



ANNUAL REPORT
2022

At the heart of life



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FOREWORD FROM OUR CHAIR AND MANAGING DIRECTOR



Welcome to Brio's 10th Annual Report.

2022 sees Brio enter the 11th year of operation since its inception in May 2011. Business resumption remained key to the leisure industry, with the Step programme* post-pandemic concluding during the summer, however the legacy impact of Covid on the service sector continued long after that throughout the full financial year. We have received significant ongoing support from our shareholder Cheshire West and Chester Council, of which we are extremely grateful, and goes to recognise the value of the array of services we provide our communities.

The continued work on Joint Transformation with our shareholder saw Phase 1 of the investment programme into Northgate Arena. The £600k refurbishment contributed to a fresh new look in the main entrance and reception, a ground floor viewing area into the sports hall and a brand new Café and servery. The main investment (Phase 2) underwent continued design through RIBA 2 and 3, concept design and spatial coordination. Additionally the A56 corridor programme saw external consultation with the community into shaping future facility needs locally, and this work remains ongoing during 2022/23.

Evolution of the hub and spoke delivery model has seen our asset portfolio change to operating via 4 hub and 3 sub-hub sites. Supported by a range of community programmes, further work will occur to refine specific activities to external locations based on community feedback. Ongoing funding to test and learn specific projects, which will feed into our longer-term specification, these will support continued delivery of much needed post pandemic wellbeing solutions and enable us to fully understand our communities through qualitative review. Programmes supporting stop smoking, weight management and falls prevention services continue to provide wider solutions to complement physical activities, as does the resumption of our entertainment offer.

Social value plays an even more critical role, with this year's assessment on membership resumption alone, for the period of time eligible seeing in excess of £10m benefit**. Further analysis, and wider application of social value mechanisms will play a key part in our development during 2022/23 as will delivery of our new Commercial Strategy.

Staffing has remained a big challenge since business resumption, as it has for the wider leisure sector with closures impacting training and development of future team members. Swimming teaching and lifeguarding have been the most affected, and there is a focus on collaborative working with local partners and neighbouring boroughs to rebuild the much-needed infrastructure to deliver key activities.

The borough's climate emergency was boosted by government funding to a wide range of public sector assets, through the Public Sector Decarbonisation Scheme resulting in 6 of Brio's assets receiving £3m investment into LED, Air Source Heat Pumps and Solar PV, ensuring we remain carbon friendly into the future. This has also been of significant benefit, given the wider utility inflationary challenges.

In summary, the post pandemic recovery for the leisure sector remains ongoing, with the wellbeing for our borough residents being first and foremost in everything we do.

**Step programme being the government Spring 2021 COVID-19 Response - Spring 2021 (Summary) - GOV.UK (www.gov.uk)*

***Datahubsocial value calculator*

David Woods
and Elly McFahn

REVIEW OF THE YEAR

For a second year, the leisure sector faced another challenging period of service delivery. Not only did the pandemic prevent much core business activity being delivered across the leisure sector but the wider change in working patterns, and a significant move to permanent working from home for many businesses impacted work/life balance habits. Brio's business resumption and member habits patterned closely with the wider industry resumption figures, which were steady in return. Assumed performance back to pre-Covid levels by the Year End were slightly behind track, and ongoing sector analysis continues to be undertaken to understand this.

Our focus on customer engagement continued, with our social media presence of the previous year a strong baseline for building on, which included 500,000 website users, increased blog viewing and impressive growth on all platforms beyond pre-Covid statistics.

Digital transformation of our IT began, and continues, focussing on System Improvements & Upgrades; Security; Efficiency Improvements & Automation and Customer Experience. This is underpinned by a refreshed ICT 3-Year work plan.

We were able to resume Health and Wellbeing services during the Step programme* period, ensuring that those customers in receipt of falls prevention, weight management and exercise on referral could recommence alongside the Stop Smoking Services, which remained throughout their closure period permissions. Brio was successful in securing additional funding to deliver 'CW7 Active', a weight management programme aimed at men with a BMI of 30-39 in Winsford, and a Prehab4Cancer programme too. The ongoing delivery of the HAF (Holiday Activity Fund) programme throughout Summer 2021 saw continued support to families in need for provision of physical activity sessions alongside healthy meals. This remains a key programme to support the boroughs poverty emergency.

The Joint Transformation Board concluded its function in summer 2021, and transitioned to a joint delivery group, which took forward key workstreams of:

- Asset re-purposing
- Capital investment
- Business sustainability

Progress on some elements, such as co-location and commissioning had slowed down against the intended pace, considering the ongoing crisis impact to both resources and partners but have been re-profiled for the remainder of the year and rolled forward, where applicable, into 2022/23.

In addition to the £600k investment at Northgate Arena, and Public Sector Decarbonisation scheme funding, Frodsham Leisure Centre received £110k investment to upgrade the gym, fitness studios, and changing spaces. Northwich Memorial Court and Ellesmere Port Sports Village received new gym fit outs, and Neston Recreation Centre had a refurbished outdoor changing block.

Brio underwent 5 Quest Plus assessments this year. In June, Northwich Memorial Court and Christleton Sports Centre completed the interim Quest accreditation, Quest Prime, which specifically tackled operator challenges and compliance with Covid-19 legislation. In December and January, Winsford Lifestyle Centre, Neston Recreation Centre, and Ellesmere Port Sports Village all undertook the 20-day Quest Plus which saw all accredited sites score either Excellent or Very Good ratings.

Continued workforce support remained a key priority, as many of our team were unable to resume their roles until full opening was achieved. Ongoing engagement with our workforce through weekly Brio Bulletins meant we were able to keep in touch, and several digital coffee mornings operated with our Board and Leadership Team to demonstrate the importance of downtime from work and contact for everyone. We also moved to hybrid working for some of our back-office teams, and continued alignment of our business units in marketing, finance, and HR teams.

Updated policies and support documentation included new policies for Wellbeing, Menopause, Secondment, Domestic Abuse and Managed Contact as well as a Company Handbook.

GOVERNANCE AND RISK MANAGEMENT

The make-up of Brio's Board has remained with 6 Non-Executive Directors and 2 Executive Directors in line with the Articles of Association. No NED (Non-executive directors) changes have occurred since the last Annual Report. Non-executive director skill sets cover ICT, Business Management, Organisational Development and Public Health.

Supporting committees include:

The infographic displays five supporting committees, each with an icon and a label:

- FINANCE**: Represented by a piggy bank and a coin.
- AUDIT**: Represented by a magnifying glass over a document with a checkmark.
- BUSINESS DEVELOPMENT**: Represented by a person pointing at a bar chart.
- PEOPLE AND POLICY**: Represented by a group of stylized human figures.
- REMUNERATION**: Represented by a hand holding a stack of money.

Committees meet and feed into quarterly Board meetings. Audit and Remuneration meet periodically to feed into key legal timelines as and when required.

The Board has undertaken a full Board Effectiveness Review throughout the year, including external critical friend analysis. The Shareholder has also completed a governance review of its companies during 2021.

The Board is also supported by a Health and Safety Champion (Vice Chair) who leads our governance requirements on this subject.

A refreshed Health and Safety strategy was launched in Autumn 2021, following input from our workforce, post return to work from furlough. This enabled us to re-align key areas to support their welfare, learning and training. Right Directions provided a full Health and Safety audit of our processes, procedures, and practises, which helped to shape this. An external assessment of our GDPR processes was also carried out.

A Workforce Engagement Panel (WEP) was established in October 2021 following full business resumption and all returned workforce staff from furlough were able to fully engage. This panel comprises of 8 workforce representatives who meet quarterly aligned to Board cycles to consider and contribute to the cooperative principles of good governance processes.

A new Commercial Strategy was completed in March 2022 and accompanies the earlier Workforce Strategy and Health and Safety strategy update. All 3 documents taking the business forward from post pandemic operations.

Company strategic risks were reviewed in conjunction with our Shareholder, in light of the interconnectivity of these to the Brio Joint Transformation programme. These are now made up of the following, assessed against the non-multiplication methodology:

The key strategic risks are:

	RISK
1	Non delivery of Brio re-model
2	Loss of revenue streams
3	Whole lifecycle sustainability of assets
4	Shareholder constraints on leisure model
5	NGA investment fails to meet commercial income optimisation
6	Recruitment and retention shortfalls to deliver services

Brio's Board and Leadership composition:

The Board of Directors is made up of two female and six male directors:

- One female non-executive director
- Five male non-executive directors
- One female executive director
- One male executive director

The Leadership Team roles comprise:

- Managing Director (executive director)
- Finance Director (executive director)
- Commercial Development Director
- Community Development Director
- People Director
- Operations Director

The Leadership Team was made up of 5 females (including the Managing Director) and one male (the Finance Director).

The Gender Pay Gap report is available for review on our website.

PARTNERSHIP WORKING

Never has partnership working been so key to Brio, and with the pandemic meaning significant closure periods, resuming those operating arrangements has been key. We continued to develop and evolve our stakeholder matrix which brought on board new relationships and opportunities.

Social Value is extremely important to Brio, and many of our partnerships involve the indirect use of local businesses and employment of local people for the services we need and provide.

Our Cheshire West and Chester Council Companies partnerships are really important to us, and we have been able to achieve the following with them during this last year:

- Qwest - have not only provided us ongoing maintenance support, but they have installed all the Public Sector Decarbonisation works. Northgate Arena first phase refurbishment was also installed by Qwest and their sub-contractors - many of these being local businesses.
- Cheshire Waste Recycling - we partnered to advertise a suite of Brio activities as waste vehicle wraps, on 2 of the new fleet, which, coupled with revised waste rounds, meant that our business was promoted to communities we wanted to reach.
- Vivo Care Choices - previously co-located into Brio sites pre-pandemic, and since resumption, new ways of working have been established placing greater emphasis on the activity offer within Brio to Vivo customers. This has enhanced user wellbeing and provided improved integration to all our services.
- Edsential - yet again for the 2nd year running, we have worked together as part of a boroughwide contribution to deliver the Healthy Activity Fund (HAF) project, aimed at ensuring children access healthy eating and activity solutions during school holiday periods. We were able to provide this as an extended offer into December, and increased the activities to include entertainment solutions.

Cross boundary working with our neighbouring local authority leisure providers was ever more important, as the sector continued to suffer the legacy impact on specialist recruitment in key roles. We collaborated with LiveWire, Everybody Health and Wellbeing, and Active Cheshire as the sub regional strategic unit to offer NPLQ and swim teacher training. This ensured more swimming teachers were developed locally, with external support from Swim England, and all 3 operators increased their training and lifeguarding pool.

National partnership working in the sector also saw Brio support development of 'The Active Standard' (TAS) with Sport England and ukactive, as one of 39 organisations contributing to this. It will apply and quality assure appropriate standards in the continued professionalism of the sector. 2022/23 will see a phased roll out of the standard across the industry.

Ongoing support to the post pandemic operation also remained active across 4 Brio assets - including test and vaccination sites at Ellesmere Port Civic Hall, Frodsham Leisure Centre, Winsford Lifestyle Centre and a pop-up service when needed at Northwich Memorial Court. Latterly, Brio teams distributed Oximeters for up to 5,000 customers who were medically eligible and also offered free leisure 7 day passes.



COMMUNITY HEALTH AND WELLBEING

The health and wellbeing services we provide for the residents of Cheshire West have continued to thrive and grow and referrals into our programmes increased by 238% compared to the previous year. We are proud of the unique role we play in improving people's health, contributing to reducing inequality and supporting people to change their health behaviours across the borough as well as the ability we have to deliver cost effective interventions; bring creative solutions; and engage communities, families and individuals in improving and sustaining good health and wellbeing for longer.

We work hard every day to engage and collaborate effectively with a wide range of partners to ensure we make the vital contribution to enabling improved health and wellbeing in our localities, to ensure the work delivered on the ground is joined up and to achieve outcomes that are needed most in our communities.

Here are some of the successes Brio Wellbeing has had

1. Launched the CW7 Active Adult Weight Management Scheme and Smoke Free Cheshire West GP Referral Scheme, which have both now secured further funding to allow us to continue to deliver positive outcomes for both programmes.



2. Participation figures have increased on our exercise on referral programmes with 55% of all service users exercising at least 3 times per week (150 minutes) as per NICE guidance*.



3. 61% of clients on the CW7 weight management programme achieved their personal weight goal at 12 weeks.



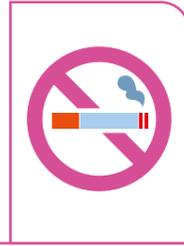
4. Conversion rates for the exercise on referral and weight management programmes have demonstrated a positive impact for our most vulnerable residents with over 11% taking subsidised memberships and over 37% progressing to a full Brio membership.



5. Proportion of people with improved wellbeing scores between point of access and service exit reported at 23%.



6. Delivered at the first Smoke Free Regional Summit and received over 1400 referrals for smoking cessation with over 800 people supported to quit smoking.



7. A Primary Care toolkit was developed which aimed to reduce the burden on Primary Care staffs time and resources by providing their patients with supported self-management information and encouraging them to access Brio's services for support. Quality referrals into our programmes increased after this toolkit was embedded into Primary Care's Population Health Management process.



*NICE guidelines are evidence-based recommendations for health and care in England.

8. Our Very Brief Advice Plus (VBA+) training sessions were delivered to key stakeholders across the borough with 5* feedback. This has supported staff to approach the issue of smoking cessation and given them tools for brief interventions.



9. Delivered interventions and education sessions at over 60 venues across the Borough which have supported residents to access Brio services at a local level.



10. Attended over 30 outreach and engagement events in local communities including Frodsham Summer Sessions, Neston Carers Community Meeting and Let's Talk Ellesmere Port.



11. Mindfulness Now teacher training completed by six Brio employees, who will deliver to Cheshire West and Chester Council employees in 22/23.



12. Over 9,000 visits to the Cheshire Change Hub website accessing healthy living and lifestyle information, highlighting the appetite in Cheshire West for our services.



13. Awarded the Cheshire and Merseyside Social Value Award which demonstrates the value we generate for our local communities.



14. Achieved excellent status in 'community outcomes' and 'contributing to health and wellbeing' in Quest reviews** for our sites in Neston, Northwich, Winsford and Ellesmere Port.



**Quest continues to be the Sport England recommended Continuous Improvement Tool for leisure facilities designed to measure how effective organisations are at providing customer service

DIGITAL ENGAGEMENT & OUTREACH

As the company continued to recover from the pandemic, the use of digital tools to engage with our customers and to attract new audiences became more important than ever. As such the Marketing department has undertaken a restructure to ensure the team had the right skill set to meet the ever-increasing use of digital across a number of platforms. The appointment of a new Digital Marketing Manager will ensure the company has the right focus on improving the digital customer experience and interaction with Brio.

Our Facebook adverts were seen by a huge amount of people with 4.3 million impressions between March 2021 and March 2022. Across all our leisure Facebook pages our organic content has reached 1.2 million people. This means that 1.2 million people saw our content at least once in the last year, compared to 682,755 the previous year.

The number of website sessions between March 2021 - March 2022 was 1.4 million which is an increase of 700k from previous year. The number of unique users to our website increased to 584,134 compared to the same period the previous year of 297,702, a massive 96% growth in unique visits. These numbers are higher than pre-covid levels, which underlines the importance of digital in the business.

The Brio Mobile App downloads also grew by 62% from 17,594 to 28,594 and the monthly fitness challenges averaged 229 participants each month. Les Mills on Demand workouts helped to supplement our own online classes, with an affiliate offer available to customers on a reduced monthly fee. Between March 2021 - March 2022, 1,178 memberships were taken out and we doubled our revenue for the last period from £1k to £2.3k. At the time of writing this report the company has 37,391 Facebook followers; 7,864 Twitter followers and 1,913 Instagram followers.

Outreach activity is important for us to engage with our local communities, enhance our partnership working and develop new partners throughout the borough. In the wake of the pandemic, opportunities to engage with partners

and deliver face to face outreach activity was limited as we cautiously navigated our new way of living with Covid-19. We did host a number of activities both digitally and in person for National Carers week in June, this included some online taster classes and afternoon tea at Ellesmere Port Sports Village which was hosted outside. The event really helped raise awareness about all the services available for Carers to assist them in managing their own health and wellbeing. We provided 7 day passes for over 2000 registered carers in the borough, and opened our corporate WorkFit membership, so that all registered carers can access our services at a reduced rate.

We delivered a number of community walks across the borough, this started in May for National Walking month and was accessible for both members and non-members to attend. In October, we worked collaboratively with Cheshire West and Chester Libraries for Health and Wellbeing Week, where we delivered taster classes, group walks, health checks and provided information on weight management and stop smoking services. This took place in local libraries across the borough and was well received by all those that dropped by and spoke with our teams. Our walk at Neston, along the Wirral Way, has proven so popular that this has developed into a regular monthly walk which averages around 17 people.

Our team at Frodsham Leisure Centre hosted an Open Day in January 2022, this was done in collaboration with all the clubs who use the centre. Covid has been a difficult time for everyone, but a lot of community clubs in particular suffered, so this was a great way to help showcase what they have to offer and help generate new members to their sport. There was over 400 people who attended the event, participating in New Age Curling, Archery, Skate Boarding, Netball and Badminton. It was fantastic to see the community supporting the event and get involved in all the activities on offer. We plan to host more events like this across the borough to help all our other clubs return to normal operating levels.

APP DOWNLOADS GREW

62%

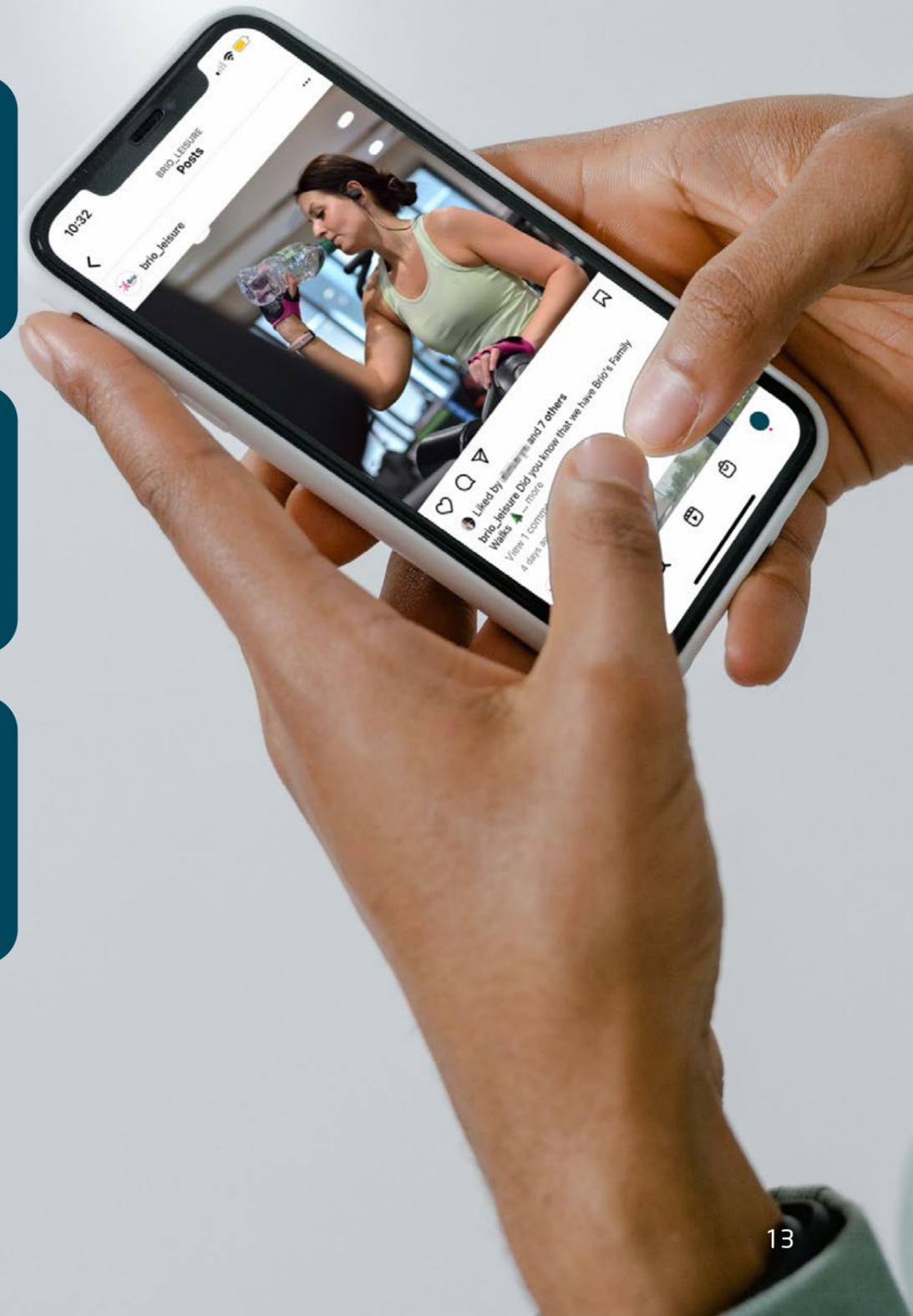
FROM 17,594 TO 28,594

96%

GROWTH IN UNIQUE WEBSITE VISITORS

OUR LES MILLS REVENUE FOR THE LAST PERIOD DOUBLED FROM £1K TO

£2.3K



CUSTOMER FEEDBACK

Hearing what our customers have to say about our services is vitally important to us, especially as we continue to recover from the pandemic and as we are still learning about the change in the way customers are now exercising. We gather customer feedback in a variety of ways including ongoing monthly surveys called 'Do we make you smile', annual surveys and via our many online platforms.

With an increase in people seeking out exercise as a way to lead a healthier lifestyle for both their physical and mental health, it's always great when we receive such positive feedback, some of which is listed below:

Joe and Neve provide an incredible exercising atmosphere giving advice and support whenever needed. Their dedication and attention to detail make coming here an incredible experience. They're amazing!

Do We Make You Smile - Survey response

The Brio team at Northwich are an amazing bunch, no matter what time you visit, everyone is friendly, attentive, and just generally giving off a great vibe. Love coming to Brio it's like having an extended family!

Do We Make You Smile - Survey response

Great induction with Mark today, so helpful and encouraging, looking forward to getting fit again now!

Do We Make You Smile - Survey response

Keep doing what you are doing. The staff are so friendly, knowledgeable and welcoming. Makes the place a lovely place to be and attracts mainly likewise people.

Do We Make You Smile - Survey response

The main reasons I joined the gym for my mental health, as well as lose weight, and I am so happy I decided to join NMC brio as all the staff and instructors have been amazing helping me through some very tough times.

Facebook Comment

Longing to get back to Aqua and stretch at Winsford. Also can't wait for the time we can go to the beach and meet family we haven't seen for months.

Facebook Comment

Northgate Arena Zumba classes were always my happy place... All the instructors are awesome!

Facebook Comment

RESEARCH AND INTELLIGENCE

Research and Intelligence is integral to the continued development and growth of Brio and extending our reach and interaction with all residents across the borough. We aim to understand how our customers think and feel about the services and facilities we offer and what barriers there are to engaging with physical activity. Understanding the

demographic make-up of our communities is essential for our business and using this data will drive future marketing strategies which will help reduce health inequalities across the borough. We recognise the need to have more resource in this specialised area in the business moving forward.

We overlaid Brio membership data against the Datahub social value calculator which estimated our social value at over £10m to our local communities. Over the 12-month period, there were 54,152 users of Brio sites - 28,841 members (53%) and 25,311 who used pay as you go. (47%).



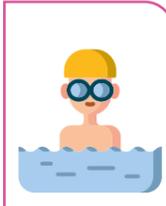
NGA Consultation - Received 511 responses to contribute to the consultation on NGA phase 2.



Our 'Do we make you smile' monthly survey's continued to provide vital feedback on areas our customers were happy with as well as highlighting areas that needed improvement.



Edsential School Holiday Surveys - Working with Edsential to offer a wide range of fun activities to children in the school holidays. This programme has gone from strength to strength and is delivered across holiday periods as part of the HAF programme.



We introduced a brand-new survey to support our Brio Bites Cafes with the aim to understand what is working well, what we need to improve and more specifically asking customers what they would like to see on our menus.



A Health and Safety Questionnaire was released to the workforce to gather feedback and opinion on creating a safer workplace. This provided valuable insight to shape our refreshed Health and Safety Strategy.



Exit Surveys - We continued to send out exit surveys to understand the reasons as to why customers had chosen to end their memberships. We have improved this process by creating an automated email to leavers.



OVERVIEW OF TECHNOLOGICAL AND WEBSITE DEVELOPMENTS

The progressive journey of our digital transformation has continued in line with our 3-year ICT Strategy, with the benefits of our ICT partnerships to assist in the continued improvement to our infrastructure, upgrading our systems and security, and using automation to improve business efficiency.

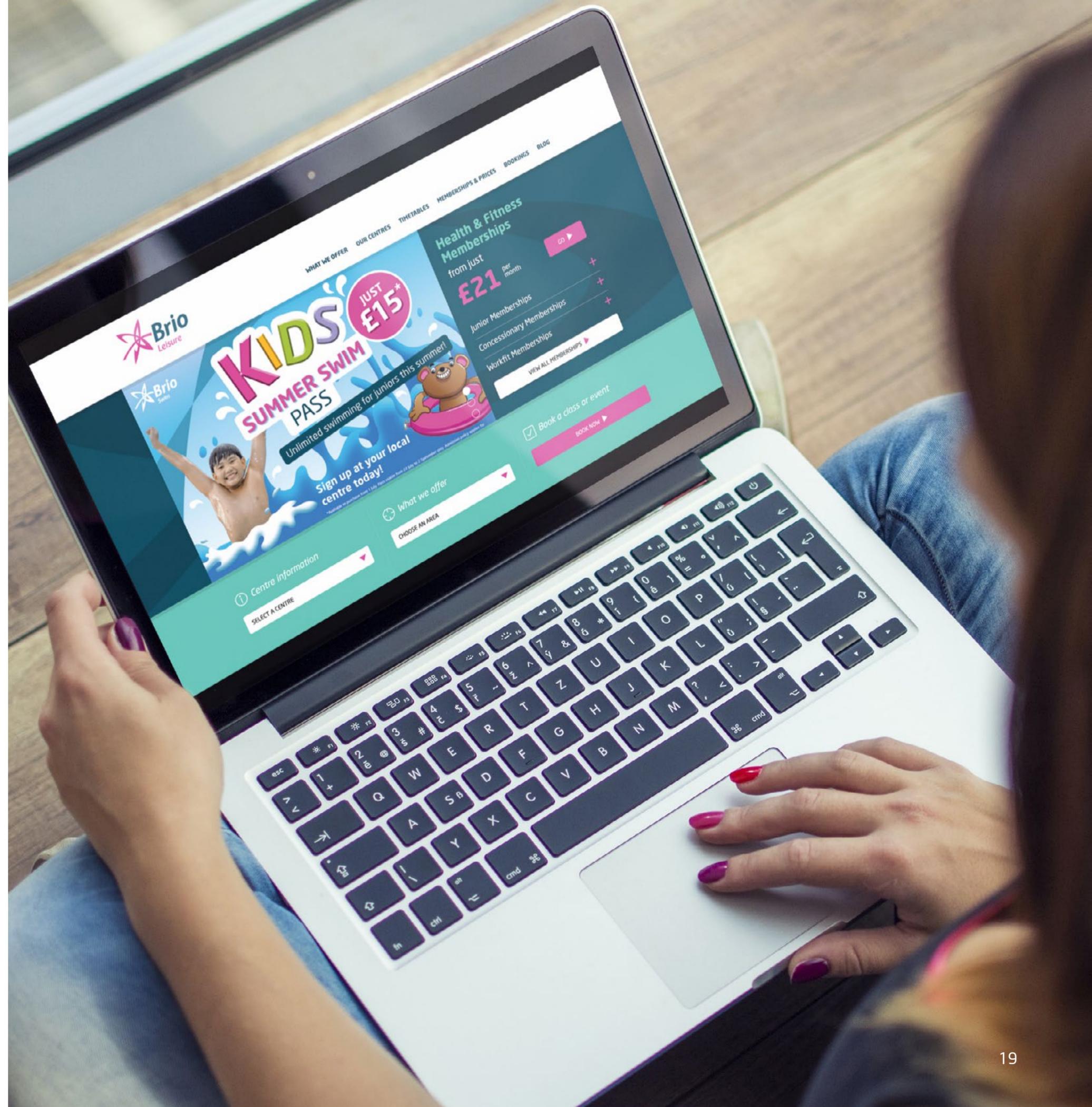
Security has been continually improved across the organisation in line with GDPR and Cyber Essentials Plus accreditations to ensure the compliance and best levels of security are maintained. Regular auditing and penetrative testing have been done by external parties to ensure our security and best practices are in place. With the adoption of Multi Factor Authentication, Mobile Device and Mobile Application Management being used by staff, the organisation has seen a massive increase in our digital security scores.

We have performed a full review of the Leisure Management System with ongoing improvements being made to this system and its modules to maximise the functionality and performance of the system as well as provide improved functionality for our customers. With improvements to modules such as the 'Learn 2 Swim' being completed, we are now able to provide online payment opportunities for swim lesson top-ups. Further scheduled improvements are planned to continue to improve this system, including the customer portal of the website for improved and more efficient booking processes in line with our digital strategy.

Upgrades to multiple systems and software as well as replacement hardware improvements have seen improved performance, automation and improved functionality across many of our systems including:

- New PC hardware for improved performance at reception areas to increase efficiency.
- New CCTV and Access Control for improved site security.
- New gym equipment with improved digital functionality for media and entertainment while exercising.

Next steps of our Strategy will include improved infrastructure and Wi-Fi offering at sites as well as improvements to the online portal of the Leisure Management System with the focus on improving customer experience through new automations and services.



FINANCIAL REVIEW

2021/22 represents Brio's seventh year of performance under our service level agreement with Cheshire West and Chester Council. Following the easing of national Covid pandemic restrictions, Brio reopened its doors on 12th April 2021. The year has seen a phased return to business activity as pandemic restrictions on capacity have eased. The advent of Omicron significantly impacted quarter 3 business activity. Quarter 4, always a seasonally busy time saw a growth in attendance numbers and corresponding revenue.

FINANCIAL PERFORMANCE

Brio has continued into its eleventh full year of operations. For the financial year to 31 March 2022 Brio recorded an operating loss of £0.250m. This is after accounting for central government support from Covid pandemic funding schemes totalling £0.365m and Cheshire West and Chester Council as shareholder support of £2.545m.

Brio is a member of the externally managed Cheshire Pension Fund (CPF), a local government pension scheme (LGPS). The Council has altered its pension arrangements with its owned companies in respect of employee benefits resulting from membership of the LGPS, by moving to a pass-through agreement. Within this agreement all pensions assets and liabilities are now held with the Council. The Company no longer bears direct responsibility for deficits in the scheme or has any rights to surpluses in the scheme, and accordingly the brought forward liability of £8.355m has been released back into the accounts.

If it were to be disclosed the impact on the balance sheet for 2022 would be a liability of £5.984m. (2021 liability £8.355m).

SUMMARISED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

SUMMARY INCOME & EXPENDITURE

	2021/22	2020/21	
		EXCLUDING PENSION	INCLUDING PENSION
	£'000	£'000	£'000
Income Turnover	8908	2,781	2,781
Cost of Sales	(603)	(180)	(180)
Gross Profit	8,305	2,601	2,601
Administrative Expenses	(11,422)	(10,459)	(10,775)
Operating Profit/(Loss) before funding support	(3,117)	(7,858)	(8,174)
Funding support			
Central Government	365	2,713	2,713
Cheshire West and Chester Council	2,545	5,063	5,063
Operating Profit/(Loss)	(207)	(82)	(398)
Finance Costs	(43)		(77)
Loss Before Income Tax	(250)		(475)
Income Tax	0		0
Loss For The Period	(250)		(475)
Pension Actuarial Gains/(Losses)	8,355		(5,605)
Total Income For The Period	8,105		(6,080)

SUMMARISED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

BALANCE SHEET

	2021/22		2020/21	
	£'000	£'000	£'000	£'000
Assets				
Non-current Assets				
Property, Plant and Equipment		694		156
Current Assets				
Inventories	46		37	
Trade and Other Receivables	790		1,124	
Cash and Cash Equivalents	1,394	2,230	1,356	2,517
Total Assets		2,924		2,673
Equity		(207)	(82)	(398)
Shareholders' Equity				
Called Up Share Capital	0		0	
Retained Earnings	(159)		(8,265)	
Total Equity		(159)		(8,265)
Liabilities				
Non-current Liabilities		8,105		(6,080)
Pension Liability				8,356
Current Liabilities				
Trade and Other Payables		3,083		2,582
Total Equity and Liabilities		2,924		2,673



WORKFORCE SUPPORT AND DEVELOPMENT

Our people are at the heart of our business, and we have always recognised the important role they play in helping us achieve our goals. We quickly recognised in 2021 the need to support our workforce further and we did so by;

Creating a one-year Workforce Roadmap with four key goals to support and welcome our workforce back, the four goals were,

1. To help our workforce to become agile and flexible.
2. Improve employee engagement.
3. Increase focus on employee wellbeing.
4. Increase performance through training and development.



We moved our Head Office support services to a hybrid working model, working two days pro rata in an office and the remainder of their working days at home.



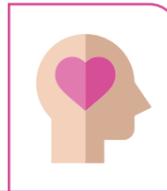
We created a Workforce Engagement Panel (WEP) to improve communications between Board and our workforce. The panel consists of eight employees from across our sites and services.



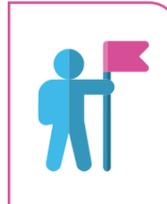
We created and released a 'Happy, Healthy and Here' wellbeing strategy with an individual wellbeing plan. As part of our wellbeing strategy, we released a Menopause, Mental Health and Domestic Abuse policy with additional awareness.



We appointed two internal trainers to deliver mental health first aid to our line managers.



We created a Team Leader programme with qualification, for our promising line managers. We have five employees due to complete this programme in 2022



We created a new personal development review, called a 'Check in', this replaced our annual appraisal scheme, and focused on bi-yearly check in's, which increased the focus on the employee's wellbeing.



We have finally developed a three-year 'People Priority Scheme' to continue and improve in developing our workforce.



LOOKING FORWARD TO 2023 AND BEYOND

2022/23 continues to focus on rolling out of the wider Brio model, through the transformation programme, as some elements of this took longer than anticipated and resources both within Brio and its shareholder, were challenging with the continued pandemic impact.

Our refreshed vision, purpose and values play a key part in cultural development for our team, as does the continuation of our Workforce Strategy roll out and enhancing training and development opportunities.

Delivery of Phase 2 at NGA will commence in 2023, and the investment will conclude in 2023/24 financial year, with an estimated 12-month refurbishment timeline. Test and learn activities in key spoke localities will be fully understood, post-delivery. This will then shape future wellbeing needs across the borough in its wider strategic response to wellbeing improvement, as will our provision of community NHS health checks.

The changing direction of our Health and Wellbeing Board sees a focus on becoming a Marmot borough, and which would mean significant alignment of Brio's new model to borough priorities, such as poverty and climate. This in turn will link into our evolving Social Value Plan. A critical piece of work underpinning this, continuing into 2022/23 is our membership product and price review. Building on a vast amount of work already undertaken to unpick products and services, aligning them to customer needs, and targeting underrepresented groups in our community with health inequalities and from lower socio-economic backgrounds. This will ensure we continue to provide affordable and relevant services sustainably into the future.

Asset transfer of remainder sites will continue, with consultation with affected groups, at Moss Farm Leisure Centre. A cabinet review of Frodsham Leisure Centre options appraisal for future investment will be understood following significant community consultation.

The digital transformation pathway started in 2021/22 will continue to roll out, with improvements to the customer journey, and including leisure software upgrade.

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Designed and produced by Brio Leisure
**Head Office: Northgate Arena,
Victoria Road, Chester, CH2 2AU
01244 377 086**

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