



Vision:

- ◆ To improve financial performance against agreed budgets and business plan
- ◆ Achieve and maintain a high standard of customer service at both facilities
- ◆ Increase levels of daytime activity i.e. conferences, funerals, training days etc
- ◆ Increase levels of in house services at both facilities
- ◆ To extend the gym at the leisure Centre, to enable us to improve facilities, increase membership and encourage a more active lifestyle

Charitable objects

The principal activity of the charitable company is the provision of sustainable leisure facilities for the community in and around Whitworth including but not exclusively, Whitworth leisure centre. To secure this principal objective the charitable company aims to:-

Secure the long term future of the Leisure centre and the Riverside into successful community facilities and to subsequently improve the income stream to supplement funding and to ensure both facilities have a long term future.

Provide facilities in Whitworth that will secure the confidence of users, investors and the Local authority.

Provide professional and effective management capable of managing the facilities.

Work with Rossendale Council on behalf of the local community.

Work with Whitworth Town council in promoting the village to become the gateway to Rossendale valley, attracting visitors not only to the leisure centre and the Riverside but also to encourage walking, hiking, biking and other outdoor activities.

About CLAW

Community Leisure Association of Whitworth (CLAW Ltd) was established in August 2002 after the closure of Whitworth baths. The directors of the newly formed company, along with fundraisers and the support of the whole community, worked extremely hard to raise funds to enable them to re-open the baths.

Many tens of thousands of pounds was raised and an army of helpers including tradesmen and general public came along to give their time and expertise which led us to re-open the baths in June 2003.

CLAW had also removed old facilities and installed a new gym.

The old civic hall was the venue for all our fundraising activities and after a successful event in December 2003 the hall burnt to the ground.

After much negotiation the council agreed that a new civic hall should be built in its place. In October 2006 the Riverside opened its doors for the first time.

In October 2016 the Riverside celebrated its 10th Anniversary with a series of events that the community thoroughly enjoyed.

Following the departure of one of our managers at the Leisure Centre we have had a complete staff re-construction which is proving very beneficial both financially and in efficiency. Everything is far better organised now, the staff are happier and the atmosphere is great. Our thanks go to Haydn Whyatt, the new manager, who has organised it all.

The refurbishment of both the male and female changing rooms at the Leisure Centre was completed in September 2016 at a cost of over £40K plus vat (which is irrecoverable). Thankfully, we were able to keep the facility open during the 4 weeks the work took to complete..

Further recent capital expenditure has been the acquisition of a new hypoliser, which controls the chemicals dosage to the water: this cost £8K

About CLAW cont

At the Riverside we have invested in new lounge and reception furniture at the cost of £10K.

It will be necessary in the very near future to replace carpet throughout the building at an estimated cost of £18K.

The investments at the Riverside are necessary in order to keep the very high standards that our customers expect and are used to.

We are proud at the Riverside to have achieved the Best Kept Public Hall Winner 2016 Award in the Lancashire Best Kept Village Competition.

Our thanks go to Lisa McDowell and the Riverside staff for maintaining the venue and landscaped areas to an exceptional standard.

Key Achievements

- ◆ Increase in bookings especially weddings for 2017/18 – wedding spend has also increased with more wedding packages being taken
- ◆ Increase our in house wedding / event services
- ◆ Redesigned websites for both facilities has led to an increase in enquiries
- ◆ Low staff turnover
- ◆ Continuing to run our own National Pool Life Guard courses
- ◆ Achieving 100% completion of RLSS external verification 2015
- ◆ Noticeable increase in swimming lesson bookings
- ◆ Increase in School swimming lesson bookings
- ◆ Continue to use social media at both facilities
- ◆ Increase in footfall (both facilities)
- ◆ Introduction of a Corporate membership with local businesses
- ◆ Cafe Gallery at the Leisure Centre is well used and well received

Sales & Marketing:

A sales & marketing plan has been developed with a view to increasing our profile within the local community and surrounding boroughs. Some of the key elements are:-

- ◆ Introduce a corporate image across all marketing material at the Leisure Centre including new signage
- ◆ Promotions using Borough, Town Council and RLSS websites
- ◆ Continue working in partnership with Whitworth Town council on joint events

Increase focus on profitable activity

- ◆ Target events that bring in their own inherent mobile audience – proving successful as customers have rebooked for the next 2 years.
- ◆ Consolidate focus of activity on cash generating weekend events i.e. weddings
- ◆ Explore / target business during the daytime core hours
- ◆ Move towards self- sustaining catering arrangements
- ◆ Party bookings (Leisure Centre)

Actions being taken

- ◆ School proms continue with an increase in schools from the Rochdale area.
- ◆ No further exploratory events planned; concentrating on weddings
- ◆ Now producing our own catering (buffets & hot suppers) and no external caterers other than Lords allowed on any future bookings. Improvement required on kitchen facilities in order to introduce additional catering. Own waiting on staff, more positive comments

Reduce operational costs (for both facilities)

- ◆ Review financial management processes / take a baseline and monitor direction of travel + or -
- ◆ Carry out a process reengineering exercise
- ◆ Reduce overheads such as utility costs
- ◆ Installation of Solar Panels at the Riverside and look forward to future savings on costs
- ◆ Continue to use the paperless system

Actions being taken (for both facilities)

- ◆ Monthly management accounts versus budget reviews at monthly board meeting. Monthly meeting with facility managers to discuss the same
- ◆ Re-education of management team to extract all financial opportunities from all events /functions. Root to branch review + wash up all events to explore further opportunities
- ◆ Update of heating software/hardware. Utilise cooler single storage vessel method in bar area. Both sites working together to try and get a better deal from service providers.
- ◆ All invoices, receipts, marketing material & price lists are sent via email reducing paper, printing and postage costs.
- ◆ New sensor lighting in some areas of the Riverside

Refocus the marketing strategy (for both facilities)

- ◆ Produce a marketing strategy
- ◆ Review marketing material
- ◆ Optimise website including facebook, twitter
- ◆ Develop a customer focused organisation, customer care policy, survey feedback

Actions being taken (for both facilities)

- ◆ Looking at times of year & plan advertising accordingly. Introduce a sales & marketing plan
- ◆ Brochures & price lists are reviewed annually
- ◆ Websites launched at both facilities are proving successful.
- ◆ Personalised feedback cards are sent out with every final invoice. Introduction of an email version of the feedback card is being designed as more final invoices are being emailed to save on costs.
- ◆ Updating of signage for a more modern and fresh look

Consolidation of staffing structure (for both facilities)

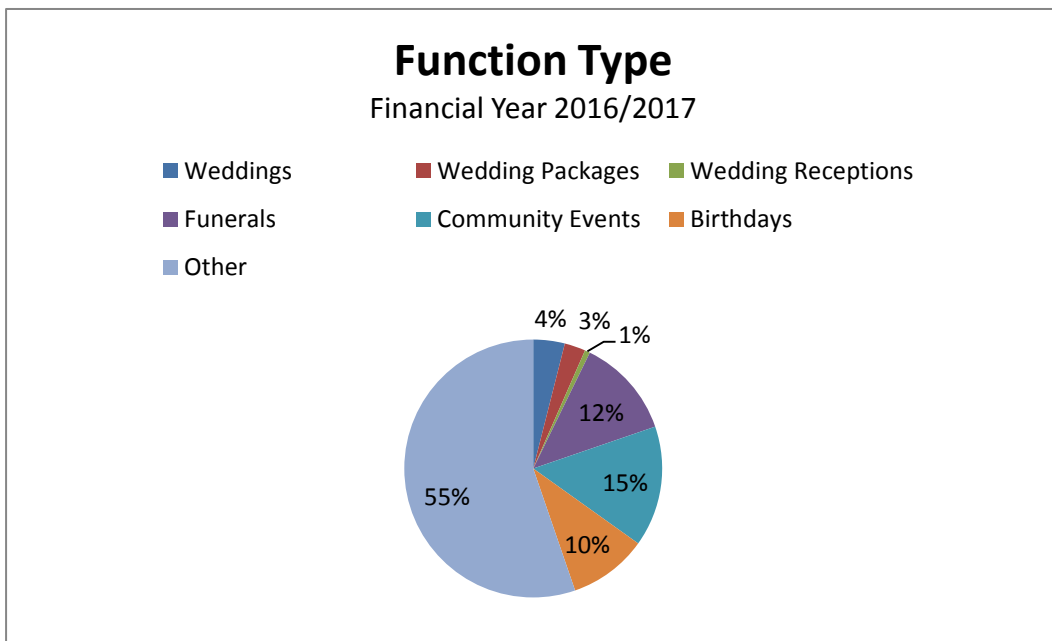
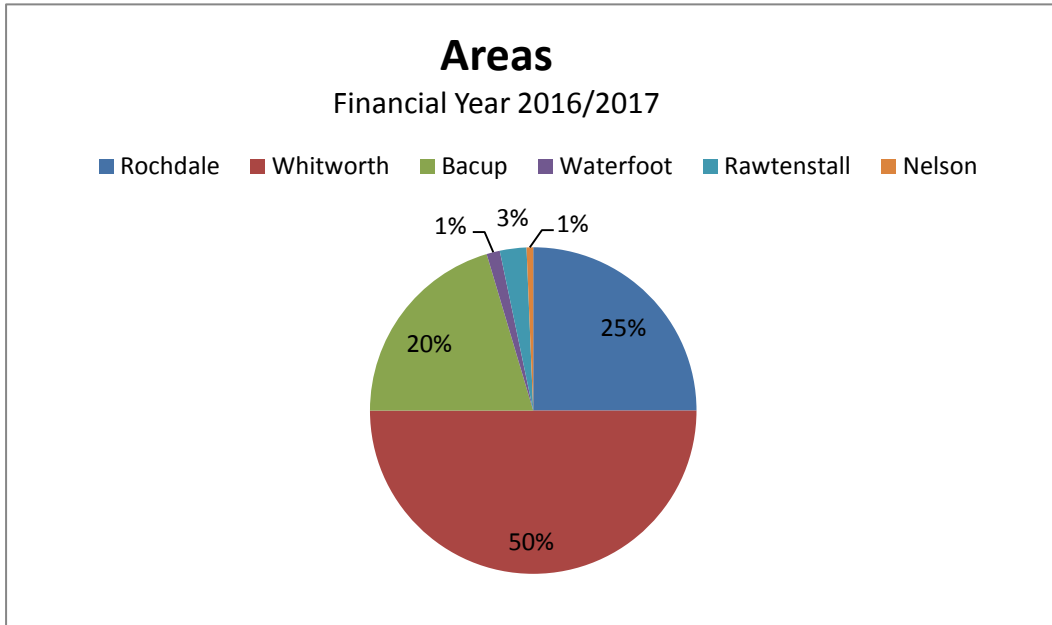
- ◆ Review staffing structure
- ◆ Improve working practices including work programming, performance monitoring, 1-2-1's, annual reviews
- ◆ Training – customer care course and in house training for Leisure Centre staff wishing to work at the Riverside (bar)
- ◆ Ongoing Training – monthly and annual training sessions i.e. first aid, life guard
- ◆ Qualifications – facilitating swimming teacher courses

Actions being taken (for both facilities)

- ◆ Event staff matrix introduced, taking into account guest expectancy / function type. Reduction in reception opening hours reducing staff hours
- ◆ PDR system under development

The Riverside

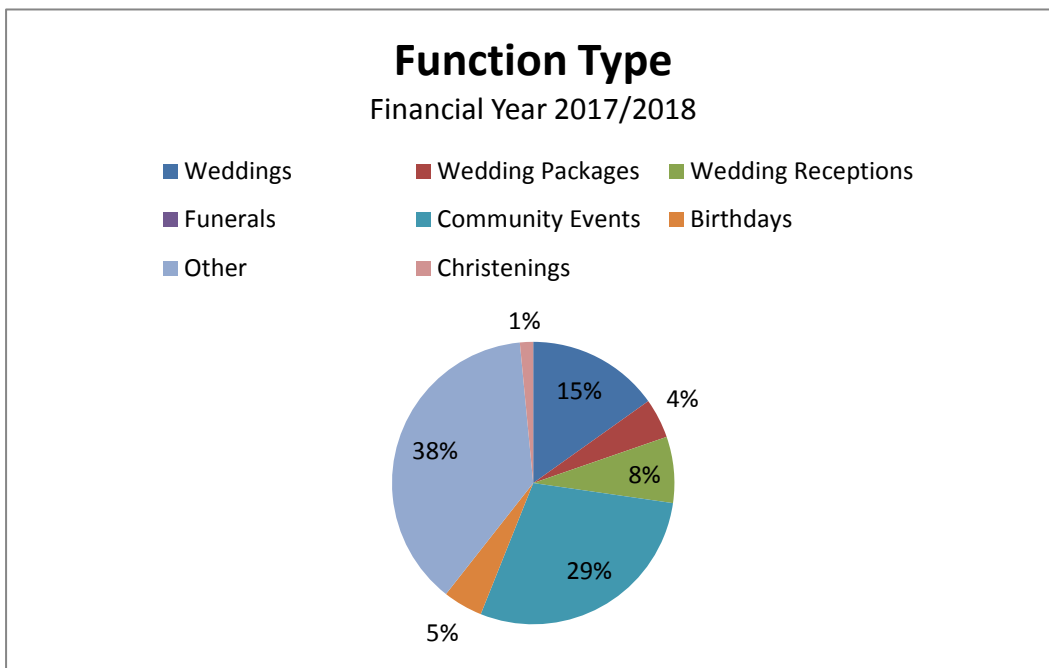
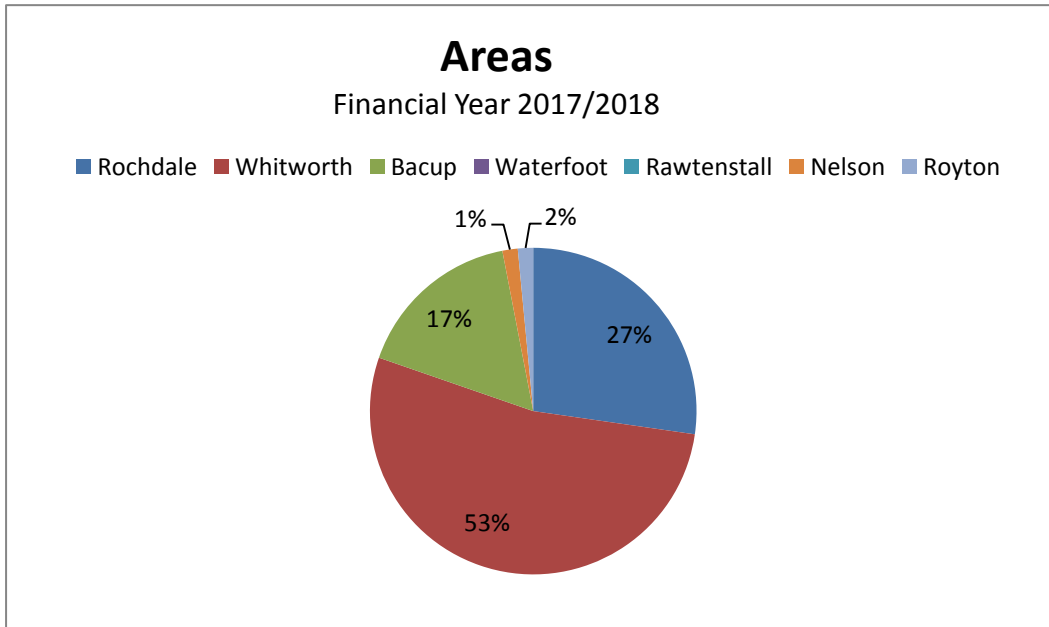
Confirmed Bookings Only



Updated 28.12.16

The Riverside

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