



LIVEWIRE BUSINESS PLAN 2018 - 2022



LiveWire (Warrington) CIC is a limited company registered in England and Wales.
Registered number 07972958. VAT registered number 134 9170 16.
Registered office Orford Jubilee Neighbourhood Hub, Jubilee Way, Warrington, WA2 8HE.
LiveWire (Warrington) CIC trades under the name LiveWire®.

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CHAIR'S STATEMENT, ALAN YATES



I am delighted to introduce our latest business plan. This is the result of a lot of hard work involving the board, the senior management team, our partners, our staff and our members.

The document itself is self-explanatory. It sets out our vision for the future, our aims and objectives and most importantly the practical steps necessary to achieve our aspirations. It is the result of almost a year of evaluation, forward thinking, negotiation and planning.

Our town is constantly developing and consequently the needs of the neighbourhoods we serve change. Therefore, alongside our traditional fields of operation, you will notice new initiatives such as the focus on green energy and dementia prevention, to name but two. I would draw your attention to the following four themes that we will continue to focus on.

INTEGRATION

We will continue to provide an integrated offer so that we can provide a comprehensive customer service for all our stakeholders.

PREVENTION

We hold a passionate belief that by helping people live an active and happy life we will help Warrington residents to stay fit and healthy for longer.

PARTNERSHIP

We will continue to establish and nurture effective partnerships to ensure members can access the information and services they need, when they need it.

INCLUSION

We are focused on delivering a high quality, cost-effective neighbourhood and wellbeing service which is accessible to all.

It is necessarily a lengthy document. I hope you will find time to read it. If you work for us, you will be able to see how you are involved or can contribute. If you do not work for us, I am sure you will find this an interesting and informative document which highlights the impact we make to those who live, work and visit Warrington.

MANAGING DIRECTOR'S STATEMENT, EMMA HUTCHINSON



Since LiveWire's formation in 2012, our neighbourhood wellbeing company has gone from strength-to-strength and is now the key provider of leisure, libraries and lifestyle services across the borough.

Our focus has been on providing as many opportunities as possible to support residents in Warrington's neighbourhoods to live healthy and happy lifestyles; resulting in an increase in participation across the activities we provide.

Over the last six years the team has successfully delivered a neighbourhood hub in Orford, which is now a facility at the heart of the local community and is well utilised by people across the town.

We have also developed and improved our lifestyles' services'. We have supported thousands of residents to stop smoking for the long-term. In addition we have

introduced new innovative ways to help residents lose weight; including the Fit To Tackle programme which supported more than 140 males and females to shed a combined weight of 161 stone over a 12 month period.

Our commitment to libraries and learning across the town has also seen LiveWire improve reading programmes at all of its libraries. We have also worked with external providers to develop sessions for people in the community to improve their digital skills. In the future, we will investigate further investment in an enhanced digital library offer.

As we look forward to 2022, we plan to expand our portfolio of integrated facilities that provide leisure, library and lifestyle services all under one roof – a model which we have already proved to be very successful in Orford, Woolston and Great Sankey.

Our ambitious plans extend to tailoring our offer to meet the needs of different neighbourhoods across the town. We will do this through development of the Bewsey Dallam Hub and Birchwood Hub, which will provide much needed health and leisure provisions in those areas.

ABOUT US



LiveWire is a Community Interest Company (CIC) established in May 2012. Our organisation is the largest provider of wellbeing, sport, leisure and library facilities and activities in the town; operating three neighbourhood hubs, three leisure centres, and 12 libraries which attract more than three million visitors each year.

We strive to promote a healthy lifestyle and increase participation in library activities whilst encouraging reading and learning. This is achieved by providing free access to books and computers - which are gateways to a wealth of physical, virtual and online resources. This enables us to support the Society of Chief Librarian's Universal Offers, i.e. learning, digital, reading, information, health and culture, coupled with supporting a Children's Promise and Six Steps, which is aimed at widening access for those who are visually impaired.

Our offer provides value for money leisure memberships, and we remain committed to ensuring facilities and activities are accessible for all members of the community.

Through existing contracts with Warrington Borough Council, Public Health and other partners, we continue to deliver well co-ordinated, integrated health and wellbeing services on a neighbourhood basis. Building on the success of highly vibrant hub facilities in Orford, Great Sankey and Woolston there are plans to create more integrated hub destinations in other neighbourhoods that offer a full range of leisure, library, lifestyle, sport and activities.

We will continue to promote integrated working. This follows a company-wide restructure in 2014 which ensured front line members of staff are able to confidently advise customers about all aspects of the service. LiveWire Advisors will continue to deliver stop smoking and weight management sessions in libraries and other community hubs while supporting clients to access leisure services upon completion of the programmes. Successful integrated programmes like Fit To Tackle and Fit To Quit will continue to be developed whilst new innovative programmes that span all four of the services will be explored.

We strive to help tackle the social challenges across Warrington by promoting and supporting a healthy way to live. By working collaboratively with partners we aim to ensure that innovative, creative and effective services provide maximum benefits for the residents of Warrington; at the same time attracting external investments and funding to further enhance our services.

As a CIC, any surplus income is invested back into the business for the benefit of local communities to provide services and facilities for Warrington's neighbourhoods.

FASCINATING FACTS ABOUT LIVEWIRE

LIVEWIRE IN THE LAST THREE YEARS:



ALMOST
10 MILLION
CUSTOMERS MADE THE CHOICE TO
LIVE WELL WITH LIVEWIRE

TO DATE LIVEWIRE HAS

18,747

LEISURE MEMBERS

27,165

LIBRARY MEMBERS

ON AVERAGE,
TWICE A DAY
SOMEONE TAKES THE
TIME TO FORMALLY
COMPLIMENT OUR
STAFF AND SERVICES

LIVEWIRE HAS
SUPPORTED OVER

24,000

VOLUNTEERING HOURS



LIVING WELL WITH LIVEWIRE



OVER

2,500

WARRINGTON RESIDENTS
RECEIVED SUPPORT TO
SUCCESSFULLY
QUIT SMOKING

OVER

2,000

PEOPLE GOT BACK INTO
EXERCISE WITH THE HELP
OF OUR '**REACH FOR
HEALTH**' PROGRAMME



LIVEWIRE HELPED OVER

850

OLDER PEOPLE INCREASE THEIR
FITNESS WITH OUR '**STAY ON
YOUR FEET**' PROGRAMME



LIVEWIRE'S '**FIT TO TACKLE**' PROGRAMME
HAS BEEN COMPLETED BY

400 PEOPLE WHO BETWEEN THEM
HAVE LOST A STAGGERING

2881KG OR

453ST



LIBRARIES AND LEARNING

OVER

3 MILLION

CUSTOMERS ACCESSED OUR
LIBRARY FACILITIES



NEARLY

20,000

E-BOOKS HAVE BEEN
DOWNLOADED

OVER

1.2 MILLION

ITEMS HAVE BEEN ISSUED
FROM OUR LIBRARIES

OVER

6,000

ACTIVITY SESSIONS HAVE BEEN HELD
ACROSS LIBRARIES, ATTENDED BY OVER

75,000 PEOPLE

LEISURE



ORFORD JUBILEE NEIGHBOURHOOD HUB
HAD OVER

3.6 MILLION

PEOPLE THROUGH THE DOORS



OVER

40,000

OF OUR CUSTOMERS HAVE
ACCESSED THE '**GROUP
FITNESS**' PROGRAMME

ALMOST

370,000

CHILDREN PARTICIPATED
IN OUR '**LEARN TO SWIM**'
PROGRAMME



OUR ACTIVE LIVEWIRE TEAM HAS KEPT
PEOPLE MOVING BY ENGAGING OVER

200,000

PEOPLE TO TAKE PART IN
PHYSICAL ACTIVITY



FEEDBACK RECEIVED IN QUARTER 2 OF 2017, I.E. JULY - SEPTEMBER, PROVIDES EVIDENCE OF THE IMPACT WE ARE MAKING TO PEOPLE'S LIVES:

- "Thank you to the team at LiveWire for their support. I am still smoke free, going to the gym and am not drinking alcohol. I've changed my lifestyle around and couldn't have done it without LiveWire's support." - a Lifestyles client at his 6 month follow up.
- "We wrote poetry and it made me realise that it de-stresses me." - young person who took part in Rugby Reading Champions programme.
- "I used to not like reading, but now they have made it fun I would read more."
- "Westy Summer Camp is the best thing that has happened for kids in the summer holidays for years in this community. It gave them structure and focus, when otherwise they would be hanging around causing mischief!" - Andy PCSO Central Warrington area.



LIVEWIRE LIVERPOOL

The Health Trainer Service in Liverpool was transferred to LiveWire in February 2017. In the first 6 months of transfer the team received 2,074 referrals and a 1,666 health plans were set with clients.

1,139 clients evidenced an improvement in overall mental wellbeing following the 12 week Health Trainer programme and between the 1,139 clients setting health plans, a staggering 5,800 goals were set with over 90% of these being achieved!

"I had high blood pressure and was borderline diabetic when I was sent to see the team at LiveWire Liverpool. However since starting the intervention, I've never looked back. My blood pressure is fine and I'm way down on the number for my diabetes. I have more energy than ever and really do feel really good!"

- Client on Health Trainer Programme.

MISSION, VISION, VALUES & AIMS

The LiveWire mission, vision, values, aims and objectives will drive the business with an emphasis on:

- Addressing health inequalities.
- Improving wellbeing.
- Building safer and stronger neighbourhoods.
- Developing an integrated training structure for our staff.

We recognise that the Company can have a far greater impact when it works closely with partners and external providers who share a common purpose in establishing a more focused relationship with clients, customers and staff to improve health and wellbeing.

With limited resources we acknowledge that we can achieve more when there is joined-up thinking and joined-up delivery; taking into account local need in the planning of all our services.

To achieve this, a strategic alliance will be developed with key partners. This will enable us to continue to establish, develop and strengthen operational relationships that add value to the services offered.

MISSION

- To be the number one provider of affordable, innovative wellbeing, libraries, sport and leisure opportunities for all residents, visitors and people working in Warrington.

VISION

- To be a thriving, financially strong company with fantastic facilities in every neighbourhood area of Warrington; inspiring and supporting residents to be the healthiest, most active and happiest in the UK.

VALUES

- Ensure LiveWire's customers' needs and wellbeing are at the centre of everything we do.
- Create opportunities for people to participate and enjoy a healthy and happy life.
- Provide welcoming, accessible and inclusive facilities.
- Encourage diversity throughout the workforce to help us gain a better understanding of the needs of a wide range of customers.
- Personally commit to taking individual and collective responsibility to deliver services and improve the community.
- Nurture innovation, new ideas and effective ways of working.
- Create value by treating one another with respect and working together.
- Recognise and celebrate success and strive for excellence in everything we do.
- Encourage employees to be passionate and proud of LiveWire and deliver with commitment, energy and the optimism to succeed.



BOROUGH WIDE SUMMARY

POPULATION

There are 90,000 properties in Warrington - home to 208,000 residents. Each year Warrington's population grows by 1,000 due to births and inward migration. There is a 50 / 50 split between the ratio of males to females and just 4% of the population can be described as non-white British. The average age of a Warrington resident is 38; the outer wards tend to be home to an ageing population. The most densely populated wards are located in the centre of the borough.

HEALTH AND LIFE EXPECTANCY

The current average life expectancy of men in England is 79.2 years (of which 63.4 years are expected to be healthy) and for women average life expectancy is 83.0 years (of which 64.1 are expected to be healthy).

Warrington residents tend to live shorter lives, and they live for less time in good health. Average life expectancy in Warrington is 78.2 years for men and 82.0 for women: 60.4 of these years are expected to be healthy for men and 61.8 for women.

Life expectancy varies wildly between wards; there can be a difference of 10 years between the inner and outer wards.

EMPLOYMENT

Warrington has a higher proportion of employed residents than the England and North West averages; just 4% of its residents are unemployed.

The main occupational group amongst the employed residents can be described as 'professional occupations' (managers, directors and senior officials). The outer wards have the highest proportion of employed people in professional occupations as opposed to the inner wards that have the highest proportion of routine and manual employment.

DEPRIVATION, POVERTY, NEED

In Warrington 16.4% of adults, aged 60+, are classed as income deprived. 14.4% of Warrington children under the age of 15 live in families that are also classed as income deprived; both percentages are less than the North West and England average.

Warrington is divided into 179 small areas, one small area is within the 3% most deprived small areas across England and ten small areas in Warrington are within the 10% most deprived across England. Deprivation is centralised to the boroughs' inner wards. In contrast, there are 39 small areas of Warrington within the 20% least deprived of small areas across England.

LOOKING AHEAD

Considering Warrington's population and economic growth the borough is rapidly developing. There are plans in place for a reconfigured town centre as well as interconnecting the Southern Gateway, which will see the development of new homes, offices and shops. Alongside this, a radical upgrade in the transport infrastructure is now underway which will comprise of the delivery of a new train station serving West Warrington.

The borough is likely to benefit in the next decade from new a hospital, neighbourhood hubs, homes and employment as 'Warrington Mean Business'. £750m has been earmarked for projects that have recently been completed, are underway or scheduled during the next 10 years.



OUR AIMS & OBJECTIVES

| AIM | OBJECTIVES |
|---|---|
| 1 To be customer service focused | A Introduce a customer service strategy |
| | B Use customer insight to inform programmes of activities to improve health and wellbeing |
| | C Engage with customers and non-users through effective consultation in order to continuously improve the LiveWire offer |
| | D Celebrate and advertise our customers' successes and achievements |
| | E Enable everyone across the organisation to deliver an outstanding customer experience |
| | F Provide a training and development programme to equip all employees with the skills needed to create a consistent and real customer experience |

| AIM | OBJECTIVES |
|--|--|
| 2 To provide accessible, modern and well maintained facilities that cater for all our customers | A Continue enhancement in the use of digital technologies by creating functional and easy to use solutions, ensuring a fully inclusive 24/7 digital offer |
| | B Develop and enhance the our facility portfolio in collaboration with partners to maximise commercial opportunities and social values whilst always being mindful of local needs |
| | C Collaborate with partners to reduce energy costs and greenhouse gasses and develop an optimised energy strategy to reduce consumption |
| | D Strive to achieve standards of accreditation to ensure our facilities demonstrate fully inclusive accessibility to enhance the end user experience |

| AIM | OBJECTIVES |
|--|---|
| 3 To increase participation in wellbeing, leisure, learning, health activities, sport and physical activity | A Collaborate with partners in order to maximise opportunities for customers across both facility based and community programmes |
| | B Deliver an affordable and accessible programme of activities to engage with a range of targeted audiences |
| | C Promote LiveWire across the town and the region by clearly communicating our offer |

| AIM | OBJECTIVES |
|--|--|
| 4 To address disadvantage and inequality and contribute towards a positive reduction in health inequalities | A Offer free lifestyle advice and affordable activities for customers and their families |
| | B Develop an agile delivery model that can adapt to changing needs and demographic of the borough; as a priority, allocating resources to areas of need |
| | C Use available local intelligence to inform targeted delivery of behaviour change models |
| | D Collaborate with partners and stakeholders in achieving the borough's strategic objectives regarding prevention of health issues |

| AIM | OBJECTIVES |
|--|--|
| 5 Achieve and maintain financial viability and deliver long term growth and sustainability for LiveWire | A Eliminate accumulative deficit by 2022, grow income and funding, control costs and improve efficiency in all business areas |
| | B Develop a framework to evidence income cost/value by 2018/2019; providing a robust framework that can be understood clearly by staff at all levels and is a tool used to support informed decision making and promotes what we do |
| | C Continue to enhance financial understanding across the organisation with timely data to support and empower staff to deliver desired financial outcomes |
| | D Develop a short to medium term investment plan in collaboration with Warrington Borough Council |

| AIM | OBJECTIVES |
|---|---|
| 6 To position LiveWire as the employer of choice | A Inspire and develop a committed multi-skilled workforce through a comprehensive training and development programme |
| | B Maintain a healthy workforce and achieve accredited wellbeing charter status |
| | C Engage with staff to support workplace morale and increase business success |
| | D Develop and sustain a suitable, yet competitive, contract of employment including a reward and recognition package for employees |
| | E Develop a talent management programme that assists with succession planning and staff retention throughout our organisation |
| | F Implement a culture change programme to equip and empower employees and create a pragmatic workforce with the agility to change |

| AIM | OBJECTIVES |
|--|--|
| 7 Continue to develop and further strengthen the LiveWire brand | A Ensure our brand remains fresh and vibrant and that sub-brands continue to complement the overarching brand |
| | B Increase PR reach and our brand reputation regionally, nationally and internationally |
| | C Ensure LiveWire is at the forefront of customers' minds and they are kept up-to-date with new facilities, events and services via the most effective and appropriate means; including maximising the use of digital marketing channels to promote our offer and engage with customers |
| | D Develop and introduce a clear process for promoting our brand internally to improve Company brand standards |

STRATEGIC RESOURCES

Our strategic aims and objectives will be achieved by utilising available resources as efficiently as possible. This will enable us to provide services for customers and stakeholders that demonstrate good value for money.

We have seen management fee income reduce over the first five years of our organisation's life due to pressures on publicly funded activity. During this time, we have invested more in the delivery of our services than we were able to generate in income. To remedy this, we have taken action to reduce our cost base in order to deliver our services more efficiently for the future and produce a sustainable model.

Our medium term financial aim is to strengthen our balance sheet and future financial position by eliminating the year on year trading deficits after 2018/19 and returning the organisation to delivering year on year trading surpluses.

As we do not own the buildings from which we deliver our services, it is critical to our success that the buildings we operate from are high quality facilities which are attractive to our customers. We have worked with Warrington Borough Council on the redevelopment of Great Sankey Leisure Centre into a new neighbourhood hub; establishing it with a sustainable operating model whilst paying a market rent. We will continue to investigate how we can bring in funding to enhance the quality of the facilities across our estate. Any investment will be subject to a rigorous business planning process to ensure it supports the delivery of our aims and objectives and that it is sustainable into the future.

We recognise the importance of managing strategic risk across the organisation, and established systems and procedures are in order to manage those risks. A strategic risk register is in place. This identifies the major risks and sets out actions and responsibilities for mitigating them. This is an ongoing process; rigorously reviewed regularly at appropriate levels throughout the organisation.

KEY RISKS

All risks are tracked and monitored within LiveWire's Risk Register. The key risks contained within the register are set out below:

FINANCIAL RISK

A delay in the development of Great Sankey will slow down income growth, which is needed to provide additional funding for the development of a project in the south of the borough.

FUNDING RISK

The availability of grant funding awarded to our organisation provides the communities of Warrington with essential services and facilities. Imposing government cuts to funding streams will result in diminished opportunities in this arena. With this in mind, to mitigate loss, we have a dedicated Grant Funding Team with knowledge of funding and the required skills to ensure that risks are reduced, and opportunities are optimised.

COMPETITION RISK

The recent opening of competitor facilities in the borough has resulted in increased pressure on the income generated through membership.

REPUTATIONAL RISK

It is important that our organisation meets customers', residents' and partners' requirements to ensure our reputation remains high.

PROPERTY RISK

Any occurrence of major defects must be addressed immediately as any delay will have an effect on reputation and income.

REGULATORY RISK

Failure to comply with our statutory health and safety obligations can result in a financial penalty.

IMPACT OF THE ECONOMIC DOWNTURN

Impact of the economic downturn A decrease in disposable income could lead to decline in the up take of our chargeable services.

FINANCE

KEY FINANCIAL FIGURES 2018-2022

| LIVEWIRE | | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|----------------------------|--------------------------|---------------|---------------|---------------|---------------|
| INCOME | Membership | 3,492 | 3,651 | 3,724 | 3,798 |
| | Management fee | 4,007 | 3,932 | 3,932 | 3,932 |
| | Other income | 4,050 | 4,431 | 4,673 | 4,827 |
| | Total Income | 11,549 | 12,014 | 12,329 | 12,557 |
| EXPENDITURE | Staff costs | 6,988 | 7,049 | 7,119 | 7,191 |
| | Rent * | 439 | 439 | 439 | 439 |
| | Other costs | 4,442 | 4,492 | 4,554 | 4,601 |
| | Total expenditure | 11,869 | 11,980 | 12,112 | 12,231 |
| (Deficit) / Surplus | | (320) | 34 | 217 | 326 |

* Rent includes rent payable to Warrington Borough Council for Great Sankey Neighbourhood Hub, which has been accounted for in accordance with current applicable accounting standards.





FACILITY INVESTMENT

We recognise the need to invest in our facilities in order to ensure we provide our customers with high quality, modern, safe and accessible facilities.

In collaboration with Warrington Borough Council, we are committed to developing a facility investment plan; ensuring the condition of the buildings in which we operate remain well maintained and developed in line with service needs.

Having the right facilities, in the right place and designed with the customer as the focus can strongly affect people's behaviour - leading to an increase in participation. One of the best ways to achieve this is through the co-location of services; a model which makes them inclusive and easily accessible.

All facility investment will be governed appropriately by the following key principles; to:

- Enhance the customer experience.
- Deliver clear local outcomes.
- Demonstrate not only a robust return on investment for the capital but also cost effective operating solutions.
 - Provide co-location and integration of both LiveWire and complementary services.
 - Ensure LiveWire facilities are fully accessible to all sections of the community through compliance with relevant legislation (e.g. DDA2) and achieving nationally recognised accreditation (e.g. Dementia Friendly IFI3).
- Support our commitment to reducing our organisation's carbon footprint.

PERFORMANCE

We have embedded a performance management framework that demonstrates how well our company is performing in delivering its strategic objectives and achieving its outcomes. As we move forward, this framework will be used to inform the development of LiveWire's provisions to ensure a valued, quality offer is delivered.

The measures of success would also see a number of social and economic benefits including:

- Increased participation.
- Increase in volunteering.
- Widening of our membership demographics.
- Improved health and wellbeing of those people participating in LiveWire's services and activities.

MONITORING & REVIEW

To ensure all key strategic outcomes and priorities are achieved our organisation's performance will be monitored and reviewed in the following ways:

- Performance reports will be prepared and submitted to LiveWire's management teams. These reports highlight performance against targets alongside an overview of the income and expenditure associated with each business area.
- Quarterly performance reports will be reviewed by the Finance, Risk, Audit, Performance and Governance Sub-Committee prior to presentation to the board of directors.
- The quarterly performance report will be a standing agenda item at the board of directors' meetings to provide an update on the performance measures and associated action plans.
- The business plan will be reviewed annually to determine its effectiveness and to update and agree the delivery plan for the following financial year.
- In addition to the business plan, specific annual team plans and individual performance, review and development working documents will be implemented to ensure that strategic outcomes and priorities are achieved.
- An annual report will be presented to the board of directors, commissioners, colleagues and partners and is made publicly available via our website, www.livewirewarrington.co.uk

Our business plan is a vital part of the 'golden thread' by linking strategic objectives through to individual Performance Review and Development plans. This ensures each staff member is aware of the way in which their role contributes to achieving our organisational objectives.

The business plan is 'owned' by the senior management team (SMT); actions and performance is tracked six monthly with each strategic lead.

Following successful funding applications, further work will be undertaken to develop a monitoring and evaluation framework for our organisation. This will draw on recognised assessment methods and best practice guidance to capture outcomes and measure the impact of activities we offer and deliver on individuals, teams and local communities.

We are committed to engaging and assisting Warrington Borough Council and other commissioners to develop a range of performance measures for our organisation that fulfil statutory performance requirements; we will continue to provide partner organisations, funders, sponsors and other stakeholders with key performance information in a timely manner.



CUSTOMER SERVICE

Our customers include those who directly access our services, colleagues, suppliers and partners. We have developed a customer service strategy for 2018/2022 to reflect the aims and objectives set out in this business plan.

Taking a whole organisation approach to customer service, we will build on the work already undertaken and further integrate existing customer service policies and procedures. This will ensure the customer service we provide remains of a consistently high standard across all sections of our organisation. The strategy will consider our employees, our estate and our processes.

EMPLOYEES

We will continue to invest in strengthening our customer service skills across the organisation by supporting and developing staff at all levels to achieve excellence in everything they do. We will engage with customers, listen to their suggestions and comments and empower our employees so they feel empowered and confident in their ability to make customer-focused decisions.

ESTATE

We will provide facilities that are remain accessible, clean, safe and well maintained. We will ensure that we exceed our customers' expectations through careful programming of our offer, first-class service delivery and ensuring our information at sites is up to date and easy to understand. We will continue to work with partners to develop delivery models that utilise our estate effectively; ensuring people get the support they need to improve their health and wellbeing closer to home.

PROCESSES

Our processes will continue to mature and improve over time. We will develop an intelligent customer relationship management system (CRM) that will assist the organisation to use its data effectively. Aligned to CRM is the movement towards an improved digital offer. LiveWire will redesign their website and develop an APP that will engage with its customers providing a platform for booking classes and advise of immediate changes to the programme and membership offers and promotions. We will utilise social media channels to ensure they are successfully communicating with a broad spectrum of customers. Satisfaction of our offer will remain paramount; we will include customers in critiquing and assisting to continually improve the services we provide.

Success will be measured through:

- Increase in memberships.
- Ongoing monitoring of customer comments.
- A notable reduction in complaints.
- Customer satisfaction survey results.
- The achievement and maintenance of customer service excellence accreditation for our organisation.



WORKFORCE OF THE FUTURE

As a CIC, we value our employees and their impact on the ability to achieve the organisational change needed to develop ourselves, and the communities we serve. We recognise to be a successful organisation requires a skilled and motivated workforce. We aim to attract, develop and retain great people who are proud to work for LiveWire and we believe everyone within the Company has the ability to make a difference.

At LiveWire, we understand the importance of supporting all our employees to allow them to work in a safe environment and continue to advance their knowledge and skills - providing them with the learning tools to effectively perform their role. Our training and development programme not only includes role specific and mandatory regulatory health and safety training, it also reflects a strategic vision to help the Company to become a better provider for our customers and employees by incorporating learning that goes beyond today's job and has a long term focus.

We are committed to growing a training and development programme to provide suitable learning opportunities for all our employees and which takes advantage of emerging technology. Therefore, our programme is not restricted to formal training courses; it includes coaching, planned experience and any other suitable activity that will enhance the skills, knowledge and behaviour required to support an employee's work or to enhance their personal development. We work with professional bodies by offering training modules which are delivered through a compilation of web-based, virtual classroom or live learning sessions.

We will focus on developing our employees at all levels of the Company; using succession planning and talent management tools to recognise and harness our internal talent and recruit to opportunities from within the Company.

We take the development of our employees seriously. As such, we are committed to providing an environment in which staff across the whole of our organisation thrive and are empowered to provide excellent customer service in all areas of the business.

Our belief is that the key to a growing a person's motivation is the knowledge that they are valued, respected and recognised for their individuality and the contribution they make. This ethos underpins the annual Performance Review and Development programme which supports our ambition to create a working environment that relies on interaction between managers and employees. The Performance Review and Development programme offers the opportunity to generate engagement, identify any development needs and encourage job satisfaction.