



Service area.	One Leisure
Date of assessment.	January 2010
Name of strategy / policy / function / service to be assessed.	One Leisure Marketing Plan
Is this a new or existing strategy / policy / function / service?	This EIA is based on a new policy
Name of manager responsible for strategy / policy / function / service.	
Names of people conducting the assessment.	
Step 1 – Description of strategy / policy / function / service.	
Describe the aims; objectives and purpose of the strategy / policy / function / service (include how it fits in to wider aims or strategic objectives).	<p>The Marketing Plan, and in particular the extended marketing mix, aims to help understand the customer in order to deliver the best possible service.</p> <p>The Marketing Plan sets out the marketing strategy for One Leisure managed by HDC for 2009 - 10.</p> <p>HDC has vision and priorities which are set out in the 'Growing Success' document. One Leisure supports this document in particular the 'promote active lifestyles' objective.</p> <p>One Leisure in turn, has eight key objectives within the plan. These have been linked to the overall strategy and this has been identified as Intense Growth (Ansoff's Matrix), with three links to this strategy:</p>



1. Market Penetration
2. Market Development
3. Product Development

Within the Plan eleven key marketing activities have been identified. Each of these link with the strategy and the objectives. From this the SMART system has been applied to determine success and timescales.

The marketing plan also has a comprehensive competitor analysis focused on:

- Swimming (recreational & lessons)
- Fitness (class & gym)
- Tennis
- Squash

The competitor analysis is based on drive time competitors - not general providers - and a SWOT analysis has been completed. Utilising all the collated information an extended marketing mix has been used to help deliver direction to the activities and strategy allowing focus and purpose to the overall objectives. Finally the budgetary resources and personnel have been identified, and a conclusion provided.

By achieving these objectives we will understand the needs of the users of our service and be able to organise services around those needs.



The Marketing Plan will also assist HDC to meet objectives from within the Corporate Equality Policy, Consultation & Engagement Strategy and Communications & Marketing Strategy which all require effective customer service.

The following eight key objectives have been identified within the Plan and will be measured to determine the effectiveness of the One Leisure Marketing Plan:

1. Promote a diverse range of activities and facilities to the residents of Huntingdonshire and the surrounding area to ensure a healthy population.
2. Work with Council departments, clubs and partner agencies to target past, present and prospective users of One Leisure.
3. Promote new One Leisure initiatives and facilities as a result of funding and development.
4. Increase admissions and membership of One Leisure.
5. Improve internal communication with internal stakeholders.
6. Provide Excellent Customer Service.
7. Encourage participation for the whole community.



	<p>8. Improve public perception of One Leisure.</p> <p>The service will seek to achieve these objectives through 11 key marketing activities / projects and 20 key SMART actions.</p>
<p>Are there any (existing) equality objectives of the strategy / policy or function / service?</p>	<p>As a new Plan, there are no pre-existing equality objectives.</p>
<p>Who is intended to benefit from the strategy / policy / function / service and in what way?</p>	<p>Customers: Improving levels of service by identifying their demands, needs and wants through the Plan.</p> <p>One Leisure Employees: An improved marketing plan will lead to a more structured and formal approach to marketing.</p> <p>HDC: Improved marketing will lead to increased participation, increased income and improved cost effective marketing.</p>
<p>What are the intended outcomes of this strategy / policy / function / service?</p>	<p>The intended outcome is to increase admissions to One Leisure from a range of targeted groups whilst improving financial performance through a structured and objective driven approach to marketing.</p>



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Step 2 – Data.

What baseline **quantitative data (statistics)** do you have about the strategy / policy / function / service relating to equalities groups (e.g. monitoring data on proportions of service users compared to proportions in the population), relevant to this policy?

At present using ACORN (correct at April 09) the One Leisure live user profile demonstrates a good spread from the five groups of ACORN. This indicates a wide range of people from different social backgrounds who regularly utilise the facilities.

Key information from the data identifies that the highest percentage penetration (38%>) occurs in the following groups:

- 1.A.2 Wealthy Working Families with Mortgages
- 1.A.4 Well-Off Managers, Larger Houses
- 1.C.10 Well-Off Working Families with Mortgages
- 3.G.25 White Collar Singles and Sharers, Terraces
- 3.H.26 Younger White Collar Couples with Mortgages
- 3.H.29 Mature Families in Suburban Semis
- 4.L.39 Skilled Older Families, Terraces
- 4.M.42 Home Owning Families, Terraces
- 5.N.44 Low Income Larger Families, Semis
- 5.N.49 Large Families and Single Parents, Many Children

There are ACORN reports for various activities within One Leisure. However, not all users need to be a member of One Leisure to utilise the facilities and this has created a problem



with capturing and targeting users as not all data is captured.

In 2009 - 10 a Leisure Card scheme will be implemented which will see all regular users being applied to the database in order to gather accurate information for marketing purposes. At present there is data on the following users:

- Impressions Fitness Suites pre-paid memberships
- Swimming Passes
- DD Swim Lessons
- Over 60's Swim

The information also allows understanding of the types of users we have and that we are active in encouraging participation for the whole community and improving resident's health as identified by our objectives.

LEISURE CENTRE MEMBERS (May 2009)		
<i>0 – 5 years</i>	4,959 people	7.3%
<i>6 – 10 years</i>	9,125 people	13.5%
<i>11 – 20 years</i>	12,460 people	18.4%
<i>21 – 30 years</i>	11,223 people	16.6%
<i>31 – 40 years</i>	11,404 people	16.9%
<i>41 – 50 years</i>	9,834 people	14.6%



<i>51 – 60 years</i>	4,867 people	7.2%
<i>61+ years</i>	3,701 people	5.5%
	67,567 people	100%

One Leisure research and service improvement:

Current One Leisure Members' 'Direct Debit' 'Top 7' user profile:

Well-off working families with mortgages	-	13.1%
Younger white collar couples with mortgages	-	9.5%
Wealthy working families with mortgages	-	8.9%
Well-off managers, detached houses	-	7.5%
Well-off managers, larger houses	-	6.7%
Working families with mortgages	-	5.0%
Middle income, home owning areas	-	4.7%

Current 'Direct Debit' lower profiles to target:

Young couples, flats & terraces	-	3.2%
Villages with wealthy communities	-	3.2%
Low income larger families, semi	-	2.6%
Established home owning workers	-	2.6%
Young working families	-	2.6%
Old people, flats	-	2.5%
Old people, detached homes	-	2.1%



	<p>Current One Leisure Members' 'Annual Payment' 'Top 7' user profile:</p> <table> <tr> <td>Wealthy working families with mortgages</td> <td>-</td> <td>14.9%</td> </tr> <tr> <td>Well-off working families with mortgages</td> <td>-</td> <td>12.5%</td> </tr> <tr> <td>Well-off managers, larger houses</td> <td>-</td> <td>10.8%</td> </tr> <tr> <td>Younger white collar couples with mortgages</td> <td>-</td> <td>6.9%</td> </tr> <tr> <td>Well-off managers, detached houses</td> <td>-</td> <td>6.9%</td> </tr> <tr> <td>Working families with mortgages</td> <td>-</td> <td>3.5%</td> </tr> <tr> <td>Middle income, home owning areas</td> <td>-</td> <td>3.3%</td> </tr> </table> <p>There are no lower groups for 'Annual Payment' as full annual payment is required.</p>	Wealthy working families with mortgages	-	14.9%	Well-off working families with mortgages	-	12.5%	Well-off managers, larger houses	-	10.8%	Younger white collar couples with mortgages	-	6.9%	Well-off managers, detached houses	-	6.9%	Working families with mortgages	-	3.5%	Middle income, home owning areas	-	3.3%
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<p>What qualitative data (opinions etc) do you have on different groups (e.g. comments from previous consumer satisfaction surveys / consultation, feedback exercises, or evidence from other authorities undertaking similar work), relevant to this strategy / policy / function / service?</p>	<p>Customer feedback forms and analysis.</p> <p>Summary of Leisure Centres' 2008 findings:</p> <ul style="list-style-type: none"> ○ Most frequent no. of visits per week: <ul style="list-style-type: none"> 2 – 3 ○ Most popular activities: <ul style="list-style-type: none"> ● Swimming ● Gym ● Fitness Classes ● Swimming Lessons ● Badminton ○ Customers that only use HDC Centres: <ul style="list-style-type: none"> ● 81.6% ○ Reasons for using other Centres: <ul style="list-style-type: none"> ● Closer to work 32%
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	<ul style="list-style-type: none"> • Facilities Not provided 24% • Better Facilities 17% • Cheaper 16% • Less Crowded 16% <p>○ Customer dissatisfaction:</p> <ul style="list-style-type: none"> • Improve changing rooms & showers OLR OLS OLH OLSI OLSN • Improve standard of equipment OLR • Increase range of activities OLR • Increase pool water temperature OLR • Increase pool spectator area size OLR • Price was very small percentage OLR • Improve car parking OLR • Provide café OLR OLS • Increase items of equipment in gym OLS • Provide health suite OLS • Improve vending services OLS • Increase number of daytime fitness classes OLH • Lengthen café / bar opening hours OLSI • Increase size of crèche OLSN
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	<ul style="list-style-type: none"> ○ Membership & available Passes awareness: <ul style="list-style-type: none"> ● Only 32% knew of all available memberships & passes ● Advantage Membership was the highest at 4 sites ○ Most effective methods of communication: <ul style="list-style-type: none"> ● Leaflets ● Web Site ● E-mail ● Letter / Telephone ● Newspapers ● Through Schools ○ Customer satisfaction: <ul style="list-style-type: none"> ➤ Average of all Centres scores. ➤ Highest individual Centre score. ➤ Lowest individual Centre score. <ul style="list-style-type: none"> ● Range of activities <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">Very Poor - 1.0%</td> <td style="width: 25%;">Poor - 0.6%</td> <td style="width: 25%;">Good - 59.7%</td> <td style="width: 25%;">Excellent - 19.3%</td> </tr> <tr> <td>Very Poor - 1.0%</td> <td>Poor - 0.7%</td> <td>Good - 67.8%</td> <td>Excellent - 24.3%</td> </tr> </table> 	Very Poor - 1.0%	Poor - 0.6%	Good - 59.7%	Excellent - 19.3%	Very Poor - 1.0%	Poor - 0.7%	Good - 67.8%	Excellent - 24.3%
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	Very Poor - 1.0%	Poor - 0.5%	Good - 54.0%	Excellent - 15.3%
	<ul style="list-style-type: none"> Availability of facilities 			
	Very Poor - 1.0%	Poor - 2.1%	Good - 54.7%	Excellent - 14.2%
	Very Poor - 1.0%	Poor - 2.9%	Good - 61.4%	Excellent - 21.4%
	Very Poor - 1.0%	Poor - 1.5%	Good - 49.2%	Excellent - 9.8%
	<ul style="list-style-type: none"> Changing facilities 			
	Very Poor - 2.3%	Poor - 8.4%	Good - 32.8%	Excellent - 13.4%
	Very Poor - 3.5%	Poor - 16.9%	Good - 41.9%	Excellent - 29.3%
	Very Poor - 0.8%	Poor - 1.6%	Good - 24.7%	Excellent - 3.9%
	<ul style="list-style-type: none"> Car parking 			
	Very Poor - 4.4%	Poor - 8.5%	Good - 42.2%	Excellent - 12.9%
	Very Poor - 5.9%	Poor - 15.8%	Good - 47.6%	Excellent - 24.2%
	Very Poor - 2.9%	Poor - 2.0%	Good - 31.7%	Excellent - 10.4%
	<ul style="list-style-type: none"> Cleanliness 			
	Very Poor - 1.9%	Poor - 3.6%	Good - 45.8%	Excellent - 19.9%
	Very Poor - 2.5%	Poor - 6.9%	Good - 50.0%	Excellent - 37.9%



	Very Poor - 1.3%	Poor - 1.4%	Good - 40.7%	Excellent - 9.8%
	<ul style="list-style-type: none"> • Helpfulness of staff 			
	Very Poor - 0.9%	Poor - 1.7%	Good - 39.9%	Excellent - 44.6%
	Very Poor - 1.3%	Poor - 4.0%	Good - 49.0%	Excellent - 60.0%
	Very Poor - 0.5%	Poor - 0.5%	Good - 31.4%	Excellent - 28.7%
	<ul style="list-style-type: none"> • Value for money 			
	Very Poor - 0.9%	Poor - 1.5%	Good - 53.4%	Excellent - 20.4%
	Very Poor - 1.0%	Poor - 2.1%	Good - 66.7%	Excellent - 28.2%
	Very Poor - 0.7%	Poor - 0.5%	Good - 43.5%	Excellent - 7.8%
	<ul style="list-style-type: none"> • Overall Satisfaction 			
	Very Poor - 0.5%	Poor - 1.2%	Good - 58.0%	Excellent - 19.9%
	Very Poor - 0.5%	Poor - 2.0%	Good - 70.6%	Excellent - 27.1%
	Very Poor - 0.5%	Poor - 0.5%	Good - 48.4%	Excellent - 9.8%
	<p>Following the analysis of surveys:</p> <ul style="list-style-type: none"> ○ Widespread improvements have been made to changing facilities across all sites. ○ Improved promotions for existing Impressions members to improve retention. ○ Ongoing review of all Centre programmes. 			



	<ul style="list-style-type: none">○ Purchase of new equipment at all sites.○ Improved standard of promotional material.○ Reviewed effectiveness of advertising.○ Facility development at OLH.○ Facility development at OLSN.○ Facility development at OLR.○ Car parking development at OLH and OLS.
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Step 3 - Policy impact.	
<p>Are there concerns that the strategy / policy / function / service could have a differential impact on different racial groups?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any racial differentials within One Leisure.</p> <p>Not applicable.</p>
<p>Are there concerns that the strategy / policy / function / service could have a differential impact on gender, including transgender people?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any gender differentials within One Leisure.</p> <p>Not applicable.</p>
<p>Are there concerns that the strategy / policy / function / service could have a differential impact on disabled people?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any differentials based on disability within One Leisure.</p> <p>Not applicable.</p>



<p>Are there concerns that the strategy / policy /function / service could have a differential impact on lesbian, gay, or bisexual people compared with heterosexual people?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any differentials based on sexual orientation within One Leisure.</p> <p>Not applicable.</p>
<p>Are there concerns that the strategy / policy / function / service could have a differential impact on younger or older people?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any differentials based on age within One Leisure.</p> <p>Any differentials are expected to have a positive impact. One Leisure Huntingdon employed a ‘Young Activator’ to engage and consult with young people. The results led OLH to promote their new Interactive Zone directly to schools, offering free sessions for school use to showcase the facilities and products to encourage wider use.</p> <p>This type of marketing has been used previously and therefore there has been no change to the way in which the service is marketed at this time.</p> <p>Not applicable.</p>



<p>Are there concerns that the strategy / policy / function / service could have a differential impact on grounds of religion or belief?</p> <p>What evidence do you have for your answer?</p>	<p>No evidence to suggest any differential impact but one of the purposes of the Plan is to help identify any differentials based on religion or belief within One Leisure.</p> <p>Not applicable.</p>



Action plan and timetable.

The initial review considered:

- The portfolio of facilities and services offered at all six One Leisure sites.
- The portfolio of facilities and services of competitors.
- A SWOT analysis of One Leisure.
- Do our customers know what services, facilities and activities are available and where, who to ask and how to find out what is available if they have special requirements?
- Do staff and customers know what facilities can be made available for people with a disability? Do we provide an appropriate service to people with a disability or recognise circumstances when assistance is required or raise their own concerns?
- Do staff understand the needs of different user and non user groups and where they can get help and information?
- What are the demographics of the local population?
- Are staff aware of the corporate guidance on the translation of written material?

The initial review indicated that:

- The Marketing Plan was written using; a recognised geodemographic tool & marketing models; and financial, member and user data. The Plan has been written to encourage participation for the whole community although this has not been broken down further to consider issues of equality but the Plan will be used to determine if there are issues of equality.

At present there is little evidence to indicate that there are any issues or problems associated with any of the above. As part of the monitoring procedure for the service the following activities are carried out and it is anticipated that any equality issues would be identified:



- Monitor trends of customer complaints by service and activity.
- Monitor trends of customer usage by service and activity.

Whilst there is no evidence of adverse impact or unmet needs, it may be necessary to undertake further research to identify if there are any gaps in the Marketing Plan, although it is believed that the Marketing Plan in itself is designed to identify these gaps. No immediate action is required but the medium to long term plan is to initiate further research and ensure that it is embedded within the One Leisure Centres' Business Plans.

What can be done to improve access to / take up of services or identify any unknown gaps in addition to actions identified above?

- Work closely with other HDC services to identify changes in the demographics of the population.
- Using Customer Survey data, cross reference responses based on ethnicity, disability, age and gender with measure of level of customer services within One Leisure.
- Wider analysis of customer data following the introduction of the One Leisure Card.

The action plan will be incorporated into each individual One Leisure Centre Business Plan 2010 - 2011. Resource implication will be identified as part of this process.



Objective	Action	Target/Timetable for completion of
Identify differential areas regarding race, gender, disability, age, religion / beliefs and sexual orientation.	<p>The actions above will lead to the gathering of this information.</p> <p>When the information has been gathered, an analysis of the data will be undertaken and findings and actions resulting from the analysis will be introduced into the current and / or future Marketing Plan as appropriate.</p>	Complete during 2010 - 2011 and include in 2011 - 2012 Marketing Plan.
Measure marketing success	All target marketing to be measured to determine levels of success.	Complete for all target marketing during 2010 - 11.