

# Uttlesford Leisure Ltd Annual Report 2021-2022

(April to March inclusive)



Uttlesford Leisure Ltd





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# TRUSTEES' FOREWORD

Uttlesford Leisure Limited (ULL) has completed its twentieth year of responsibility for three leisure centres' operation at Saffron Walden, Great Dunmow and Mountfitchet Romeera. The three partners responsible for the centres and their services, ULL, Uttlesford District Council and 1Life continued their excellent working relationship throughout the year. They jointly maintain a high standard of service and attractive, community based programmes. The facilities are provided through the Government funded Private Finance Initiative (PFI).

Investments for the 2021-22 financial year included:

## Lord Butler Fitness and Leisure Centre

**£24,733 value of projects completed including:**

- Replacement conifers at Lord Butler's carpark entrance
- Supply and fit new burner for Gas Boiler
- Supply and fit new circulation pumps
- Replacement LED bulbs in carpark lights

## Great Dunmow Leisure Centre

**£52,405 value of projects completed including:**

- Upgrade of BMS System
- Redecoration of gym and studio
- Supply and fit new roof safety wire

## Mountfitchet Romeera Leisure Centre

**£20,488 value of projects completed including:**

- Supply and fit of new IQ Controller
- Redecoration of gym, studio and reception area's
- Replacement tennis court flood lights

In addition to the above investment the Industrial and Provident Society (IPS) has in consultation with Uttlesford District Council, provided a total of £22,957 funding for the following projects:

## Great Dunmow Leisure Centre

Funding	Purpose
£3,802	Little Dunmow's set up legal fees

## Mountfitchet Leisure Centre

Funding	Purpose
£6,632	Virtual Group Exercise
£3,333	Large Sports Hall inflatable

## General Projects

Funding	Purpose
£6,500	Ambassador Funding
£4,400	InBody Machine
£1,290	Cardiac and Cancer Rehab Training

The Trustees are pleased to present the April 2021 to March 2022 Annual Report, which gives detailed information on many aspects of the Trust's operation. Our thanks during this unprecedented year to Uttlesford District Council, 1Life staff, sports coaches, personal trainers, our partner organisations and especially those who continue to use these excellent local facilities.

**Colin Barlow | Michael Chapman | Ian Cooper**  
Trustees



# INTRODUCTION

The Uttlesford Leisure Centres are managed by 1Life Management Solutions on behalf of the Uttlesford District Council via a Private Finance Initiative ("PFI") contract. The Centres are operated through an IPS Uttlesford Leisure Limited.

There are five partners responsible for the centres and their services: Uttlesford District Council; Linteum (Uttlesford) Limited; Uttlesford Leisure Limited; 1Life and EMCOR Facilities Management. The partners continued their excellent working relationship throughout the year. They jointly maintain the buildings to a high standard, providing a high level of service and attractive, community-based programmes.

The Annual Report provides information on the achievements and developments for the year beginning 1st April 2021 until 31st March 2022 encompassing many highlights of the previous year.

## Overview of the Facilities:

### Lord Butler Fitness and Leisure Centre

- 25m Swimming Pool and separate Teaching Pool
- Fully equipped Fitness Suite
- Crèche and Outsourced Nursery
- Group Training Studio
- Spinning Studio
- Hairdresser and Treatment Room
- 4 x badminton court size multi use Sports Hall
- 3 x Squash Courts
- Meeting Room
- Outdoor floodlit multi use games area
- Cafeteria and vending area

### Great Dunmow Leisure Centre

- 25m Swimming Pool
- Fully equipped Fitness Suite
- 4 x outdoor floodlit Tennis Courts
- Full size floodlit Astro Turf multi use games area
- Group Training Studio
- Crèche and Outsourced Pre-school
- 4 x badminton court size Sports Hall
- Café
- Sports Injury Clinic

### Mountfitchet Romeera Leisure Centre

- 4 x badminton court size Sports Hall
- Fully equipped Fitness Suite
- Group Training Studio
- 2 x outdoor floodlit Tennis Courts/Multi Use Games Pitch
- Crèche



# CORONAVIRUS (COVID-19) PANDEMIC

## Lockdown 3

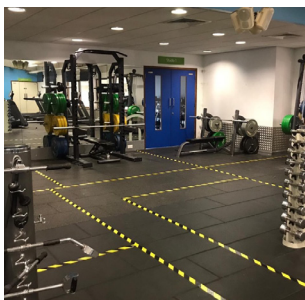
A third lockdown was announced on 26th December 2020 that continued through until 11th April 2021. On 8th March England began a phased exit from Lockdown and between 12th April and 16th May our swimming pools, gyms and outdoor sports were able to reopen and when restrictions eased further on 17th May 2021, indoor Group Exercise Classes and Sports Hall Activities resumed in line with the relevant sport's National Governing Bodies guidance. Lane Swimming, SwimSchool, Gym and studio classes continued to run at reduced capacities until July when all restrictions were lifted.

Once we were able to reopen in April, 2021 mainly focussed around the recovery because its long-term impact meant consumer confidence continued to be low and income levels continued to be considerably below expected levels. These circumstances along with the restrictions in place at the beginning of the year, limited the ability to bring back normal service levels and a full programme even once all of the restrictions were lifted.

# HIGHLIGHTS & ACHIEVEMENTS

## Reopening April 2021

1Life were pleased to be able to reopen all the Uttlesford Leisure Centres when they were able to do so. The phased reopening approach meant that 1Life were able to ensure the safe opening of all our facilities, giving customers the confidence to return to a COVID-secure facility, with clean and socially distanced activities.



Routes clearly marked to ensure social distancing



Mountfitchet's gym extension to the studio



Studio's clearly marked out to ensure socially distanced



Outdoor classes were a success and were welcomed by members from 12th April 2021

## The Lifting of all Covid Restrictions

The Government announced that on 19th July all Covid restrictions would be lifted which meant that normal service was able to resume for the majority of our activities.

We were able to remove all social distancing requirements, we returned to our original maximum occupancy for classes, swimming and the gym and we were able to book children's parties again.



Inclusion Club returned after 1 year!



The Group Exercise Team were excited to bring their classes back indoors!



Members were pleased to get back to their favourite classes indoors



Children's birthday parties resumed



## InBody Machines

The IPS funded an InBody Machine at Lord Butler two years ago and this year they gave us funding so that we could purchase machines for Mountfitchet and Great Dunmow as well so we can now offer an InBody assessment to all of our customers across the contract as well as taking them out into the community when we attend local events. The test features as part of our New Member Journey and will tell you what your body composition is made up of and we have onsite experts who are on hand to give advice on how to improve their score.



Little Dunmow's Pre-School  
Sowing the seeds for a brighter future.

Little Dunmow's Pre-School

In September Little Dunmow's took over the Creche at Great Dunmow which is where they run their Pre-School for children aged 3 years – 5 years as well as 1Life's Creche for the centre daily between 9.30am – 11.30am.

## Seedy Blenders

Great Dunmow Leisure Centre have outsourced their café to a local business who were originally situated in Great Dunmow's High Street but in January they relocated their services to the leisure centre. They have transformed the area into a welcoming healthy deli bar and specialise in smoothies, protein shakes, juices, detoxing, salads, wraps, jacket potatoes, soups, skinny pizzas etc which complements the leisure centre extremely well.



## Mountfitchet Centre Improvements

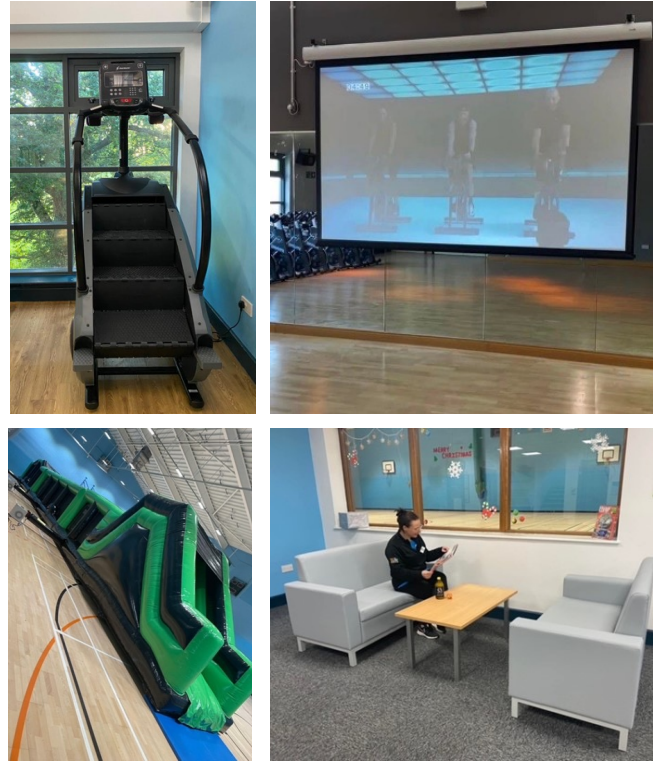
In response to Grange Paddocks £30million refurbishment, a leisure centre located less than 3 miles away from the Mountfitchet Romeera Leisure Centre, 1Life invested over 25k to improve the facilities and services at Mountfitchet as part of its continued commitment to provide the best facilities possible. The IPS supplemented 1Life with additional funding so that we could add new products and services for the local community to enjoy.

### The improvements included:

- New gym layout and equipment; new half rack, bumper plates, 4-in-1 multi-station, Olympic bench, Stairmaster and stretching mats added to the gym as well as an extension and makeover to the free weight area.



- Virtual Group Exercise; Mountfitchet Romeera launched a number of the latest Les Mills programmes including RPM, Body Pump, Grit, Body attack and Born to Move, which is a programme designed for the younger generation.



- A brand new, 27-metre inflatable obstacle course was purchased for parties and community events
- We upgraded the furniture in the café too, to make it more comfortable and welcoming for members to sit and relax after their work out

## Ollie Clarks Tennis

In January we welcomed a local tennis coach who transferred his tennis club to the Great Dunmow Leisure Centre and he provides tennis coaching for all ages and abilities and he is bringing lots of new faces to the centre







In practice, we build forms inside Hubspot which are then placed on various pages of our website. Once a form is completed, the details are stored (in compliance with GDPR) and the lead can be identified by a range of different criteria such as centre, fitness or swim school, prospect or ex-member etc. The new lead can then be contacted, tracked and managed through the Hubspot sales process.

### **New Member Journey**

The New Member Journey is designed to support new members during their first 2 months of membership, a period of time known to be critical for the long term adherence to exercise and membership retention. New members receive a welcome email on day 1 of joining which signposts them to our Member Dashboard, a place where they can find all of the necessary information about our products and services, discounts on 3rd party products and where they can find help. They receive subsequent communication over the next 2 months, encouraging them to make the most of everything we offer. By using the dashboard, they are able to find out more information about the induction process, body composition scans, personal training, group exercise, etc... and we make it as easy as possible for them to book these activities with an online booking/request service.

### **Technology**

#### **Agility**

To help manage the daily, weekly and monthly cleaning regimes in accordance with the contract KPI, the Agility monitoring system was introduced in 2019. Tasks are logged as complete via a tablet to demonstrate compliance.

In 2022 we are planning to replace Agility by using the Crimson Tide software to report our cleaning tasks compliance.

#### **Crimson Tide**

Crimson Tide is a platform that allows 1Life to manage its Health and Safety, quality compliance and scheduled maintenance checks. Scheduled checks are recorded using the onsite Crimson Tide tablet, including for example weekly fire extinguisher checks; fire door checks; pool water tests and plant room checks

The facility checks are completed twice per day and areas are scanned by the Duty Manager before being verified as safe, clean and tidy for public and/or staff use.

During the closure periods the Crimson Tide checks were completed twice weekly by the Contract Manager to provide the assurance that the buildings were being checked throughout each Lockdown.

## **SPORTS DEVELOPMENT & PARTICIPATION**

### **Swim School**

Pre Covid Lord Butler had 940 swimmers booked onto their Swimschool programme and Great Dunmow had

676. When we reopened in April to keep everyone safe the ratios were reduced so we opened up at Lord Butler with 625 swimmers and 361 swimmers at Great Dunmow and because the demand for swimming lessons was so high we ended up increasing our occupancy by 50% in 12 months. SwimSchool will continue to grow as the demand is so high.

The 'Learn2' swim management software continues to be a success and enables transparency of the programme, where parents can log on to view their child's progress through the scheme and allows teachers to use iPads to update the progress 'live' during the lesson. Parents can view the criteria and understand the skills their child requires to learn to enable them to progress through the stages.

We also hire our facilities to a number of different sports groups including:

#### **Swimming Clubs**

Uttlesford remains the proud host and home venue for the Saffron Walden Seals at Lord Butler and the Atlantis Swimming Clubs in Great Dunmow. The clubs are extremely successful and are growing in numbers. The clubs have been allocated additional pool space to keep up with their demand.

#### **School Swimming**

Lessons were delivered to all local school children as part of the National Curriculum and interschool galas were held at Great Dunmow.

#### **Saffron Walden Triathlon Club**

The Triathlon Club is ever evolving and benefits from additional subsidised junior coaching hours. Both junior and senior sections of the Club have several athletes that represent GB in age group races internationally. This is a fantastic achievement and the Club continues to go from strength to strength supported by 1Life. Lord Butler hosts the Saffron Walden Annual Triathlon event each May although it took place in September in 2021. The Tri Club have increased their booking time by 2 hours per week, when we would have otherwise been closed.

#### **Netball**

The demand for netball has reduced since previous years, either because the demand for club participation has reduced or the clubs have sourced a new fit for purpose venue. We currently have two netball clubs who hire our sites who offer Back to Netball and Walking Netball. Both clubs continue to hire the outdoor facilities.

### **Health Seeker Scheme:**

The Health Seeker scheme is run in partnership with GGFit, who want to encourage local residents to measure and improve their health. The scheme is about motivating and supporting people towards healthier choices and providing well-being through a health-hub network. The scheme focuses on health rather than fitness, exercise, or sport. Local residents come into the centre for an initial 30 min health check, InBody scan and consultation. This first session is fully funded and costs the end user nothing (there is no requirement to join a gym membership scheme). During the consultation they are encouraged to set objectives and SMART targets around health, and then to book a follow up appointment between 6 weeks – 3 months later to monitor progress.

# PERFORMANCE REVIEW

## Client Accounts

Uttlesford's post Covid recovery has been slow and although we have increased our profit year on year by 42% the Uttlesford contract is still making a loss and trading well below pre-covid levels. The Pandemic continues to have an impact on financial performance and recovery and whilst we traded for the majority of the year, the first quarter was impacted by restrictions that were in place and beyond that consumer confidence remains low. And although our income has increased by just under 70%, the costs have increased by just under 40%, utility and staffing costs being the main expense. In addition to consumer confidence there have also been challenges around competition with Lord Butler still being impacted by Pure Gym and Grange Paddocks has been replaced by a brand new £30million facility in Bishop's Stortford that has affected Mountfitchet's recovery. We are hopeful now that now the local population continues will be received annually and as consumer confidence increases that demand for our facilities will increase and we will return back to pre-covid levels. There is a much higher demand for SwimSchool lessons so we are working on a plan to increase the number of spaces available to meet the demand. We are looking at over booking lessons based on attendance reports which average at around 70% and extending our programme to include Sunday lessons.

## Lifecycle and Programmed Maintenance

### Planned Preventative Maintenance (PPM)

The Facilities Contractor maintains schedules and procedures for carrying out planned lifecycle and preventative maintenance tasks. This includes all hard and soft building maintenance, mechanical, electrical equipment, amongst other things. This ensures the building remains in an acceptable condition, and that all necessary maintenance updates are completed in agreed timescales. The performance standard for the KPI details that 95% of all critical tasks should be completed annually.

There was a total of 1076 PPM tasks scheduled and completed ensuring a 100% completion rate. The types of jobs include the servicing or the emergency lighting, extract fans, fire alarm systems etc. Emcor use Agility software and the Agility "Help Desk" continues to ensure jobs are completed within the relevant rectification timescales and to allow transparency of a self-monitoring contract.

PPM performance standard  
**95%**

PPM KPI achieved  
**100%**

## Reactive Maintenance

Whilst not measured within the KPI for Lifecycle & Planned Maintenance, the "Leisure Helpdesk" continues to ensure all reactive maintenance jobs are completed within the rectification timescales and gives an overview of performance. The table below shows the number of tasks logged and the number of tasks that EMCOR completed this year.

There were a total of 349 tasks logged and 310 completed across the year providing an 88% completion rate based on jobs being completed within a 1 month timeframe. Some tasks were deferred to the following year because they required contractor intervention.

Number of Reactive Tasks  
**349**

Number of Reactive Tasks Completed  
**310**

Percentage Completed  
**88%**

## Lifecycle

To ensure the upkeep of the building condition of the centres, a building survey is carried out by EMCOR, 1Life, UDC and the Project Company where a number of key jobs are identified for each year in relation to Lifecycle. These projects take place throughout the financial year to update the facilities by making improvements on decoration or replacing equipment that has come to the end of its lifecycle. Just over £97,618 was spent on Lifecycle projects this year as follows:

## Cleaning

All facilities have to be consistently maintained to a standard of cleanliness acceptable to the Authority in accordance with legislation appropriate to the facilities. The performance standard requires that 90% of the tasks on the agreed schedule are to be completed and at the beginning of the year this would have been tracked through the Agility system which we no longer hold a licence for as we now use Crimson Tide to track our cleaning compliance.

We continued, as part of our COVID-19 Risk Assessment, to use the hourly touchpoint cleaning sheets which were introduced when we first reopened in 2020.

Initially when we reopened all cleaning was completed by the onsite operational team however as the centres grew busier a local contract cleaner was sourced so we have 3 hours of dedicated cleaners Mon – Fri and 2 hours on a Saturday and Sunday at Lord Butler and Great Dunmow and at Mountfitchet cleaning remains in-house.

Programming performance standard  
**90%**

Programming KPI achieved  
**100%**

## Planned Cleaning

### Hourly Touchpoint Checksheet

We continued to use the touchpoint checksheet throughout 2021 which was completed every hour to reduce the spread of the virus

## Lifetime Training

1Life is committed to the continuous professional development of their staff and offer an ongoing NVQ training apprenticeship package. To support this, they partner with Lifetime to act as their training supplier who offer various training subjects tailored to the job roles, for example Fitness, Team Leader.

Day	Date																
Area to clean	Time inspected - initial when complete															Comments/ Action taken	
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm		
Door handles, push pads and edges																	
Reception counter, PDQ machine and protection screen																	
Vending machines																	
All internal and external grab rails																	
Toilets, toilet flush handles, sinks, taps and soap dispensers																	
Workstations, keyboards, chair arms and telephones																	
Full gym equipment clean x 2 per day																	

## Reactive Cleaning

The centres recognise that additional cleaning in the wet change during high footfall periods is necessary, initiating additional deep cleans periodically, as and when required.

## Staff Training

### Types of training

1Life are required to ensure that 90% of the proposed and agreed training plan has been delivered to the team during the year.

## E-Learning

1Life continue to use the ELearning modules for all team members which include Fire Awareness, Fire Warden, Safeguarding, Data Privacy, Asbestos, food hygiene and the Basecamp Sales. 100% of the team have completed the modules relevant to their roles.

### Staff Training KPI Overview



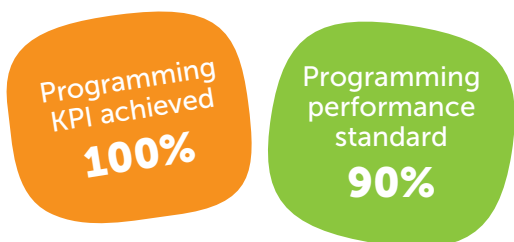
# performance

# PROGRAMMING

## Programming detail & KPI

1Life are required to provide an annual schedule of sports programmes for each facility, to include organised activities, coached courses, school holiday programmes and use by schools. The KPI requirement is to deliver 90% of the planned activities.

Our programming includes Swim school, Group Exercise, lane swimming and family swim sessions.



## Summary

The Pandemic has meant that our programme has reduced however it has grown over the year alongside customer demand. We have also kept the booking system that was in place for swimming when we reopened initially, to ensure that we did not exceed occupancy levels in certain areas but even now that restrictions have been lifted we continue to book members into sessions.

Upon reopening, our programme evolved and increased gradually in line with the Government roadmap but our programme has not quite reached pre-covid levels yet due to the reduced demand for classes, specialist classes, swimming etc. As an example, our Group Exercise programme has been reduced, however this has been supplemented by the virtual programme that we can offer at Lord Butler, Great Dunmow and Mountfitchet.

## Programming Plans

In normal circumstances, 1Life would consider where to further increase participation in physical activity and sport we are committing to the following:

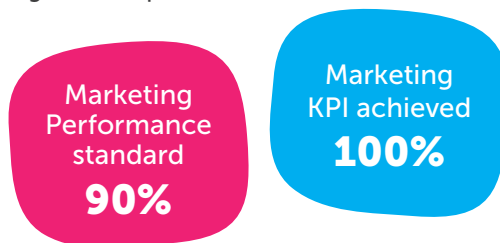
- Review the current contract requirements and ensure they are in line with today's demands, for example centre opening hours
- Review the current customer and local catchment demographics to ensure we maximise the opportunities available for the local community.
- Maximise the Swimschool programme to meet the demand for swimming lessons locally
- Expand Trampolining at Lord Butler
- To reintroduce children's parties at all three centres, including purchasing a larger dry-side inflatable to attract older children at the Mountfitchet Romeera Leisure Centre
- Reintroduce 'Hall of Fun' sessions for under 5's at Lord Butler
- To increase the Group Exercise programme and add all Les Mills programmes that we are licenced for
- Introduce Max Whitlock Gymnastics at one of the sites within the contract

# MARKETING

## Marketing detail and KPI

1Life are required to provide an annual marketing strategy for each facility, outlining how the contract's service provision contributes to the authority's Health and Wellbeing Objectives. It should detail the proposed marketing, the media to be utilised and the annual budgeted spend. To achieve the performance standard, 1Life have to deliver 90% of the agreed marketing plan.

Given the unprecedented circumstances, our marketing strategy has changed this year with our main focus now centralising around digital marketing. We no longer have sales teams but we encourage prospects to book in for a 1 day free pass to experience the facilities or we can direct customers on line instead where they can take a 3D tour of the sites and join through the website. The sales 'sales kiosks' are available in the reception areas, to enable customers to join at sites independently. Team members have also received on-line sales training so that they can deal with in-centre sales enquiries or for customers enquiring over the phone.



## Summary

The Uttlesford contract has its own local marketing plan, which is supported by the company's corporate plan. 1Life work with a leading Digital Marketing Agency to develop the corporate marketing plan.

## Future Plans

### Introduction of new Front of House system

- A new front of house system that integrates all of our existing membership systems is being planned for Spring 2023

### Customer Journey

- Once the new membership system is in place prospects will be able to book themselves in for an appointment with a team member that will be facilitated through the site email address calendar.

### Integration

- Installed in centres to allow centre messaging to be displayed amongst selected relevant advertising on large screens.

# EXERCISE REFERRAL

## KPI Overview

1Life are contractually required to provide a GP Referral scheme at each facility but unfortunately when we reopened the demand for our services reduced considerably because covid affected those who were vulnerable the most which was sadly the majority of our specialist class customer base. As the year has gone on and the vaccination programme was completed we started to see more referrals coming through from the GP's so we trained an internal team member, with the support of the IPS so that she could start taking on patients with more complex needs and the programme is going from strength to strength.

In addition to our GP Referral programme we also offer a supervised gym session for an hour per week and we are looking to increase the number of sessions now because they are starting to become popular.

Number of participants

**383**

## KPI Summary

In the 2019/20 year the specialist classes were sustainable. Unfortunately the pandemic has meant that we had to review and reduce our offering in the 2020/21 but now the programme is starting to build momentum once again in 2021/2022 so the programme will expand as customer demand grows.



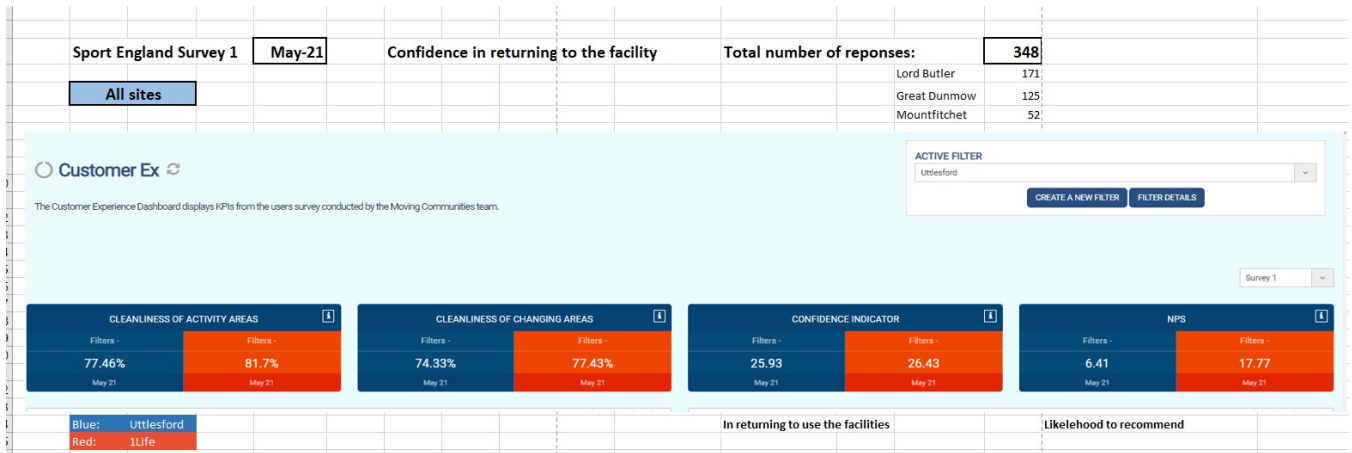
# CUSTOMER SATISFACTION

## NBS Survey Results Moving Communities Survey's Summary (Previously known as NBS Surveys)

Leisure Net, previously the NBS provider now administer Moving Communities Survey's.

Moving Communities tracks participation at public leisure facilities and provides new evidence of the sector's performance, sustainability and social value. The data will be able to assist local authorities, leisure providers and policymakers to support the recovery of public gyms and leisure centres, taking informed decisions to keep our district active.

**Survey 1 was completed in May 21, see results below:**



**QUESTION - 5**

How satisfied or dissatisfied were you with the following aspects of your last visit to this facility? Please select one answer per statement.

	Not Answered	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not used	Not applicable
Cleanliness of activity areas	50	128	84	22	28	29	4	3
Cleanliness of changing areas (including toilets)	44	77	87	22	20	27	45	26
<b>TOTAL</b>	<b>94</b>	<b>205</b>	<b>171</b>	<b>44</b>	<b>48</b>	<b>56</b>	<b>49</b>	<b>29</b>

**QUESTION - 6**

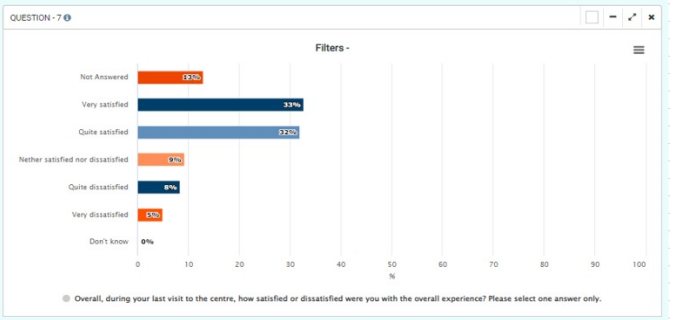
During your last visit to the centre, how confident or not did you feel in the Covid-19 related protocols in place? Please answer on a scale of 0-10 where 0 is not at all confident and 10 is extremely confident.

	Not Answered	0	1	2	3	4	5	6	7	8	9	10
Confidence	51	4	7	9	11	10	21	10	19	57	50	99

**QUESTION - 7**

Overall, during your last visit to the centre, how satisfied or dissatisfied were you with the overall experience? Please select one answer only.

	Responses	%
Don't know		0%
Neither satisfied nor dissatisfied	32	9.2%
Not Answered	45	12.93%
Quite dissatisfied	29	8.33%
Quite satisfied	111	31.9%
Very dissatisfied	17	4.89%
Very satisfied	114	32.76%
<b>TOTAL</b>	<b>348</b>	<b>100%</b>



**QUESTION - 8**

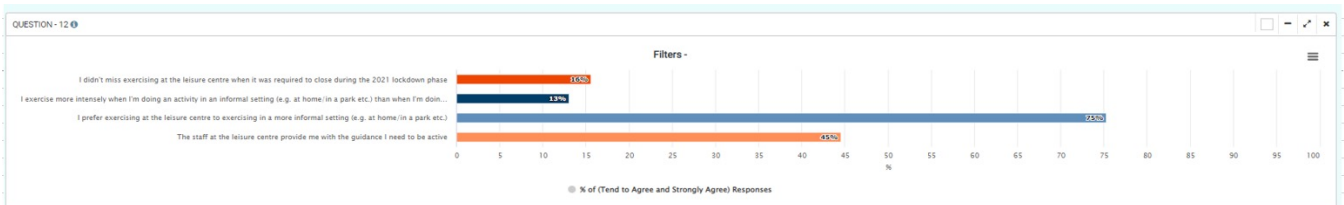
How likely are you to recommend this centre to a colleague or friend? Please answer on a scale of 0-10 where 0 is not at all likely and 10 is extremely likely.

	Not Answered	0	1	2	3	4	5	6	7	8	9	10
NPS	52	14	7	12	6	9	33	18	31	48	36	82

**QUESTION - 12**

To what extent do you agree or disagree with the following statements? Please select one answer per statement.

	Not Answered	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't know
I didn't miss exercising at the leisure centre when it was required to close during the 2021 lockdown phase	46	19	28	54	189	12
I exercise more intensely when I'm doing an activity in an informal setting (e.g. at home/in a park etc.) than when I'm doing an activity at the leisure centre	48	17	22	87	160	14
I prefer exercising at the leisure centre to exercising in a more informal setting (e.g. at home/in a park etc.)	45	150	78	36	19	20
The staff at the leisure centre provide me with the guidance I need to be active	45	52	83	61	28	79
<b>TOTAL</b>	<b>184</b>	<b>238</b>	<b>211</b>	<b>238</b>	<b>396</b>	<b>125</b>



QUESTION - 13

Thinking about the future, to what extent do you agree or disagree with the following statements? Please select one answer per statement.

	Not Answered	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't know
I intend to exercise at the leisure centre more often than I did last week	47	81	88	62	28	42
I intend to exercise more often at the leisure centre than in more informal settings (e.g. at home/in the park etc.)	49	133	78	47	30	11
In the next six months - I intend to exercise at least once a week at the leisure centre	46	225	36	8	18	15
The leisure centre does not play a significant role in the lifestyle I want to live	49	13	36	77	158	15
<b>TOTAL</b>	<b>191</b>	<b>452</b>	<b>238</b>	<b>194</b>	<b>234</b>	<b>83</b>

### A second survey was completed in Sept 21, see results below:

Sport England Survey 2    Sep-21    Exercising habits    Total number of reponses:    262

Lord Butler	130
Great Dunmow	94
Mountfitchet	38

Customer Ex

The Customer Experience Dashboard displays KPIs from the users survey conducted by the Moving Communities team.

ACTIVE FILTER: Uttlesford

Survey 2

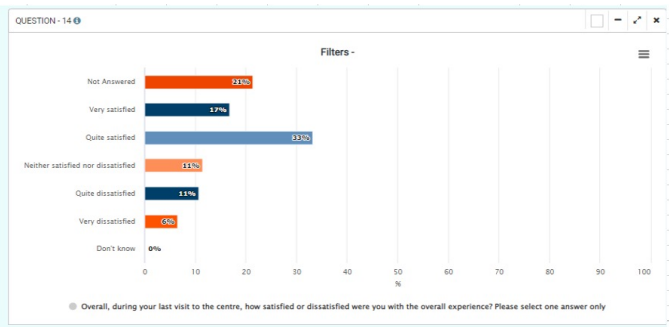
Category	Blue: Uttlesford	Red: 1Life
SATISFACTION	70.97%	71.09%
NPS	-20.98	-13.72
IN-CENTRE ACTIVITY - %	83.06%	82.18%
INTENTION FOR IN-CENTRE - %	75.39%	73.83%

Blue: Uttlesford    Cleanliness satisfaction    Likehood to recommend    Preference in exercising at the leisure centre over home/park    Intention to exercise more at the leisure centre than home/park

QUESTION - 14

Overall, during your last visit to the centre, how satisfied or dissatisfied were you with the overall experience? Please select one answer only

Response	Count	%
Don't know	0	0%
Neither satisfied nor dissatisfied	30	11.45%
Not Answered	56	21.37%
Quite dissatisfied	28	10.69%
Quite satisfied	87	33.21%
Very dissatisfied	17	6.49%
Very satisfied	44	16.79%
<b>TOTAL</b>	<b>262</b>	<b>100%</b>



QUESTION - 15

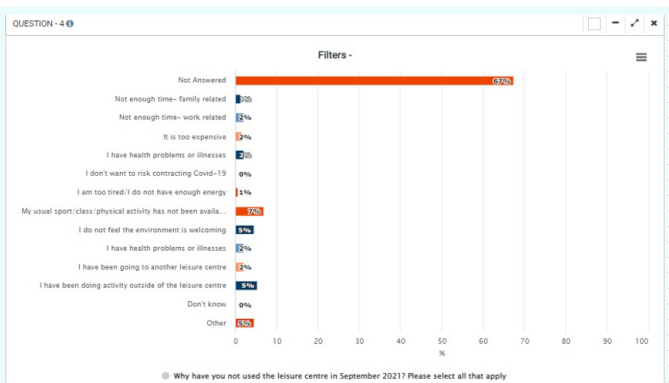
How likely would you be to recommend your centre on a scale of 0 to 10, with 0 being Extremely unlikely and 10 being Extremely likely?

NPS	0	1	2	3	4	5	6	7	8	9	10	
	57	9	12	8	12	5	27	19	27	37	19	30

QUESTION - 4

Why have you not used the leisure centre in September 2021? Please select all that apply

Response	Count	%
Don't know	0	0%
I am too tired/I do not have enough energy	2	0.65%
I do not feel the environment is welcoming	14	4.58%
I don't want to risk contracting Covid-19	0	0%
I have been doing activity outside of the leisure centre	16	5.23%
I have been going to another leisure centre	6	1.96%
I have health problems or illnesses	6	1.96%
It is too expensive	5	1.63%
My usual sport/class/physical activity has not been available due to the current Covid-19 situation	21	6.86%
Not Answered	206	67.32%
<b>TOTAL</b>	<b>300</b>	<b>100%</b>

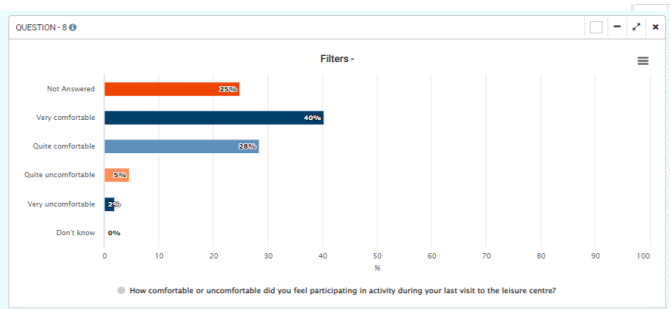


**QUESTION - 8**

How comfortable or uncomfortable did you feel participating in activity during your last visit to the leisure centre?

Responses	%
Don't know	0%
Not Answered	65 24.9%
Quite comfortable	74 28.35%
Quite uncomfortable	12 4.6%
Very comfortable	105 40.23%
Very uncomfortable	5 1.92%
<b>TOTAL</b>	<b>261 100%</b>

Showing 1 to 6 of 6 entries

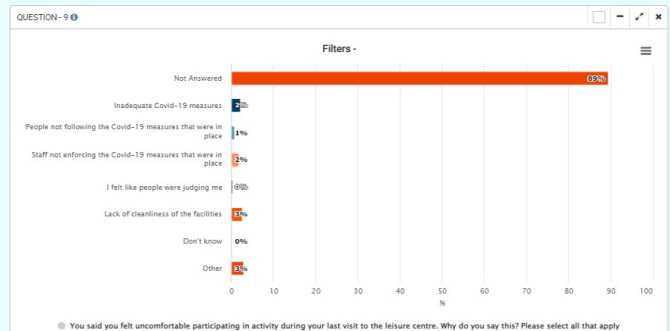


**QUESTION - 9**

You said you felt uncomfortable participating in activity during your last visit to the leisure centre. Why do you say this? Please select all that apply

Responses	%
Don't know	0%
I felt like people were judging me	1 0.36%
Inadequate Covid-19 measures	6 2.18%
Lack of cleanliness of the facilities	7 2.55%
Not Answered	246 89.45%
Other	8 2.91%
People not following the Covid-19 measures that were in place	2 0.73%
Staff not enforcing the Covid-19 measures that were in place	5 1.82%
<b>TOTAL</b>	<b>275 100%</b>

Showing 1 to 8 of 8 entries

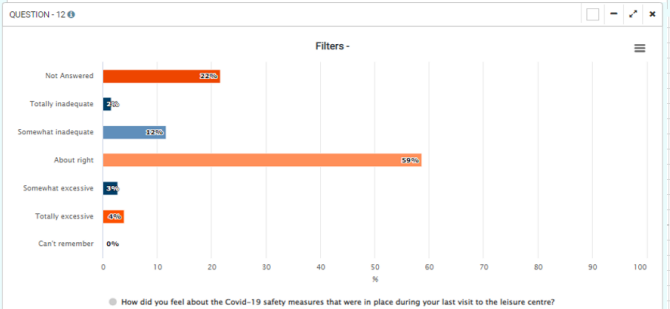


**QUESTION - 12**

How did you feel about the Covid-19 safety measures that were in place during your last visit to the leisure centre?

Responses	%
About right	152 58.69%
Can't remember	0%
Not Answered	56 21.62%
Somewhat excessive	7 2.7%
Somewhat inadequate	30 11.58%
Totally excessive	10 3.86%
Totally inadequate	4 1.54%
<b>TOTAL</b>	<b>259 100%</b>

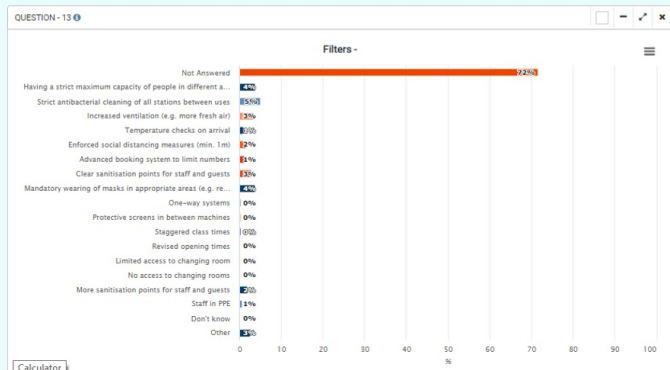
Showing 1 to 7 of 7 entries



**QUESTION - 13**

You said the Covid-19 safety measures that were in place during your last visit to the leisure centre were inadequate. What additional measures would you like to see implemented? Please select all that apply

Responses	%
Advanced booking system to limit numbers	4 1.25%
Clear sanitisation points for staff and guests	9 2.81%
Don't know	0%
Enforced social distancing measures (min. 1m)	5 1.56%
Having a strict maximum capacity of people in different areas (e.g. the whole facility/fitness class/the gym floor etc.)	12 3.75%
Increased ventilation (e.g. more fresh air)	11 3.44%
Limited access to changing room	0%
Mandatory wearing of masks in appropriate areas (e.g. reception/moving around the centre and the changing facilities)	12 3.75%
More sanitisation points for staff and guests	6 1.88%
No access to changing rooms	0%
<b>TOTAL</b>	<b>320 100%</b>



**QUESTION - 21**

To what extent do you agree or disagree with the following statements? Please select one answer per statement.

Statements	Not Answered	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't know
I didn't miss exercising at the leisure centre when it was required to close during the 2021 lockdown phase	59	11	19	35	111	27
I exercise more intensely when I'm doing an activity in an informal setting (e.g. at home/in a park etc.) than when I'm doing an activity at the leisure centre	58	9	8	72	95	20
I haven't enjoyed exercising in the leisure centre since it reopened after the 2021 lockdown	58	12	27	50	96	19
I prefer exercising at the leisure centre to exercising in a more informal setting (e.g. at home/in a park etc.)	58	76	76	21	10	21
The staff at the leisure centre provide me with the guidance I need to be active	60	23	69	38	28	44
<b>TOTAL</b>	<b>293</b>	<b>131</b>	<b>199</b>	<b>216</b>	<b>340</b>	<b>131</b>

Showing 1 to 5 of 5 entries

**QUESTION - 22**

Thinking about the future, to what extent do you agree or disagree with the following statements? Please select one answer per statement.

Statements	Not Answered	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't know
I intend to exercise at the leisure centre more often than I did last week	59	38	74	48	16	27
I intend to exercise more often at the leisure centre than in more informal settings (e.g. at home/in the park etc.)	58	82	62	35	12	13
In the next six months - I intend to exercise at least once a week at the leisure centre	58	149	32	3	8	12
The leisure centre does not play a significant role in the lifestyle I want to live	60	10	28	52	99	13
<b>TOTAL</b>	<b>235</b>	<b>279</b>	<b>196</b>	<b>138</b>	<b>135</b>	<b>65</b>

Showing 1 to 4 of 4 entries





## Customer Feedback Overview

### Complaints

The majority of the complaints that we received were around direct debit payments because if customers misunderstand their direct debit contract and cancel their direct debit without giving notice, they are then chased by 1Life's agent, DFC.

Although not necessarily negative we have also received requests throughout the year to increase our class programme which we are reacting to in a phased approach.

Unfortunately, we have also received complaints about the cleaning of the wet change at Lord Butler. This area has a very high footfall of users and managing cleaning around its usage can be challenging at times. It is also an area that is in need of refurbishing because the tiles are the original tiles that were inherited when Leisure Connection Ltd took over the contract in 2002.

### Compliments

When we initially reopened we received a number of positive comments from members relating to how happy and confident they were with the measures that we had in place. We shared a number of videos of happy, returning members to help spread the message to those not feeling as confident to return; positively impacting the local community.

We have also received a lot of positive comments about our team, Group Exercise instructors are very well thought of by our members and we receive lots of great feedback about the children's parties that we host, especially at Mountfitchet.

Compliments received  
**105**

Complaints received  
**111**

### KPI Summary

Whilst we unfortunately received some complaints around direct debit issues and cleaning, it was also pleasing to see and hear how safe customers felt when they resumed their fitness activities and we love to hear how much we appreciate our wonderful team.

### Customer Improvement Plan

Our main focus areas for the upcoming year are as follows:

- Reintroduce 'meet the manager' sessions
- To encourage completion of the (NLRF) Moving Communities online surveys

### QUEST

The centres are required to obtain ongoing Quest Accreditation.

### What is Quest?

All the leisure centres have Quest accreditation which is an industry standard kite mark scheme demonstrating

continuous improvement in relation to leisure management and positive development. The scoring system has changed from a percentage score to a mark ranging from 'Unsatisfactory' to 'Excellent'.

Quest defines industry standards and good practice encouraging its ongoing development and delivery within a customer focused management framework. Assessment consists of an 18-month cycle of mystery visits and on-site assessments plus a Directional Review (monitoring visit) halfway between.

Covid has caused a delay in Assessments so we haven't had a visit this year the next Directional Reviews will take place from May 22.

### Current Quest Status

Site	Quest Attainment Date	Renewal Date	Overall Banding	Directional Review
Lord Butler	Aug 18	May 21	Very good	17.5.22
Great Dunmow	Nov 19	Jun 21	Good	13.7.21
Mountfitchet Romeera	Jan 18	May 21	Good	3.5.22

### Quest Summary

All planned Quest Assessments were deferred until after the facility closure periods. The assessments have been booked in between May-July 2022

### Quest Continuous Improvement Plan

Key Actions following the most recent assessment are as follows:

Lord Butler		
Source	Task	Action Required
Operation management	Disjointed offering and lack of offering especially compared to the website	Update website with new pictures and description of centre offering
Community engagement	Some noticeboards were not easy to understand with a mismatched jumble of posters ranging from centre activities, jobs, adoption and feedback information	Review current noticeboard numbers and locations to be done
Customer journey	Lack of staff engagement and available on reception	Recruitment to gaps in the team is being completed
Cleaning and housekeeping	Bins and presentation of outside areas to be improved	Cleaning scheduled changes, asked council about outside bin and responsibilities
Cleaning and housekeeping	Showers not clean and body fat along the wall of the cubicle showers	Clean daily as part of regime
Customer experience	Access gained as the doors is not secured. Not challenged when attending the gym, if a member	Increase manned hours of the gym

Great Dunmow		
Source	Task	Action Required
Environment	The centre seems to currently run largely paper based, with minimal documents and file sharing taking place digitally. The centre may like to consider moving all folders	Look into moving all paper based checks to online/PC storage
Customer service	The parent and child and disabled parking icons in the car park are worn	Add to the lifecycle program along with the zebra crossing lines
Managing the team	There does not currently seem to be too much in place for continuing professional development for staff in relation to customer service. The centre may like to consider engaging with their training leads and external training providers to identify training that may be available for staff who are interested in developing in this area.	Staff to have access to all available courses on offer to them as part of their progression and we are also working with Lifetime to put team members on relevant training courses
Engaging communities	The centre may like to consider exploring the support offered through Sport England's 'Moving Communities' initiative, which helps to track participation at public leisure facilities.	For more information please visit <a href="http://www.movingcommunities.org/">www.movingcommunities.org/</a>
Programming	The centre may like to consider exploring the support offered through Sport England's 'Moving Communities' initiative, which helps to track participation at public leisure facilities	For more information visit <a href="http://www.activepartnerships.org/">www.activepartnerships.org/</a>

Mountfitchet		
Source	Task	Action Required
Cleaning and housekeeping	Debris sitting in disabled parking bays	Clear regularly with leaf blower
Cleaning and housekeeping	Electric scooter parked in seating area blocking fridge	Ensure these are locked out
Customer experience	No evidence and o is forums take place	To ensure customer forums take place quarterly with client
Environment	No evidence that a member of staff had been given reasonability for green issues	One member of staff to take control of this, along with energy champion
Customer experience	No Quest plaque in the centre	Quest plaque to be displayed in reception

# ACTUAL USAGE PROVISION

## Contractual Requirements

1Life are required to monitor and provide usage data to the Authority quarterly and this is tracked year on year.

## KPI Overview

The annual usage continues to track below Pre-covid levels but it is encouraging to see that Great Dunmow and Stansted are tracking close. Lord Butler has been impacted by the opening of Pure Gym in addition to Covid which is still a challenge that we are struggling to overcome. However the housing developments planned for Uttlesford are encouraging.

Customer Usage Provision					
Facility	Apr-Jun 21	Jul - Sept 21	Oct-Dec 21	Jan - Mar 22	Pre-Covid Var.
Lord Butler	34531	34085	33377	55522	-45,275
Great Dunmow	40304	32862	42301	50902	-7,387
Mountfitchet Romeera	4558	3303	5640	7137	-7,648

## KPI Summary

Unfortunately the Pandemic has put a very different outlook on the future of the leisure industry and although numbers are encouraging, recovery remains slow so our main focus has to be around retaining our existing members by ensuring that they receive excellent service and are achieving their goals. This is being managed by the New Member Journey, increasing our hours on the gym floor, reacting quickly to customer feedback and increasing our programme in line with member demand

## Membership

Memberships have increased by 22% year on year which is positive for the contract but we still have just under 2,000 members less than we did Pre-covid so this is still a challenge for us because some people have found alternative ways to exercise and some people still do not feel safe to return. However it is positive that membership numbers are increasing and as our membership base returns to pre Pandemic levels, our programme will grow too making it more attractive for more customers to join.

Membership Type	Total Members 2021	Total Members 2022
Lord Butler	1,224	1667
Great Dunmow	1,197	1487
Mountfitchet Romeera	572	718
<b>Total</b>	<b>2,993</b>	<b>3,873</b>

# COMMUNITY AND SPORTS DEVELOPMENT

## Review of Initiatives & Impact

Where restrictions have allowed, the Uttlesford Leisure The Uttlesford Leisure PFI contract has continued to contribute to UDC's Health & Wellbeing priorities in the following ways: -

### Combatting loneliness and social isolation

#### • Encouraging participation

Loneliness is considered to be one of the greatest public health challenges of our time. This is a focus in Uttlesford because it is recognised that this affects people in rural areas such as those in the Uttlesford district.

### Supporting people to age well in Uttlesford

#### • GP Referral Scheme/Specialist Classes

1Life will continue to deliver a reduced Specialist Group Programme. In the 2021/22 year, the programme helped a group of participants with similar medical conditions to exercise together and share their experiences resulting in maximum attendance. 1Life are in a unique position to be able to offer these services due to the qualifications and expertise of their staff.

The programme included and will continue to include patients suffering from the conditions listed below:

**Neurological Condition** – Patients are discharged from NHS physiotherapy; progress is often slow, but classes provide support to maintain their quality of life for as long as possible. Attendees generally suffer from MS, Parkinson's and brain injuries. On average, over 50 people attend every month. This class has proved to be a truly vital cog in the exercise referral wheel.

**Cardiac Rehabilitation** – The rehab classes provide recovering heart patients the opportunity to continue their rehabilitation and helps to prevent future episodes.

**Pulmonary Rehab for Chronic Obstructive Pulmonary Disease (COPD)** – the disease would progress more quickly for many of the participants. This programme can help extend and promote their quality of life as many are over 70 years old.

**Stroke Rehab** – the benefits for stroke patients can be seen in the individual's quality of life being improved.

1Life will be promoting a more independent approach to the scheme by offering a reduced rate of membership for those that are classified lower risk; for example, lack of activity; overweight and asthma. This route of referral gives those who work and have other commitments an opportunity to exercise independently at times that suit them with access to the gym, pool and any appropriate classes.

All patients that are referred receive a comprehensive initial assessment which includes a motivational interviewing, goal setting, baseline measures of BP & Weight and programme/activity setting. The GP Referral Scheme offers the participant a 12-week programme supervised by qualified and professional staff.

### Enabling people to eat well and be active

1Life have been working with Provide to deliver the 'My Weight Matters' programme across the contract and it



is community-based programme designed to support people to achieve a gradual, permanent weight loss using a lifestyle approach and education about healthy foods, portion control and exercise. The 'My Weight Matters' one-to-one support programme is suitable for anyone with a BMI over 25 and sessions are available in the daytime and last for 12 weeks. The service is widely promoted to health professionals and the general public through promotional campaigns, social media and traditional media. Referrals are received and triaged via Provide's helpline. Provide have trained 1Life team members to become Provide Lifestyle Advisors in order for them to host their "My Weight Matters" programme.

### Planning for healthy communities

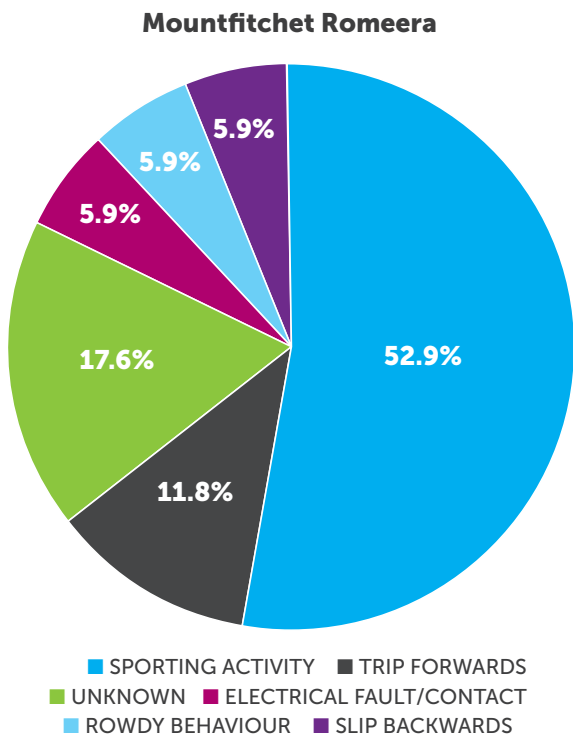
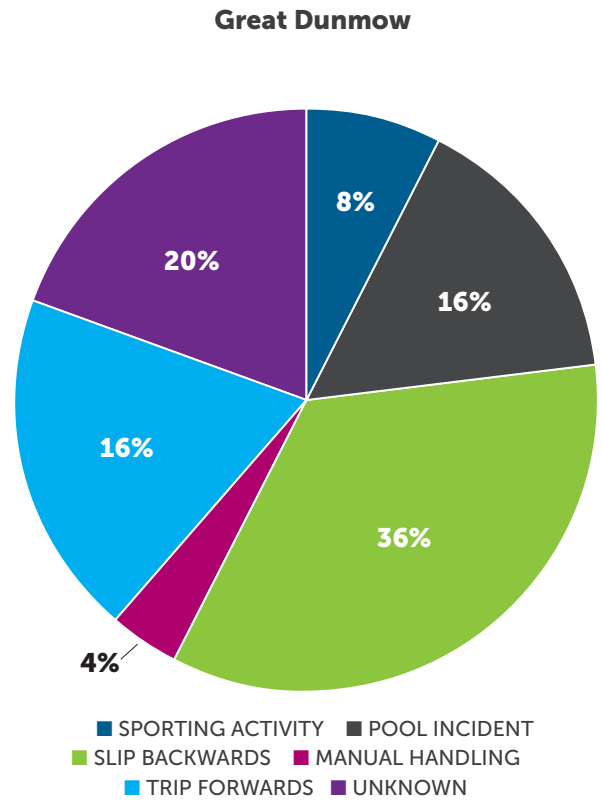
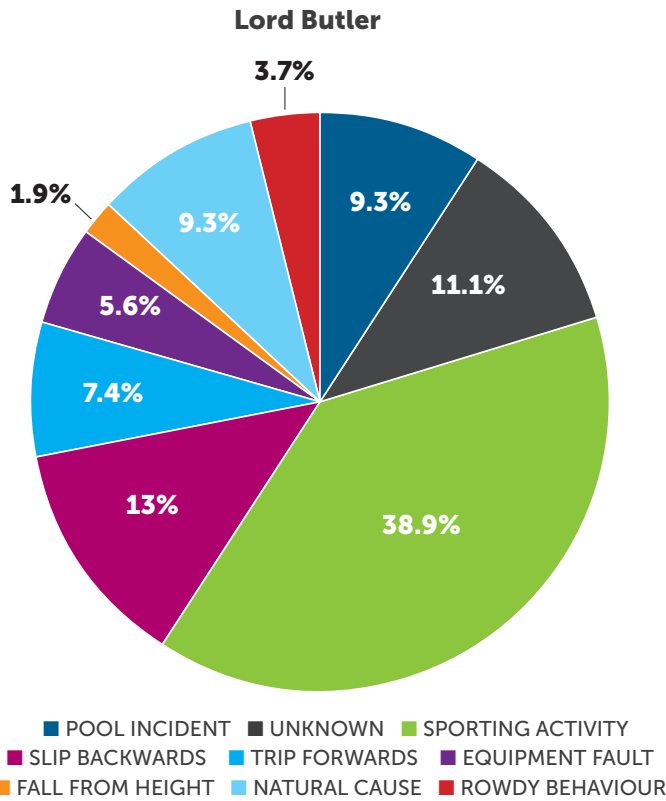
Our objective is to get more people, more active, more often. In order to achieve this, 1Life are planning to attend local community events as and when they are programmed next year

In addition to their outreach programme, 1Life offer various activities at each of the three leisure centres. 1Life's Group Training timetable is reviewed every quarter ensuring it meets the members' demands and continues to offer a varied programme. 1Life also offer a varied swimming timetable with sessions ranging from Family Swim, 50+ swimming, General Swim sessions, Adults only and Fun Swimming sessions and inflatable sessions as well as teaching children and adults to swim.

# HEALTH & SAFETY WITH ENVIRONMENTAL

## Accident & Incident Analysis

The national average is 0.5 accidents per 100,000 visits, compared with Uttlesford which reported an average across the year for all three sites of 0.02 accidents per 100,000 visits.



There were no trends to report and the majority of accidents were as a result of a sporting injury and therefore unavoidable. We did have one accident that was reportable under RIDDOR where a team member received a static shock that had a temporary effect on the use of her hand. We were able to provide all evidence required and the EHO was satisfied with our actions.

## Audits & Inspections Review

### 1Life Health & Safety Audit

An audit of the company's Health and Safety systems is carried out annually by the company's Group Health and Safety Manager. The company's average score was 87% and the contract scored higher than average with an overall year on year improvement of 3%.



### Quadriga Health & Safety Audit

Quadriga are an external health and safety specialist company who carry out an annual Health and Safety Audit, on behalf of Linteum Uttlesford Limited. A list of recommendations was identified and actioned and 90% have now been signed off as complete. The main focus areas were the repairs to the spin studio storeroom at Great Dunmow and minor plant remedial's.

## Environmental Governance

The combined usage of electricity and gas at each of the sites has been fairly stable over the last three years. There are many factors that affect the utility usage; with the weather being the main contributing factor. CHPs were installed at Lord Butler and Great Dunmow in 2017 and they are having a positive impact on usage. There are however a number of occasions when these are not available due to breakdown or planned maintenance. This therefore affects energy efficiency and will be closely monitored ongoing.

### Improvements

- LED light bulbs have been fitted to the tennis courts at Mountfitchet and the carp ark lights at Lord Butler
- The use of the ISTA Energy Solutions portal, enabling sites to monitor and manage their energy use data on an hourly basis.

### Planned improvements

- Continue to replace bulbs with LEDs: GDLC Astro Turf Pitch is planned for next year.
- Building Management Systems are being reviewed and made more efficient by a 1Life's Energy Contractor Analytics4Energy.



# FUTURE PLANS AND CHALLENGES FOR 2022/23

## Future Challenges

In spite of the current challenging operating environment, 1Life is committed to continuous improvement and investment. We will aim to grow the contract's membership base and usage year-on-year, but simultaneously must be aware that the coronavirus pandemic continues to have a significant impact on the contract.

As we approach Autumn 2022 the rapidly increasing costs of utilities which are going to be in the long term, unsustainable with it being most leisure operators second biggest cost after staffing and unless there is some Government intervention or stakeholder support it is possible that we may need to make some significant changes to our programme.

The impact of rising energy costs, in most cases more than doubling from where they were two years ago and at their highest point, wholesale utility costs spiked 500% compared to where they were previously. 1Life has made every effort to shelter itself from increases over the last 18 months by way of forward hedging and closely managing consumption at a site level. However, the energy crisis is obviously not unique to the Leisure sector but due to aging buildings and high levels of energy consumption by swimming pools, we have been and will continue to be hugely exposed to increased costs and the outlook from October 2022 is going to be extremely challenging and possibly unsustainable for many, if not all leisure operators.

## Future Plans

- ✓ The Mountfitchet Romeera Leisure Centre has been nominated for ukactive's prestigious 'Centre of the Year' award and we will find out whether they have reached the next stage in the early part of next year
- ✓ Tennis Court refurbishment at Great Dunmow via Lifecycle
- ✓ The IPS have agreed to fund a new role, 'Active Communities Coordinator' who will be working towards 1Life's mission and vision, with particular focus on health and wellbeing, physical activity and sport as well as Uttlesford District Council's Health and Wellbeing Strategy, by organising and attending local events within the local area and to increase company visibility within the surrounding community, to drive footfall into the leisure centres, whilst maintaining a focus on the contract's member retention plan.
- ✓ We have been approached by the local PCT who would like us to work closely with their newly recruited Health and Wellbeing Coaches who will refer patients to us so that we can help them make lifestyle changes

- ✓ Introduce a new initiative aimed at pre-diabetics who will be invited to attend a 12 week exercise programme
- ✓ Continue to support the vaccination programme who will be returning to Lord Butler in the autumn for the annual booster programme
- ✓ Revise the crèche offering at MRLC, and introduce nursery services
- ✓ Introduce Max Whitlock Gymnastics to one of the sites within the contract

## Lifecycle Projects

We will continue to progress all lifecycle projects; large-scale tasks include:

- ✓ Great Dunmow Tennis Court refurbishment
- ✓ Carpark relining at Great Dunmow

## Grant Funding

1Life are currently working with the IPS and Uttlesford District Council on identifying grant funding opportunities, with the following proposals for the 2022/23 year:

- ✓ To grow the specialist class programme
- ✓ Continuation of funding for the Activity Communities role
- ✓ Equipment for new projects
- ✓ Expansion of Inclusion Club



**Mountfitchet  
Romeera  
Leisure Centre**



**Great  
Dunmow  
Leisure  
Centre**



**Lord Butler  
Fitness and  
Leisure Centre**



**Uttlesford Leisure Ltd**

**Great Dunmow Leisure Centre**  
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**01371 878690**

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 [@MountfitchetLC](https://twitter.com/MountfitchetLC)