



Wave Leisure Trust

"Inspiring Active Lifestyles"

Duncan Kerr - Chief Executive





Who are we?

- Formed in April 2006.
- An independent CLG and Registered Charity.
- A "Social Enterprise" operating for social and environmental benefits to the local community.
- Manage 10 leisure facilities, 9 within Lewes District -Downs, Lewes, Peacehaven Leisure Centres, Ringmer Swimming Pool, Seahaven Swim & Fitness Centre, Seaford Head Pool & Sports Hall, Shakespeare Hall, Newhaven Fort and East Grinstead Sports Club.











Who are we?

- Annual turnover of circa £5.7 million.
- Revenues and resulting surpluses are used to develop and improve the service.
- 275+ staff on the payroll.
- In excess of 1 million customer visits per year.







Wave Position Statement

Wave Leisure Trust Ltd is a Charity and Social Enterprise with a Purpose of "Inspiring Active Lifestyles" and a Vision; "To be at the heart of the improvement of health and wellbeing within the Community".

Formed in 2006, Wave is recognised as an **award-winning** Trust, **managing ten leisure facilities including Newhaven Fort** along with providing a vast range of activity programmes and outreach initiatives.

Supporting well over 1 million active customer visits on an annual basis, Wave ensures all surplus revenues generated from activities are **reinvested back into the community** in the form of facility developments and refurbishments, new programmes of activity or outreach initiatives.

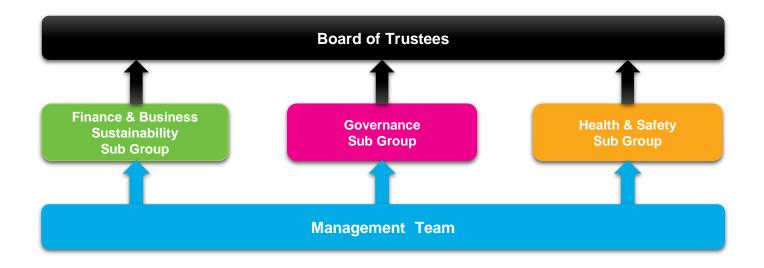
Working across a range of sectors including **Sport and Activity**, **Education**, **Public Health and Adult Social Care**, Wave **helps people of all ages and ability levels to be active**, **how they want**, **where they want**, **when they want**.

Wave; keeping generations active, across the generations.





Governance Structure







Board of Trustees

- Nine in Total, Eight Community Trustees with an extensive skill base from Leisure Consultant to Accountants, Business Development Managers and Marketing and Sales Director.
- One additional Trustee; Lewes District Council Representative.
- Oversee the strategic direction of the Trust.
- Volunteers who meet quarterly to review performance, set policies, agree priorities etc.





Purpose and Vision

Purpose

"Inspiring Active Lifestyles".

Vision

"To be at the heart of the improvement of health and wellbeing in our communities."





Objectives

Achieving Excellence

We will agree and deliver clear and specific outcomes, utilising independent audits, surveys and awards to measure our performance to ensure we provide a consistent service.

Business Sustainability

We recognise the need to invest in new opportunities that will ultimately generate additional resources that will enable future investment by the Trust. We will ensure our sustainability through our economic, environmental and ethical responsibilities.

Customer Choice

Our customers are our business. We will consult our customers in a friendly, helpful and courteous way and provide them with a choice of ways to meet their needs.

Engaging with Staff & Partners

We appreciate the value of working in partnership - we cannot fulfil our purpose and achieve our vision alone. By understanding our partners goals we can develop a joint vision and approach that makes effective use of our collective expertise in shaping a better future for our community.

Delivering to our Community

We understand the importance of working in our wider community and will develop, manage and deliver a range of facility and outreach initiatives.





To be at the heart of the improvement of Health and Well-being in our Communities

By 2020 we will be an Independent, Financially Self-sustaining Organisation

Operations

- Customer engagement
- Asset management
- Health and Safety
- Programming/
- participationTeam development

- Sales & Retention
- Lead Generation
- Needs Assessment
- Presentation
- The Close
- •Follow Up
- •On going Communication

Commercial Development

- New management contracts
 Twisting contracts
- Existing contracts
- Mergers and acquisitions

Community Engagement

- Active Schools
- Active Communities.
- Active People.
- · Active Families.
- Active Partners.
- Active Heritage.

Marketing

Marketing Mix, Customer Journey, Promotional Campaigns, Agency Contract Management

Human Resources

Recruitment and selection, learning and development, reward and recognition, involvement and empowerment, performance measurement, continuous improvement.

Finance

Financial management framework, budgeting, financial performance management, reporting, audit, investment planning and management

IT

Applications, networks, information, hardware, mobility

Governance

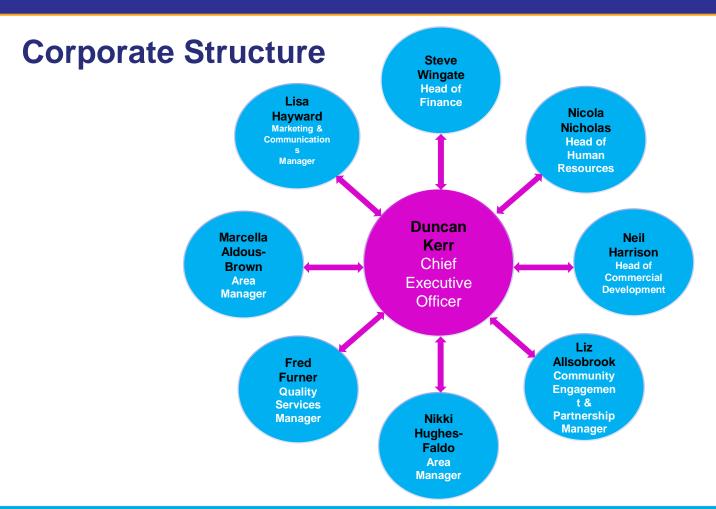
Legal, ethical, functional responsibilities, Policy development, and Board Trustees' performance.

Objectives

Achieving Excellence, Engaging with Staff and Partners, Customer Choice, Business Sustainability, Delivering to our Community

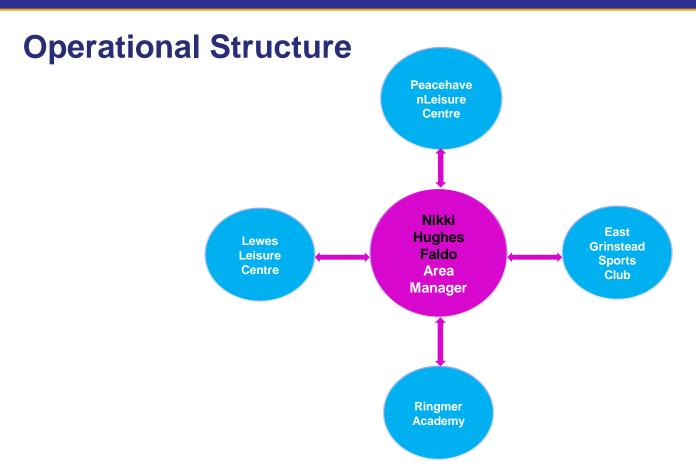
















Wave; Keep it Simple

What are we 'Best At'?

- 1. Facility Management
- 2. Strategic Partnership Work
- 3. People Management
- 4. Outreach
- 5. Relationship Building
- 6. Customer Satisfaction
- 7. True Partnership Working
- 8. "Can do" Attitude
- 9. Being Inclusive

What are we Passionate About?

- Customers, Staff and People
- Community Health/Wellbeing
- LDC and Communities we support
- Engaging
- Supporting
- Finance
- Relationships
- Quality; Effective and Efficient
- Progression
- Proactive





Impact 2006-2017

- Provided real terms savings of £4.6 million to LDC.
- Increased visitor numbers by 20% to 1 million per year.
- Provided capital investment of £1.2 million.
- Retained ISO 14001 Environmental Accreditation.
- Retained Social Enterprise Mark.
- QUEST "Excellent" Status Accreditation for PLC.
- QUEST "Best Managed Facility in the UK" awarded to PLC.
- Lewes District Business Awards 2016 "Best Employer"
- Seahaven Business Awards 2017 "Best Environmental Business"
- Sussex Business Awards "Best Business in the Community" Shortlisted
- Lewes District Business Awards 2017 Winner "Best Company"









A Team Driven to Make an Impact Not Just Passionate but Committed











