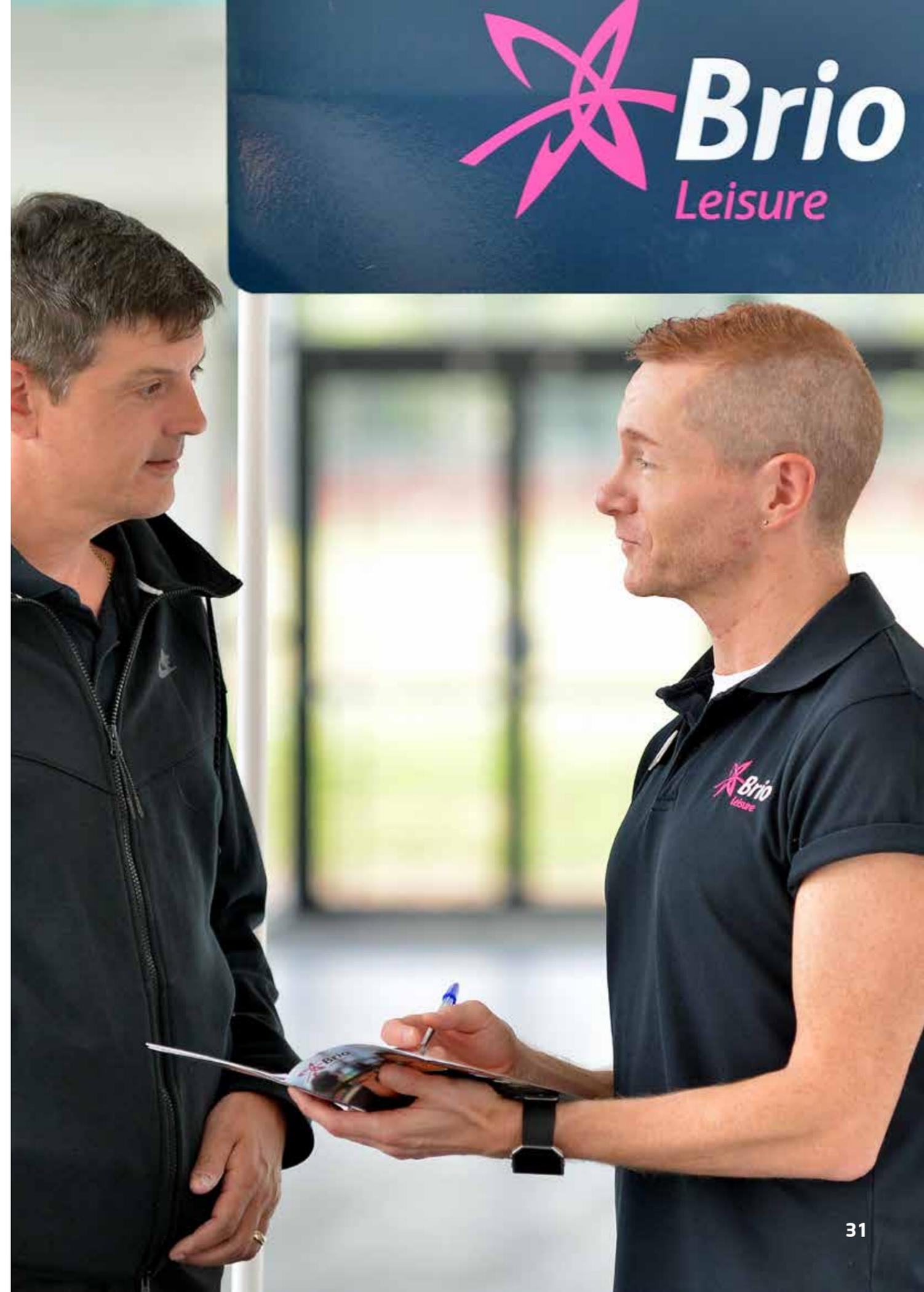
Senior Staffing Structure



Section 9d

Summary Annual Budget 2016/17

			BUDGET	TOTAL
	2016/17	2017/18	2018/19	2011/19
	£'000	£'000	£'000	£'000
Trading Income	12,675	12,557	13,398	79,419
Cost of Sales	1,384	1,255	794	6,365
Gross Profit	11,291	11,302	12,604	73,054
Employment Costs	7,028	7,380	8,051	48,571
Administration Costs	492	631	592	3035
Operational Costs	1,355	1,250	1,544	8,653
Utility Costs	237	46	303	2,243
Technical Costs	978	1,032	895	6,245
Total Expenditure	10,090	10,339	11,212	68,574
CWAC - Operating Fees	1,128	1,207	1,202	4,129
Trading Profit and Loss	73	-245	17	177





BUSINESS PLAN 2018



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