



Sandwell Leisure Trust Annual Review 2016/17

**Creating an  
Active Sandwell**



in partnership with



**Sandwell**  
Metropolitan Borough Council



## Foreword

### Welcome to our Annual Review for 2016/17.

Sandwell Leisure Trust (SLT) is a social enterprise, established as a company limited by guarantee, and a registered charity, managing award-winning sport and leisure facilities.

We are non-profit distributing which means we reinvest 100% of any surplus to maintain, improve and deliver quality services for the whole community to enjoy, socialise in and become more active.

This was our 13th year of operation and we are delighted to report on another successful year.

The Trust manages 9 sports and leisure centres, including 6 swimming pool facilities, and a golf course in Sandwell, and delivers a wide range of popular sports development activities throughout the borough, on behalf of and in partnership with Sandwell Council.

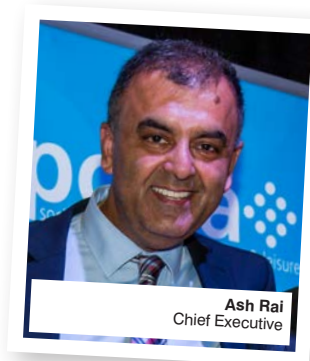
We also manage a 10th sports and leisure centre outside of Sandwell – the Ryland Centre in Bromsgrove.

It is heartening to see that in a competitive market with challenging local demographics, SLT continues to deliver service improvements and exceed targets, agreed in partnership with Sandwell Council, to increase participation in physical activity and sport throughout the borough.

Overall membership increased by 12% this year and attendances at our sports and leisure centres also increased, which is great news. Figures also show, yet again, how popular swimming continues to be for all ages across the borough.

Other notable highlights include receiving a RoSPA Gold Presidents Award for the 10th consecutive year, in recognition of our continued commitment to deliver safe facilities for our customers to enjoy.

We also maintained Quest accreditation for the quality of our facilities and our Sports Development & Physical Activity Team maintained their 'Excellent' Quest status.



Importantly, we also continued to receive excellent feedback from our customers on how we are changing their lives. A selection of their stories and comments are featured throughout this report.

Sandwell Council's vision is to create a more physically active Sandwell and SLT continues to play a leading role in the successful delivery of this vision.

All of our achievements would not be possible without the commitment and hard work of our employees, the effective leadership, expertise and innovation of our managers and Board Members and the support of Sandwell Council and all our partners.

We thank everyone for their continued contribution and support.

## The SLT Board

Our Board is made up of private business professionals and partner organisations and includes Council and staff representatives.

All our Board Members are self motivated, forward thinking people with an interest in sport, health, fitness and customer service.

### Board Members for 2016/17 were:

Andrew Fry (Chair) and Lynda Bateman (Chair), Neil Griffiths (Vice Chair), Miriam Sharma, Veronica Nembhard, Penny Venables, Dinah McLannahan, Michael Tuohy and Valerie McFarland (Employee representatives), Cllr Peter Hughes, Cllr Linda Horton and Cllr Bill Gavan (Sandwell Council representatives).

## SLT was established in 2004. Since then, we have:



Generated increased income of £4m per year



Secured £4.5m of investment to improve facilities across Sandwell



Enabled Sandwell Council to reduce its subsidy to SLT by £2.4m per year



# 2016/17 Key Highlights



£313,000

Invested  
to improve the quality  
of our facilities



38

Different learning activities  
delivered to SLT employees

23,523

Free swimming  
registrations



2.11m

Active attendances at our  
sport and leisure centres

up  
15%

(from last year)



Over  
200 staff

attended the annual Staff  
Learning Together Day



Membership increased to

55,054

up  
21%

(from last year)



340,624

Gym Attendances



13th year  
of operation



Maintained  
QUEST Quality  
Assurance Status



Received a RoSPA  
Gold Award for 10th  
year running



Secured £61,254  
of external funding



Investor in People  
accredited

598,631

Website Visitors  
↑ (up 24%)

290,000

Public Swimming  
Lessons Delivered  
(up 28%) ↑

238,888

Fitness Class  
Attendances  
↑ (up 19%)

82,798

Active Outreach  
Attendances  
Borough-wide  
(up 14%) ↑





## Our Sports and Leisure Centres

SLT manages a portfolio of 9 sports and leisure centres and a golf course in Sandwell. Between them a full range of activities are on offer to residents including fitness gyms, fitness classes, swimming sessions, Swim Academy, indoor and outdoor sports.

### 2016/17 at a glance

**340,624**

Gym attendances

↑ **4%** from last year

**238,888**

Fitness class attendances

↑ **19%** from last year

**25,523**

Free Swimming Registrations

↑ **26%** from last year

## Attendances and membership

**Attendances and membership at our sports and leisure centres increased again this year.**

**Active attendances rose by 15% to 2.11m. Fitness class attendances and gym attendances rose by 19% and 4% respectively.**

Attracting new members and retaining existing members remains a key objective and overall membership increased by 12% this year to 55,054.

Ongoing sales training continued to be delivered, as well as a new module based around improving member retention. We engaged with Pro-sight mystery shoppers again to enable us to independently assess and improve our performance. The three phases of our sales process (telephone calls, emails and visits to centres) were focussed on this year to support the development of a benchmark score that drives improved performance.

Continually inspiring interest by introducing new classes and experiences and investing in facilities and equipment to improve the experience for our customers remains a top priority.

Our first virtual spin sessions were introduced at Haden Hill Leisure Centre this year, to help support live classes and enable us to deliver non-instructor led sessions at non-peak times.

A full replacement of the gym equipment by Life Fitness at Haden Hill Leisure Centre and Smethwick Swimming Centre was also undertaken, including new cardio equipment and functional training space.

In addition, Clubbercise fitness classes were successfully introduced at a number of our centres and investment into fast track kiosks at Ryland, Haden Hill and Wednesbury Leisure Centres to improve the member experience.

### Increasing Membership

2014/15



2015/16



2016/17





## Swimming in Sandwell



**The demand to learn to swim in Sandwell continues to grow year on year which is great news. Swimming is a life skill and we believe everyone should be encouraged to learn.**



### Swim Academy

Our Swim Academy provides lessons for baby/parent, toddler/parent, pre-school, school age, older children and adults, as well as sessions for pupils with a disability who cannot cope with a mainstream programme.



### School Swimming Lessons

A fully comprehensive school swimming programme is delivered to Key Stage 1 & 2 pupils with 94 schools attending our leisure centres. This equates to over 26,000 lessons in an academic year.

### Junior Lifeguard Academy

All pupils up to the age of 16, who have been through our Swim Academy programme, can move on to join our popular Junior Lifeguard Academy. The aim of this popular programme is to progressively challenge learners to attain survival and rescue skills that can really save lives.

Those who achieve Gold status are eligible for a 20% discount on one of our pool lifeguard programmes once they reach 16, leading to employment with SLT.

### Lifeguard & Swimming Teacher Courses

Two Pool Lifeguard Courses, and two Swimming Teacher Award and Swimming Teacher Certificate Courses were delivered this year.

These provided successful participants with the opportunity to apply for casual, part time or full time employment with us and enabled SLT to recruit Sandwell residents.

### Sandwell Council's Free Swimming Initiative

We continued to deliver Sandwell Council's popular free swimming initiative, which allows school age residents to attend free public swimming sessions during school holidays and older residents aged 60+ to swim for free daily up to 1pm.

Sandwell residents who are registered with a disability are also able to attend any public session free of charge.

This year, 23,523 residents aged 16 and under and 60+ registered onto the scheme (up by 26% from last year) enjoying 48,348 free swims in Sandwell.



## Free Swimming Registrations

2014/15 – 14,260

2015/16 – 18,726

2016/17 – 23,523

## Improving the quality of our facilities

**We continued to invest in providing quality facilities and equipment for our customers to enjoy.**

This year we invested over £313,000 in refurbishment and replacement of equipment at SLT centres.

This included:-

- ✓ Investment in fingershield protection guards, door entry locks and improving CCTV supporting the health and safety and supervision of our customers at centres
- ✓ Redecoration of dance studios, gyms and refurbishment of shower areas at centres
- ✓ Major refurbishment to the sauna, gym and replacement of gym equipment at Smethwick Swimming Centre
- ✓ Major gym refurbishment and new gym equipment at Haden Hill Leisure Centre
- ✓ Improving external sports pitches at Tipton Sports Academy
- ✓ Improvements at Brandhall Golf Course



## Listening to our Customers

**Here are some examples of customer feedback received that we have now addressed by investing to improve facilities:**

### Haden Hill Leisure Centre

*“Put better gym equipment in to cater for all levels/ strengths and ages, I struggle to find things to do except for using the treadmills and using the mats upstairs. I have to wait a long while to go on the machine I want as the other one has been taken away. It doesn't cater for all strengths and I found it a lot better when the old equipment was in the second room.”* **Miss C Davies**

*“I enjoy activities, my issue is the showers are always cold and go off.”* **Miss L Coggins**

**Major investment has now been made on gym and fitness equipment and maintenance scheduling on areas such as showers is closely monitored to ensure issues are rectified quickly.**

### Smethwick Swimming Centre

*“Clean the steam room, blue paper in the dispenser, soap in the soap dispensers, new equipment like Portway. Generally clean sauna area. Shower cubicles needed preferably with a lock.”* **Mr J Singh**

*“Showers at early morning sessions are always cold.”* **Mr D Moore**

*“The steam room has been faulty for a while now.”* **Mr C Hughes**

**The sauna and steam room has now been fully refurbished and any issues with the showers are rectified quickly.**



## Wednesbury Leisure Centre One Year on ....

Our newest Leisure Centre is proving very popular as the following highlights from its first 12 months of operation show:

- ✓ More than 7,600 members including the largest One Card membership in the Trust's history
- ✓ Over 130 fitness classes per week (the largest fitness class programme at any centre) targeting every level of fitness
- ✓ Success of the Swim Academy with lessons at over 90% occupancy
- ✓ New Triathlon Club now using the centre as its training venue
- ✓ Hosted the Trust's first Water Polo Gala, which saw over 50 children taking part representing all pools, alongside all Polo and Swimming Clubs
- ✓ Hosted a National Dog Show
- ✓ Introduced a number of new clubs including Rugby Tots, Cheerleading Group, Karate and an additional Badminton Club
- ✓ Ran successful holiday camps, with an average daily attendance of 20+
- ✓ New physiotherapist at the centre is working with several groups
- ✓ Main centre for internal training including Swimming Teacher and Lifeguard courses. The Swimming Teachers Association also uses the centre to deliver their training courses



## Changing Lives in Sandwell

### 71-year-old Edward is a regular at Tipton Leisure Centre

We all get on and look out for each other and that's half the battle when you're starting out and a bit unsure of yourself like I was.

He first tried out the gym there two years ago and hasn't looked back since. He trains five to six times a week, has lost three and a half stone and has a well-honed physique that puts men half his age to shame.

He explains: "I absolutely love it and it's been the making of me since I retired. Tipton Leisure Centre is great. There's a real camaraderie. The staff and facilities are excellent and it's not posy and macho or anything.

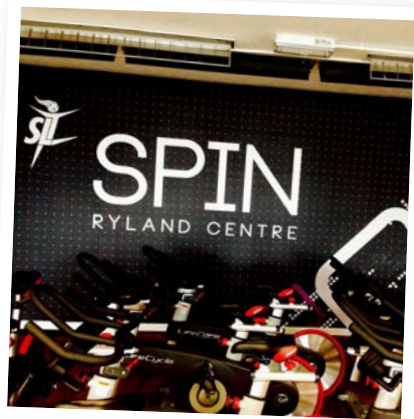
"My instructor showed me the ropes and devised some specific programmes and ongoing targets and I just got more and more into it. I've surprised myself at how well it's all gone and I do well in the regular gym challenges – I'm regularly in the top five for the press up challenge up against all the youngsters, so there's life in the old boy yet. I honestly feel 40 rather than 71, so long may it continue!"



## The Ryland Centre in Bromsgrove

It's been another busy and successful year at the Ryland Centre in Bromsgrove, which SLT has been managing since September 2012.

The centre is now an established and sustainable provider of affordable fitness for all, with a busy timetable of weekly activities for all ages that consistently hit maximum capacity. This year membership increased by a further 3%.



### 2016/17 achievements include:

- ✓ Sustaining a fitness class timetable of 50 classes per week, with classes all year round consistently hitting maximum capacity
- ✓ Adding a fast track kiosk which allows customers to swipe in for classes and improves the service we offer to new and existing members
- ✓ Expanding day time clubs running from the centre, including hartbeeps, little kickers and baby dance classes
- ✓ Launching a new party package which has seen every weekend sold out with birthday parties
- ✓ Launching meditation sessions, which are additional to the membership package
- ✓ Developing the membership offer to include annual, 12 month direct debit, 30-day pay as you go, and a junior membership
- ✓ Devising a beginners Yoga workshop which is additional to the membership package. Courses are offered every 8 weeks and they sell out
- ✓ Repainting the gym, installing new flooring and making improvements to the free weight area
- ✓ Continuing the success of our 'Couch to 5k' programme which runs every 9 weeks, with an average of 150 sign-ups to each course
- ✓ Launching a number of online programmes such as 7 day water challenges and 7 day healthy eating challenges
- ✓ Launching Ryland Live, live workouts via facebook so members can workout with us at home and potential new members can view a session without coming into the centre
- ✓ Launching Myzone, a heart rate technology wearable device which gives an accurate account of your workout effort

A large screen has been installed in the studio enabling the class instructor to interact on a meaningful basis with large classes

Myzone members receive a myzone belt, one personal training session per week, access to one group training session per week, free access to our online programmes and free access to additional fitness events





## Our Sports Development and Physical Activity Team

SLT's Sports Development and Physical Activity Team had another busy year encouraging residents from across the borough to become more physically active. The number of outreach attendances for 2016/17 totalled 82,798, which is a 14% increase from last year.

### 2016/17 at a glance



**82,798**

outreach attendances  
borough-wide



**£61,254**

in external  
funding secured

We successfully secured £61,254 of external funding to support and/or deliver a variety of initiatives, and continued to support local sports clubs and organisations to access funding streams directly to grow localised sporting and physical activity opportunities in response to community need.

Here's a selection of what's been achieved this year:

## Specific Programme Achievements

### Partnership working with NHS Trusts

SLT successfully developed partnerships with both Sandwell and West Birmingham Hospitals NHS Trust and Black Country Partnership NHS Foundation Trust in 2016, supporting both organisations to offer new physical activity sessions for their workforce.

Three pilot programmes were set up initially, two of which have already become self-sustaining, and plans are being developed to expand the current offer in 2017. Both the pilates and boxercise sessions proved popular and staff from the two health-focussed employers are requesting more activities to be offered in the future.

### The Sandwell Disability Activation Fund

This project, delivered in partnership between SLT and Black Country Consortium Ltd has been ongoing since May 2014. It aims to support local sports clubs and organisations across Sandwell to increase sport and physical activity opportunities for people aged 14+ with a disability.

The fund is still supporting a number of projects, but to date:

- 155 hours of coached activities have been delivered
- 187 participants have been engaged, 160 of which declared a disability
- 1,876 attendances out of a possible 2,436 have been achieved, which equates to a 77% attendance rate overall





### Streetgames Doorstep Sport Clubs

This longstanding initiative takes sport to the 'doorstep' of young people aged 11 to 24 living in deprived areas across the UK. SLT are currently delivering Year 4 of our involvement with Doorstep Sport, and have recently secured a grant to expand the age range offer of our specialised disability doorstep multi-sport club to support children as young as 5 to now access a 'doorstep' opportunity.

### Sandwell Minor League

Managed by SLT, the Sandwell Minor League continues to support teams from U8's to U15's in both competitive and non-competitive fixtures. The league currently operates at Sandwell Valley and Hydes Road, and we are currently working with Birmingham County FA to develop a girls league, 5 a-side mini-soccer for U7's and U8's.

### Tennis Development

The SLT tennis development team delivered an impressive parks project this year, supporting coached family activity in three of Sandwell's green spaces.



In addition, the development programme at Tipton Sports Academy continued to go from strength to strength, with approximately 180 children and young people participating weekly.

We also worked in partnership with The Princes Trust again this year, delivering a tennis programme to disaffected young people from local Black Country schools.

Plans are already in place to deliver a similar project in 2017/18.



### Rounders Report

Coached rounders sessions were delivered in four parks this year, along with the first Sandwell Rounders League. Supported by Rounders England, the sessions engaged 95 new regular participants as well as seeing the return of 35 participants from previous years.

### InGaging InActive Programme

This Sport England Small Grants funded programme completed this year.

The project supported a range of activity sessions including jogging groups, multi-activities in care homes, and group fitness/bootcamp activities in parks and green spaces.





## Athletics Development

SLT first began the Sandwell Athletics Development Programme back in January 2005. Today the whole of the secondary schools athletics programme is run by SLT, providing an all year round sport with several hundreds of Sandwell pupils participating.

With every Sandwell secondary school participating, we have established:

- Activities that deliver excellence in all athletics disciplines across Sandwell
- A comprehensive competition structure to enable competitive opportunities for all athletics ages. The indoor athletics league is full to capacity with 350 eleven to fourteen year olds competing in six different leagues for years 7,8,9 with separate leagues for girls. The summer competition programme begins with the largest attended event in school sport in Sandwell - the Sandwell Schools Championships. Every Sandwell secondary school turns out for this event for school years 8/9 (under 15) and 10/11 (under 17). From the championships we select the Sandwell team to compete in the West Midlands Schools competition, managing and coaching the team up to the event and on the day itself.
- A successful athletics young volunteer programme in partnership with StreetGames
- Infrastructure for young coaches /volunteers which encourages individual progression
- Girls in Athletics programme
- Active Girls using athletics training and equipment for non sporty girls
- Quality coaching programmes and personnel to support and nurture young talented athletes on the journey from school to club athletics
- Good links with local clubs including Tipton Harriers, Wolverhampton & Bilston
- Links with regional Smile events encouraging disabled participants to be able to compete and take part on the same stage as the able bodied



- Better retention of year 10 & 11 girls (aged 16/17) BME participation in athletics and volunteering
- Links with school inclusion/behaviour unit, using athletics as engagement tool
- GCSE/A Level support for those taking athletics as an option

We have also built excellent partnerships with the primary schools sports co-ordinators where we deliver all of the primary school athletics event programmes (Indoor, Summer Track and Field, Cross Country) and support schools in putting on sports days.



## Changing Lives in Sandwell

**Smethwick Swimming Centre staff helped radio presenter, Katy Poulson, get into shape for her wedding**

The 32-year-old Capital FM Breakfast presenter put a plea out on air and instructors from Smethwick Swimming Centre were only too happy to oblige.

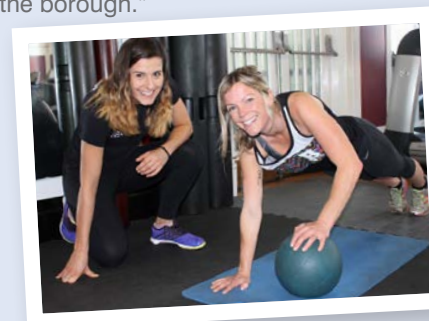
Katy explains: "The SLT fitness team were straight onto me and they spoke a lot of sense. I went for a tour and quickly saw that Smethwick Swimming Centre is a great facility and offers several different options to help you get fit and stay fit, so I became a member there and then.

"All the staff are really friendly and helpful, plus whilst the gym instructors push you hard (and I need that!) they are very giving and approachable."

SLT fitness coordinator Bradie Taylor-Booth

says: "We developed a specific functional training programme for Katy - using the likes of Kettlebells, Vipsrs, Powerbags and bodyweight movements – and her tone, shape and definition all came on leaps and bounds.

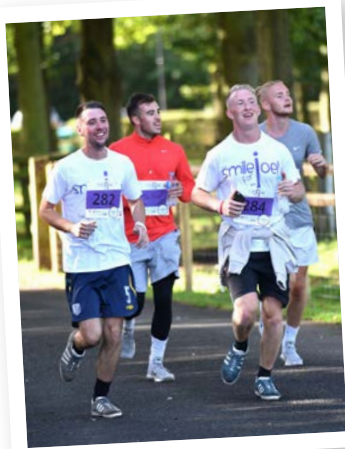
"Katy also took advantage of some one-to-one tuition with me and the team and like a lot of people was surprised to find that it's free at all eight SLT facilities across the borough."



## Supporting and Delivering Events

We also continued to deliver and support a number of highly popular Black Country-wide, mass participation events.

### Run for Joel 2016



SLT, in partnership with Smile for Joel (set up by Suzy Evans, the mum of Tunisia terror victim Joel Richards, and younger brother Owen) Victim Support and Sandwell Council, hosted the inaugural 'Run for Joel' event at Sandwell Valley Park in West Bromwich on Sunday 11th September.

The event was a huge success with nearly 1,100 people taking part and £27,000 raised for Victim Support, an independent charity

supporting bereaved family members of murder, manslaughter and terrorism victims across England and Wales.

Suzy said: "I'm absolutely overwhelmed at how many people came. The queues of people waiting to join in at the start were unbelievable. Well done everyone - you are all amazing people that stood together as one and supported #Smileforjoel."

"To each and everyone of you I say thank you from the bottom of my heart, but special thanks must go to the Sandwell Leisure Trust team - without you guys, we couldn't have done it - plus Sandwell Council and Sandwell



Valley Country Park for providing the venue.

"Many thanks also to BBC WM for supporting us all the way and all the local businesses who backed us, and not forgetting Walsall FC manager Jon Witney and the Mayor of Sandwell Julie Webb for kindly starting the races.

"Joel would have absolutely loved today, and I truly stand by his moto: Together we Achieve More."



### Sandwell Santa Dash 2016

SLT were once again a key partner in the Sandwell MyTime Santa Dash.

The event in December, saw 750 Santas complete a 3km route around Sandwell Valley.

The ongoing partnership between SLT and MyTime continues to thrive. The joint working currently supports a seamless health, wellbeing and leisure service programme across the whole of the borough which includes lifestyle support, health checks, 1-2-1 programmes and motivation sessions.



### Other successful events held or supported this year included:

- ✓ Cross Country Championships
- ✓ Nova Games at Sandwell Valley
- ✓ Disability Sports Day
- ✓ Give and Gain Day
- ✓ 2016 Sport Relief Mile
- ✓ Summer in the Valley
- ✓ Great British Tennis Weekends





## Our Staff

SLT are Investor in People accredited and this was reaffirmed during our reassessment in March this year. Over 500 hardworking members of staff are dedicated to providing a first class service to our customers. Developing and investing in them continues to be a priority and significant investment has been made this year.

## 2016/17 at a glance



**200**

staff attended the annual staff Learning Together Day



**38**

different learning activities were delivered this year

### Astute E-Learning

In July, a brand new E-learning programme was launched, which is web-based, allowing users' access via SLT's intranet or any desktop or mobile device. This gives staff more accessibility and flexibility in completing the E-learning modules.

Board Members have also been given access to the new system in order to undertake Safeguarding training.

### Multi-skilling

We continued to develop the skills of existing staff by supporting them through various courses.

Swimming Teacher and Pool Lifeguard Courses were made available to internal staff as part of their continuous professional development (CDP) and externally to attract new talent for those wishing to embark on a career in leisure.

Staff in specialist roles attended specialist training in their professional field. Essential Health and Safety training has also been key to supporting centres in maintaining the Trust's RoSPA Gold Award.

## Changing Lives in Sandwell

**Wednesbury stroke victim says Portway is 'the best thing that's ever happened to me'.**

53-year-old Harsha suffered two mini strokes but is defying the odds and walking again after regular recovery sessions at Portway Lifestyle Centre are improving her balance, strength and stability.

She now walks freely with the aid of a stick and has regained a lot of the sensation and feeling down her right side, plus her speech patterns have greatly improved and she's got much of her former confidence and positivity back.

She explains: "I quickly felt at home here and hit it off with instructor Scott Parish straight away.

Husband Dinesh adds: "Portway turned out to be the light at the end of the tunnel for us. Scott and all the staff here are superb and the place just radiates positivity."





## Our Awards and Accreditations

Providing award-winning services is a priority for SLT. Maintaining and achieving external accreditation demonstrates how we are benchmarked within the leisure industry nationally, so our customers can be assured they are receiving the best quality, safe services.

### 2016/17 at a glance



Received a  
**RoSPA**  
Gold Award for 10th  
year running



Maintained  
**QUEST**  
Quality Assurance  
Status

#### RoSPA Gold Award

An ongoing commitment to maintaining the highest level of health and safety for all customers and staff is a top priority and we are delighted to have received

the prestigious RoSPA Gold Presidents Award for maintaining this over ten consecutive years.

Awarded by the Royal Society for the Prevention of Accidents (RoSPA),

this award is not only internationally recognised but has fast become one of the most sought after accolades by organisations from every sector, not just the leisure industry.

#### Quest Accreditation

Importantly, we also maintain Quest accreditation, a continuous improvement tool and the leisure industry's only recognised Quality Assurance scheme for facility management and sports development designed to measure how effective organisations are.

Our Sports Development and Physical Activity Team was the first such team in the country to be awarded 'Excellent' status, which the team have retained from when the Quest 2012 scheme was launched.

The team have maintained their 'Excellent' status this year with the assessor noting the 'strong, passionate and committed

staff team focused on the organisation's vision and goals, with excellent local knowledge, networks and expertise of working with local sport.' In addition, the team were praised for their 'strong evidence of delivery including outreach attendances increasing year on year and exceeding performance and programme targets.'

#### Investor in People

The Investors in People Standard has been developed over 25 years and organisations that meet the World-recognised Standard reflect the very best in people management excellence.

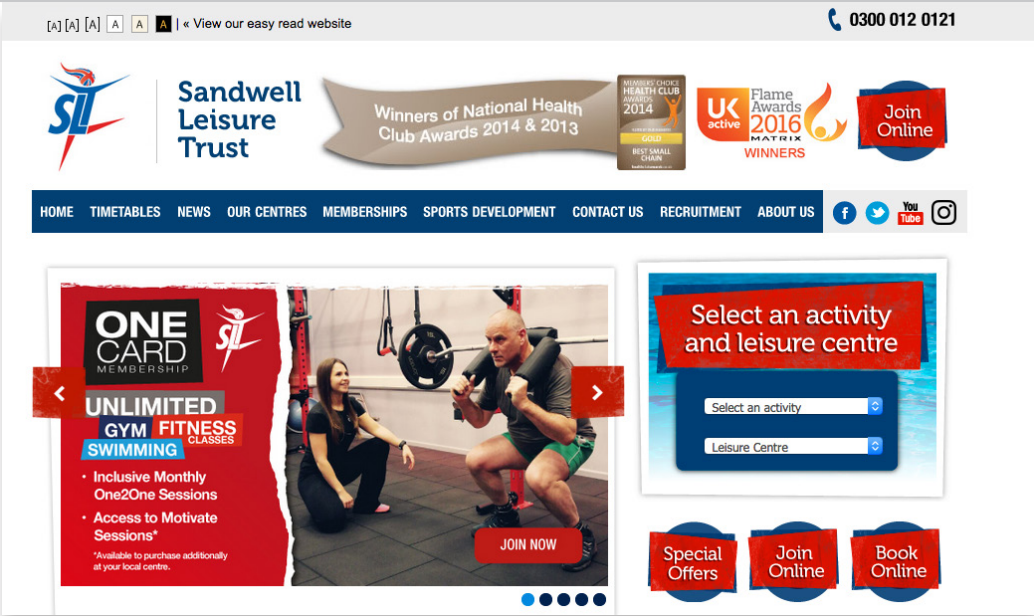
Following external assessment including

interviews with staff at all levels, SLT continues to be accredited as an Investors in People organisation at the Standard Award Level for the next 3 years.

Feedback from the external assessor stated: 'We would like to congratulate the organisation on retaining its IIP accreditation since 2004 and express our

appreciation for the support and hospitality afforded during our visit. Individuals we met were very positive about the future of the organisation and were very open and forthcoming with their responses and keen to contribute to future improvements.'





## Website Activity

The SLT website remains the most favoured tool for new and existing customers to obtain information about our services. This year we were successfully granted a Google Charity Grant which will support long term pay as you click campaigns to increase traffic to our website.

We have also developed a number of features to improve the visitor experience. These have included:

- Making the website **mobile friendly**. This change was needed due to the high increase of users accessing the website by mobile devices rather than the traditional desktop. Mobile device usage increased by 48% from last year.
- Launching a new **bespoke timetables page** which now creates a PDF based on the needs of the individual or facility. The function to have this timetable emailed to you weekly is now also available.
- Adding **Family Membership** as a new membership product with the functionality to enable existing members to upgrade, as well as new members to join.
- **Amending the Contact Us page** to route enquiries to the team which can best help in the quickest time possible, thus increasing customer satisfaction.
- **Creating an event booking page** to support the Run 4 Joel charity run in Sandwell Valley which enabled local

people to participate in a physically active event.

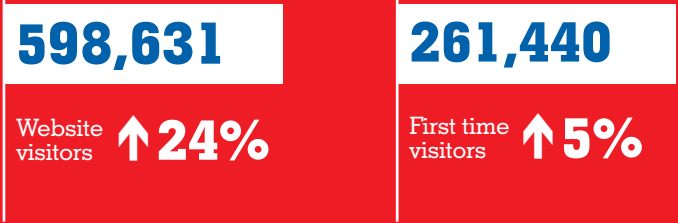
- **Adding downloadable Guest Passes** for the first time so potential members could download a voucher to try a workout with SLT.
- Adding a **data capture tool** to build a database of those who are interested in working for SLT. These customers now receive regular updates of the current job roles available.
- Adding a new function whereby customers can **request a call back** from our fitness or swimming teams at a particular centre.

We also moved forward with our website content, realising that previously too much sales content had been featured.

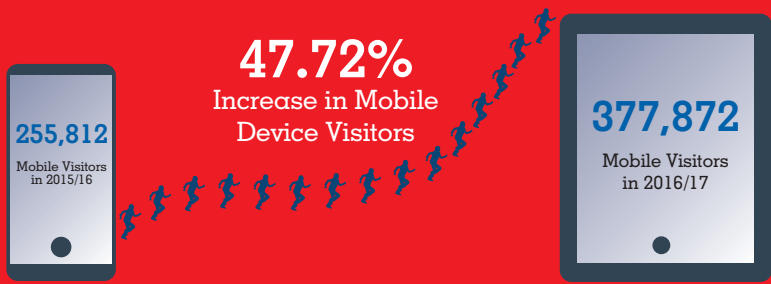
New content is now being created that holds the attention of website visitors for longer and benefits the social media channels too.

Overall, website visitors increased to 598,631, an increase of 24% from last year. The site search engine optimisation paid dividends as there was also a 5% increase in first time visitors.

## Website Visitors



## Mobile Device Visitors





## Social Media Activity

Our social media channels continue to be of great value to the organisation but also to our followers who are customers, future customers and also partners.

### Instagram

The largest growth in the year was with the Instagram channel where followers increased by 225% to 1,100. Recognising the huge potential growth in the channel from all ages, but particularly younger people, regular posts profile the latest images from the centres proved very popular.

Customers really got behind campaigns including the #sweatieselfie, where they uploaded photos of themselves and friends at the end of their SLT workout.

### Twitter

Twitter once again increased in terms of followers, impressions and engagements. As well as being a great retention and sales tool, Twitter plays an important role in reaching local partners and decision makers.

11.9k people saw our tweet about SLT being an award-winning organisation, 7k promoting Run 4 Joel, 6k Meet the member Della Barnsley and 5k Harsha defies the odds.

### Facebook

Facebook had another positive year with followers on the main SLT page increasing by over 10%. However the biggest growth was seen in the pages of individual centres. All centres appointed a voluntary social media champion who really took ownership of their own pages.

Haden Hill's monthly social media reach surpassed 133,000 immediately, with one video post to promote the new Clubbercise class reaching over 16,000 individuals' timelines.

## 2016/17 at a glance



**5792**  
FOLLOWERS



**7195**  
LIKES



**1119**  
FOLLOWERS

COMBINED WITH  
SLT CENTRES

**17506** LIKES





# We Feedback

We actively encourage feedback from our customers through the 'We love feedback' section on our website. Here customers can let us know how we might improve our service and request a response to their feedback directly.

Customers can also share their inspirational stories and provide a testimonial which we really appreciate. It's great to see how SLT is helping the people of Sandwell to enjoy taking part in sport and physical activity.

Here's a selection of some of the comments we have received this year:

I have been a member of SLT for many years using the facilities on a regular basis to keep fit. However 10 months ago I decided to have a personal programme written. I started at 33% body fat, very little muscle and a MET age of 45. All this I couldn't have done without the advice and motivation of Kev Daly. The man is an absolute credit to SLT. When people ask me how I look so good I always recommend Kev and your centre to help them get fit too. Just keep on delivering the service that you deliver, it's fantastic.

**Denise**  
Customer Review  
March 2016

I cannot thank you enough for all your help, information and the generous amount of time you gave to showing us around Portway Lifestyle centre yesterday. You, your staff and customers made us feel so very welcome. I was incredibly impressed by the centre, how it works and what you offer. It is genuinely inclusive and it is something we should aspire to for our hydrotherapy users and potential customers in Peterborough. We left feeling inspired and enthused. Please do pass on our appreciation and gratitude to everyone involved.

**Karen**  
Hydrotherapy, Peterborough  
March 2017

I would just like to say how brilliant Bev's Wednesday Zumba classes are at Portway. Great dance moves, fun and friendly atmosphere, only criticism is it's only once a week. Brie's classes are really good too on a Friday and Saturday! Highly recommended!

**Helen**  
Customer Review  
April 2016

I just want to say how brilliant Natasha is at Portway Lifestyle Centre, she is the best instructor I have ever known. She listens to what you want to achieve and helps you achieve it. Her classes (boxfit, HIIT Circuits, Kettlebell, Insanity) are absolutely brilliant especially her insanity classes where she mixes things to make it harder. Thanks Natasha for everything you do at Portway you are the best instructor there and everyone should know about it.

**Jessica**  
Customer Review  
April 2016

Fab yoga session at Portway today @SLTGetActive #yoga #allaboutthebreathing

**Hardeep**  
Customer Review  
May 2016

On behalf of Wolverhampton & Bilston Athletic Club I would just like to say thank you for all the work your staff put in before, during and after our YDL (Youth Development League) match on Sunday 29th May. They were all helpful, supportive, organised and dealt with first aid issues when needed promptly. The event went smoothly thanks to your team...

**Noel**  
Youth Development League  
May 2016

Not only are the gym staff at Haden Hill extremely friendly and professional they have always gone out of their way to push me and made me realise that I can do things that I never thought I could do. For someone who once used to have a phobia of the gym I am now an avid gym user. They inspire and motivate you to improve yourself and put such passion and effort into their classes and their personal training sessions. Without the unwavering support and encouragement of staff members such as Kirk, Uz and Hayley I would not be as physically fit or confident as I am today. They are a credit to SLT and deserve recognition for it as they really are an invaluable asset to the company.

**Miss S. Bi**  
Customer Review  
June 2016

Reece at Haden Hill is one of the best swim teachers my children have had, he somehow gets them all listening... well done Reece!

**Clair**  
Customer Review  
June 2016

Awesome variety of classes on offer 7 days a week  
#likingthenewadvertising

**Heather**  
Customer Review  
June 2016

Had a great time at Hadley Stadium today for a teenage birthday roller party, parents even got to have skate! @SLTGetActive great staff and venue.

**Emma**  
Customer Review  
July 2016

@SLTGetActive wanted to say a very big thank you to Carolyn this morning Haden Hill 7am, nice one Sandwell thanks.

**Ian**  
Customer Review  
July 2016

@SLTGetActive Insanity with Tasha at Portway tonight was great. Best class going.

**Ian**  
Customer Review  
July 2016

I've been a member at Haden Hill for a few months. I concentrated on using the gym equipment in the beginning but now I've found the confidence to join a class. Clubbercise is so much fun, dancing around to 90's music with a couple of glow sticks whilst trying to keep up with the instructor. I'll definitely do it again. The dance studio was packed which just added to the atmosphere. The hour went by so quick. Can't wait until next week.

**Yvette**  
Customer Review  
January 2017

Been with SLT over 10 years... use the gym and classes on a regular basis. The staff and instructors go out of their way to provide an excellent customer service. The children have weekly swimming lessons and it's very good value for money.

**Raj**  
Customer Review  
February 2017

Thanks to Jon @SLTGetActive for another fab 1-2-1! Keeps me motivated and always coming up with ways to push myself!

**Lizzie**  
Customer Review  
January 2017

I love how clean Smethwick baths are. The staff are always really polite and friendly. Brilliant for families with lots of changing room and pushchair space.

**Ruby**  
Customer Review  
February 2017

Just to say how much we all enjoyed the pool at Portway – everything about it, not just how warm it was but also the fact that there was someone to help Roger because he had a stroke and left him with limited movement. We would recommend it to anyone with limited movement and for people like both me and my sister-in-law who have arthritis. Once again thank you all.

**Margaret**  
Customer Review  
February 2017

## Changing Lives in Sandwell

**29-year-old Lee is defying medical predictions after regular rehabilitation workouts at Portway**

A serious car accident left him paralysed down the right hand side, but he is now walking again.

Bespoke functional programmes and mentoring are improving his overall fitness, helping him lose weight, and specifically improving his balance and co-ordination.

Lee explains: "Portway gym has become an essential part of my recovery. Week in, week out, I see and feel improvements. I'm slowly getting my old confidence back and can even manage weight lifts, roll outs and squats now!"





## Finance matters

Headlines - Income & Expenditure	2016/17	2015/16	VAR
<b>Total Incoming Resources (Income)</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
SMBC Management Fee	2,932	3,085	(153)
Unrestricted Income from Charitable Activities	7,152	6,476	676
Other Income	86	73	13
Trading Activities	234	228	6
Investment Income	3	6	(3)
Restricted Grants	53	49	4
	<b>10,460</b>	<b>9,917</b>	<b>543</b>

<b>Total Resources Expended (Expenditure)</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Staff Costs	6,978	6,470	(509)
Other Employee Costs	207	163	(44)
Premises	1,553	1,759	206
Transport	0	0	0
Professional Fees	63	84	21
Other Expenditure	1,985	2,088	103
Trading Activities	151	150	(1)
Governance Costs	51	57	6
Restricted Expenditure	42	79	37
	<b>11,030</b>	<b>10,850</b>	<b>(180)</b>

Other Recognised Gains (Losses)	£000s	£000s	£000s
Actuarial Gains (Losses) on Pension Scheme	(5,663)	1,695	(7,358)
Net Movement in Funds	(6,235)	764	(6,999)

Source: Statement of Financial Activities (SOFA) for the year to 31 March 2017 (unaudited)

Headlines - Balance Sheet	2016/17	2015/16	VAR
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Fixed Assets	1,367	1,551	(184)
Current Assets (non cash)	240	278	(38)
Cash at Bank and In Hand	3,727	3,143	584
Creditors - due within 1 year	(2,150)	(1,775)	(375)
Creditors due after 1 year			0
Net Assets (excluding Pension Scheme Liability)	3,183	3,197	(14)

Pension Scheme Liability	(10,763)	(4,542)	(6,221)
Net Assets	(7,580)	(1,345)	(6,235)

Source: Balance Sheet as at 31 March 2017 (unaudited)

The Pension Scheme liability is the responsibility of SMBC

## Our Centres:

Brandhall Golf Course  
Heron Road, Oldbury, B68 8AQ

Haden Hill Leisure Centre  
Barrs Road, Cradley Heath, B64 7HA

Hadley Stadium Leisure Centre  
Wilson Road, Smethwick, B66 4NL

Harry Mitchell Leisure Centre  
Broomfield, Smethwick, B67 7DH

Langley Swimming Centre  
Vicarage Road, Langley, Oldbury, B68 8HS

Portway Lifestyle Centre  
Newbury Lane, Oldbury, B69 1HE

Ryland Centre  
New Road, Bromsgrove, B60 2JS

Smethwick Swimming Centre  
Thimblemill Road, Smethwick, B67 5QT

Tipton Leisure Centre  
Alexandra Road, Tipton, DY4 8TA

Tipton Sports Academy  
Wednesbury Oak Road, Tipton, DY4 0BS

Wednesbury Leisure Centre  
High Bullen, Wednesbury, WS10 7HP



[www.slt-leisure.co.uk](http://www.slt-leisure.co.uk)  
0300 012 0121



in partnership with



For information about coaching, community sport and activity sessions, sports specific advice and club/coach/volunteer support, contact our Sports Development & Physical Activity Team on 0121 506 4980.