

# “WAVE GOODBYE TO INACTIVITY”



This booklet outlines the service vision of  
Wave Leisure for the next 5 years 2009 - 2014

**THE  
HUMAN  
TOUCH,  
ESSENTIAL  
IN A CARING  
PEOPLE -  
BUSINESS.**

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**AN OPEN  
HAND FOR  
PARTNERSHIP  
WORKING.**

# PARTNERS & ACKNOWLEDGEMENTS

We would like to express our gratitude to the people and organisations who have helped contribute to this shared vision and plan.

- ✎ Brighton & Hove Albion Football Club
- ✎ East Sussex County Council
- ✎ East Sussex County Council Youth Service
- ✎ East Sussex Downs and Weald Primary Care Trust
- ✎ East Sussex Fire and Rescue Service
- ✎ Lewes District Council
- ✎ Lewes District Strategic Partnership
- ✎ Lewes District Crime Reduction Partnership
- ✎ Lewes Swimming Club
- ✎ Lewes Town Council
- ✎ Newhaven Community Development Association
- ✎ Newhaven Strategic Network
- ✎ Newhaven Town Council
- ✎ Peacehaven Community School
- ✎ Peacehaven Town Council
- ✎ Priors School - Lewes
- ✎ Ringmer Community College
- ✎ Ringmer Parish Council
- ✎ Royal National Institute for the Blind
- ✎ Seaford Head Community College
- ✎ Seaford Seniors Forum
- ✎ Seaford Town Council
- ✎ St Francis Adult Education Centre
- ✎ Sussex Disabilities Forum
- ✎ Sussex Downs College
- ✎ Sussex Partnership NHS
- ✎ Sussex Police
- ✎ Sussex County Sports Partnership
- ✎ Telscombe Town Council
- ✎ Tideway School - Newhaven
- ✎ Wave Leisure Charitable Trust

**REACHING  
OUT TO  
HELP  
PEOPLE BE  
ACTIVE.**

# EXECUTIVE SUMMARY

Wave Leisure is a charity dedicated to increasing the physical activity levels of the local population.

We are now three years old, having established a safe, solvent and nationally recognised leisure management service.

As we start on the next stage of our growth, we have sought the views of all our partners about the future of our organisation; through their contribution we have redefined our business ambitions and purpose.

We are facing a number of challenges as **'3 in every 4 people within Lewes District are 'inactive and lead a sedentary lifestyle'** (Source: Sport England, 2006.) We need to **engage** more people in the community in an **active lifestyle**.

This document is a **collaboration** of all the **partners'** ideas and sets out the direction and vision for the future of Wave Leisure. We have identified the strategic priorities that will be our reference and focus over the coming years.

## Activity Participation

- ✎ Increase activity participation in all our areas, particularly in those areas of deprivation.
- ✎ Target older and young people.

## Community Partners

- ✎ Actively engage and work with our partner organisations to bring about a step change in community activity participation.
- ✎ Work together to share resources, create a single card scheme for activity participation and investigate ways of providing a single portal for improved communication.

## Activity Locations

- ✎ Create a summary activity map of all the facilities and locations where exercise takes place across the district.
- ✎ With our partners, commission a strategic review of the facilities in the district to identify development and investment needs over the next 20-30 years.
- ✎ Work towards creating healthy living centres that have the right facilities, in the right places, modern and fit for purpose.

**ZESTY,  
ENERGETIC,  
PASSIONATE  
& FORWARD  
THINKING.**

# EXECUTIVE SUMMARY

## Products

- ✎ Create a new brand and card scheme that connects people to all the activities within the District.
- ✎ From the new card scheme, develop an age segmented programming and communication strategy.

## Charitable Investments

- ✎ Continue our prudent approach to sustainable charitable activity, transparent in how we operate and focussed on investing surpluses into local projects.
- ✎ We will be more active in charitable fundraising, seeking to attract capital and revenue funding streams to the District and our priority projects.

## Service Delivery

- ✎ Invest in technology developments to further improve our services, access to information and to enhance our communication abilities.

## People Power

- ✎ We aim to put in place a programme of education and training to ensure staff,

volunteers, partners and customers are empowered to reach out to help people become more active.

- ✎ Through creating a charitable cause, we will challenge everyone to lead by example and actively bring about change to physical activity among friends, neighbours and colleagues.



# OUR BRAND ESSENCE

The human touch, essential in a caring people business

An open hand for partnership working

Reaching out to help people be active

Zesty, energetic, passionate & forward thinking

Successful, solvent & trustworthy



# OUR BRAND- CORE VALUES

## Stakeholder

### Professional

Reliable, on time and to a high standard.



### Community

Driven to serve and engage the diversity of all local people.



### Ethical

Conducting our business the right way, always.



### Dynamic

Successful, prompt, and proactive to partners' needs.



### Friendly

A pleasure to work with on a personal level.

## Customers

### Affordable

Ensuring access for all and value for money.



### Friendly

Always welcoming and genuinely enthusiastic.



### Reliable

Always delivering on the promises made.



### Exceptional

Service standards exceeding your expectations.



### Everyone

Lifelong services, activities and products.

**SUCCESSFUL,  
SOLVENT  
& TRUST-  
WORTHY**






# OUR VISION - ACTIVITY PARTICIPATION

**'Aiming to bring about a major change to the levels of Physical Activity within our community.'**

This is a significant challenge, given that of the 94,272 people who live in Lewes District, 3 in 4 people are 'inactive and lead a sedentary lifestyle' (Source: Sport England, 2006).

Of particular concern are those who are elderly and young people under 16. Moreover, we have identified certain areas of the District that are more inactive than others and the relationship between people from lower income families and a link to poor health.

In partnership with our Stakeholders, our ambition is to get more people to be engaged in regular activity by 2013. The benefits of this would be;

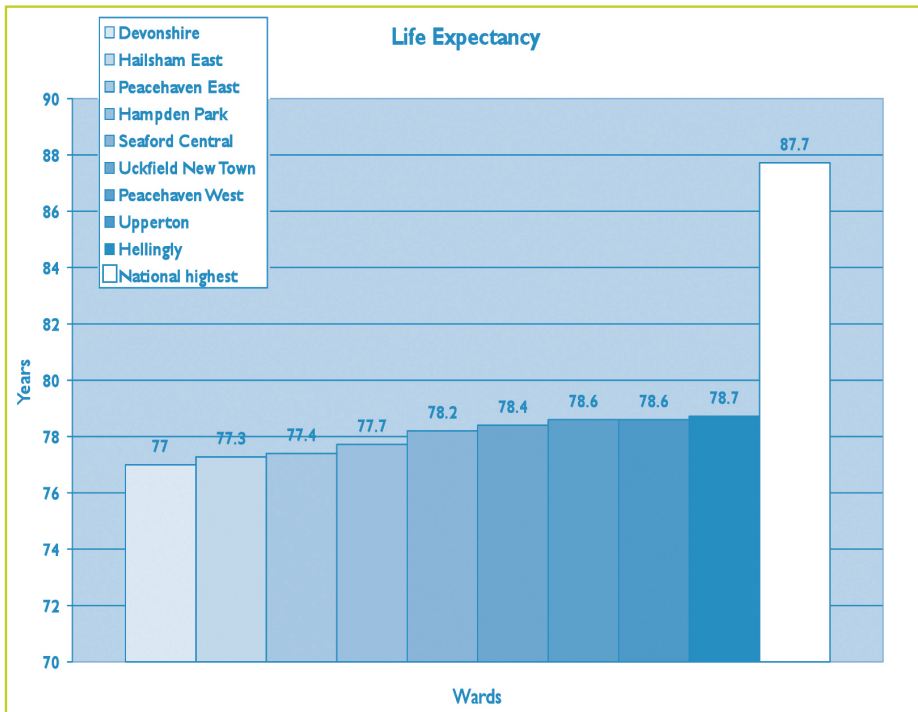
-  to help people live longer
-  to reduce health inequalities
-  to provide better care for older people
-  to improve people's mental health
-  to give children a better start to a healthy life



# OUR VISION - ACTIVITY PARTICIPATION

## Life Expectancy

From research undertaken by the Primary Care Trust (PCT) into the health needs of people living in East Sussex Downs and the Weald area, there are nine wards, three of which are in the Lewes District Council boundary, where people's lives are significantly shorter than the national highest life expectancy of 87.7 years, as detailed below. Our vision with the PCT is to 'narrow the gap' and increase life expectancy.



### **Physical Activity and the Adult Population**

We support the Get Active South East 2008 - 2012 target of an increase of 1% year on year, across the entire population in the number of people who increase the number of days per week on which they are active. In the case of the Lewes District Council area this means using the following Active People survey figures as baseline data against which to track progress:

Physically active adults - 5 x 30 mins a week - 13.2%

Physically active adults - 3 x 30 mins a week - 24.1%

Whilst encouraging sports participation as a means of getting towards 5 x 30, we see the need to provide the benefits of non-sporting physical activity opportunities as fundamental to our aims of tackling health inequalities. This is key to the wider Choosing Health agenda of tackling obesity.

### **Physical Activity and Young People**

We support work undertaken in relation to the Health Related Behaviour Survey that was run within Year 10 in all schools across East Sussex in November 2007. The results (based on asking about number of times in the last week that they did exercise that required them to breathe harder and faster) highlighted the fact that 44% of boys and 21% of girls were active 5 or more times a week.

Our continuing vision is to work effectively with all stakeholders in our community to deliver activities and programmes which promote health and wellbeing.

**COMMUNITY  
- DRIVEN TO  
SERVE THE  
DIVERSITY  
OF ALL  
LOCAL  
PEOPLE.**


# OUR VISION - COMMUNITY PARTNERSHIPS

**'Joining with our community partners, to be more effective in delivering change.'**

We recognise that physical activity, is just one aspect of a healthy community. Crime Diversion, Education, Healthcare and other important services and their needs must be integrated into our plan.

We believe that by working with our partners in a practical way, we can achieve more and get more people, more active, more often. This approach also means that we can make best use of our collective resources, supporting each other and building on each others strengths.

We have been working with our key partners to ensure their priorities fit with ours and become focused strategies for change. By working this way, we seek to create 'a sum that is greater than the parts':

 Developing an integrated inclusive approach to effectively support our key activities

-  Promoting healthy lifestyle, good health and wellbeing
-  Encourage volunteering
-  Reducing anti-social behaviour
-  Participating in physical activities
-  Providing and delivering an effective, high quality, customer focused service
-  Working within the extended schools policy to support a range of activities for access by children
-  Supporting lifelong learning opportunities in arts, culture and sports
-  Establishing principles and developing an effective framework for partnership working
-  Improving relationships to provide effective and coordinated services to the community
-  Improving consultation, communications, collaboration, trust and respect.

**ETHICAL,  
CONDUCTING  
OUR  
BUSINESS  
THE RIGHT  
WAY, ALWAYS.**

# OUR VISION - ACTIVITY LOCATIONS

**“Planning for and developing the right facilities to support improved levels of physical activity”**

To make a significant impact into the levels of inactivity in our communities, we need to re-evaluate what facilities we are going to need and where they should be, to better serve the activity needs of the population of Lewes District Council for the next 20 - 30 years.

Up to now, we have done well, being able to improve what we have. However, our facility developments and capital investment have been incremental, without a regional point of reference for development and investment. We need a step change to deliver the impact required.

Our vision is to commission and contribute to a ‘facilities plan’ process in partnership with other stakeholders, which requires a joined up approach.

Other Local Authorities, who are at the cutting edge of these issues, have led the way demonstrating how a joined up vision can lead to modern fit for purpose “Healthy Living Centre” facilities in the right locations to better address the inactivity problems.

Against that backdrop, we would expect the new plan to deliver:

- ✎ Right facilities, in the right places, modern and fit for purpose.
- ✎ The development of all our Centres into Healthy Living Activity Centres, places where the community go for information and access to a wider network of Council and partner services.
- ✎ A more efficient cost of service, reducing the need for current levels of revenue subsidies.

**DYNAMIC,  
SUCCESSFUL,  
PROMPT AND  
PROACTIVE  
TO PARTNERS  
NEEDS.**

# OUR VISION - PRODUCTS

## “Providing creative solutions to encourage wider participation”

We want to develop a ‘lifelong’ range of membership products that ensure all age groups in the community feel included and welcomed. These memberships will be available on a ‘free’, ‘pay and play’ and ‘prepaid basis’. We will look to develop systems that enable our members to use our partner’s facilities on a reciprocal basis.

We also want to develop an age-segmented programming strategy, listing all activities available for those people, communicated in a method that works for them.

We fully embrace the London 2012 principle of ‘Kindergarten to Podium’. We are a provider and supporter of all sports and where possible we will support people who just want to play the game, right through to assisting talented athletes to realise their full potential in the run up to the Games.

We will undertake research into understanding local obstacles that prevent people from engaging in physical activity.



# OUR VISION - CHARITABLE INVESTMENTS

**"A prudent approach to sustainable charitable activity, transparent in how we operate and providing life changing effects for our customers and the wider community"**

## **Financial**

Wave Leisure is a not for profit trust. Any surpluses generated from the Trust's trading activities are reinvested back into services and facilities to benefit the local community.

## **Continuing Existing Operations**

We will continue to build on our stable trading performance to sustain our high quality and affordable physical activities for the community.

Financial monitoring and forecasting will be improved, where necessary, to ensure that our money is controlled effectively and to enable us to react to economic or business situations where required. We will also maintain a prudent level of reserves to develop current and future business.

## **Fundraising and Expansion of Business**

Opportunities to secure funding by means of partnership working or by obtaining specific grants will be researched to support the development of the Trust. The Trust will use its charitable status, wherever possible, to open up funding streams and capital investment opportunities otherwise not available.

The Trust will research the possibility of entering into financial arrangements with other partners if financial guarantees above the Trust's capabilities are required. The Trust will take every opportunity to procure additional business within strict financial criteria. The Trust will not enter into any loss making ventures.





## Distribution of Surpluses

The Trust will continue to invest in its facilities. Improvements and refurbishments will be carried out in line with agreed investment programmes and in conjunction with the relevant stakeholders.

The Trust has created a Community Fund whereby through meeting certain criteria, small grants are available to members of the community.

The Trust will continue to invest any available funds to enable it to develop programmes in the local community, reach areas where the need is most and provide activities and services which would not otherwise have been available to certain sections of the community.

## Ethical Trading

As the positive contribution small businesses have in the local economy is recognised, local businesses will be encouraged to tender or quote to supply the Trust.

Contracts will be awarded in order to support the best value delivery of the Trust's services and will take account of value for money, longer term costs and benefits as well as initial price.

All tender processes and contract awards will comply with the Trust's Contract Procedure Rules and the principles of non-discrimination, equal treatment and transparency.

# OUR VISION - SERVICE DELIVERY

## 'Delivering a first class customer service experience'

Wave Leisure has the customer at the heart of its business. We strive to provide excellent service and value for money and are proud to be recognised in the top 10% of all UK sport and leisure facilities by independently assessed Quest accreditation. We use other external validations as appropriate to demonstrate to our customers that we meet certain quality standards. Our vision is to be even better.

We pride ourselves on having helpful and friendly staff. Furthermore, we strive to make all our contacts efficient, effective and polite. Our staff are committed and trained to respond quickly and knowledgeably and we aim to minimise referrals so that customers get answers to their questions straight away.

Our staff will prioritise customers over everything else they do. All Wave Leisure staff will demonstrate the highest professional standards from their welcome, to their personal presentation and are passionate about providing great customer care.

## Facility Management

We provide our customers with a safe and well maintained environment in which to spend their leisure time. The health and safety of our customers and staff is taken very seriously by the Trust and is a priority when making key decisions.





We are obsessive about providing high standards of cleanliness and hygiene that meet our customer expectations.

### Programming and Pricing

Providing a wide range of activities and services that cater for the varying needs of our community is key to our strategy. We have something to offer all the different age segments in our catchment area. Furthermore, we are innovators, trialing new and dynamic activities and courses to encourage wider community participation.

Our pricing policies and payment methods guarantee that all activity and membership prices are affordable. We offer discounted rates for those least well off in society so that price is not a barrier to participation.

### Relationships

We seek to be the best. We value feedback to help shape improvements and take corrective action where we can improve. We have a wide range of mechanisms in place including comment forms and the use of electronic media and will seek to further develop these to enhance the relationships with our users.

Our staff are empowered to seek solutions on the spot. All customer feedback will complement the regular customer surveys we undertake in our commitment to the provision of the best possible service.

**ALWAYS  
WELCOMING  
AND  
GENUINELY  
ENTHUSIASTIC.**

# OUR VISION - PEOPLE POWER






**"Whether you are an employee, a trustee, a volunteer, a partner or a customer of Wave Leisure, we need you to believe in our cause and actively help us make a difference."**

The next five years provide a real opportunity to engage our staff, trustees, volunteers, partners and customers on a challenging and exciting journey.

Fundamental to the ethos of the whole organisation are our charitable objectives and most importantly promoting community participation in healthy lifestyles that include physical activity.

We aim to put in place a programme of education and training to ensure everyone is empowered to reach out to help people become more active.

Our vision is to ensure that we positively engage with people whether they are:

-  **Employees** We are committed to employing the right people for the right jobs and our continuing vision is to develop a multi skilled team whose passion, innovation and 'can do' attitude make a difference to people's lives.
-  **Trustees** Our vision is to maintain a professional, proactive and innovative partnership at a strategic level which encourages business growth.
-  **Volunteers** Our vision is to enthuse, inform and develop these ambassadors of Wave Leisure to champion our cause.
-  **Partners** Our vision is for a seamless and constantly evolving diverse group which works together to create opportunities that unite and engage the community in a life changing way.
-  **Customers** Our continuing vision is to exceed customer expectations and invite feedback to constantly review and develop our services.

Our overall vision is to celebrate the diversity and richness of the people who contribute to the success of Wave Leisure and its aims.



## What this means to you....

### Customer Activity Agreement

- ✓ We will endeavour to exceed your expectations
- ✓ We encourage you to participate in the range of activities offered
- ✓ We will encourage you to promote the use of our facilities to others

### Employees Activity Agreement

- ✓ We are committed to employing a multi-skilled team
- ✓ We want you to work to the highest standards with passion and innovation to make a difference to people's lives

### Volunteer Activity Agreement

- ✓ We will develop ambassadors to champion our cause
- ✓ We would ask you to get involved and engage with all sectors of the community with enthusiasm to help increase activity levels

### Partners Activity Agreement

- ✓ We will endeavour to develop a diverse group of partners and stakeholders to unite and engage the community in life changes
- ✓ We need you to aspire to provide a seamless and constant service to our community



[www.waveleisure.co.uk](http://www.waveleisure.co.uk)

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