

Annual Report

2020
2021

LiveWire
Warrington



@yourLiveWire



Working in partnership with
WARRINGTON
Borough Council

LiveWire 

livewirewarrington.co.uk





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Statement from LiveWire Chair of the Board, Alan Yates

I am pleased to present LiveWire's Annual Report for 2020-21. The 2020-2021 financial year was exceptionally challenging for LiveWire as our business responded to the profound impacts brought by the COVID-19 pandemic on our staff, customers and communities. The resilience and commitment of our teams across the year has been nothing short of extraordinary.



Following government instruction, throughout the year the doors to our leisure and library sites across the borough were often required to close. While we were very pleased to see our dedicated customers return, the impact of the site closures and the implementation of social distancing measures have significantly impacted the financial position of the Company.

In April 2020 we took the decision to take advantage of the Government's Coronavirus Job Retention Scheme and furloughed the majority of our total workforce. For the first few months of

lockdown we ensured that everyone continued to receive 100% of their average salary whilst on furlough. However, by August it became evident that LiveWire was unable to continue to support those employees who remained on furlough, or part furloughed, with a top up to 100% of their average salary for their furlough hours and the Company's top up contribution was removed. In between temporary closures a small number of team members continued to work from our sites to perform essential tasks. Likewise, the team at Burtonwood Library continued to operate our Post Office services and our prisons library staff maintained delivery of a remote library service at HMPS Risley and HMPS Thorn Cross. LiveWire's Lifestyles Team quickly adapted to change their ways of working in order to offer virtual advice and support to those residents in Warrington who fell into the Government's COVID-19 vulnerable categories. I would like to thank the teams for their commitment and hard work during this period.

Throughout 2020-21 re-financing became a priority for the Board and Senior Management Team and discussions commenced with Warrington Borough Council (WBC) to agree a financial recovery plan aimed at safeguarding

the future of our services. We increased our Board and Finance, Audit & Risk Sub Committee meetings to a monthly basis which, together with an increased flow of financial information and communication with WBC was an important governance element throughout the year.

The financial situation led us to make the difficult decision to close The Garden Spa, consult on the future of Culcheth Community Campus and undertake a company-wide restructure consultation. This impact has resulted in a significantly streamlined staffing structure; one however that we are still confident will continue to support the effective delivery of our services.

Despite the challenges we have faced throughout the year we still have much to celebrate. Within this report we highlight how we have continued to support the people and communities that we serve in Warrington throughout the pandemic.

I am confident that, with support from the local authority, we will continue to navigate our way through the impact of COVID-19 and play a key role in the town's recovery by supporting residents

in realising personal and collective community wellbeing goals.

Finally, I would like to thank everyone who has supported LiveWire during 2020-21; my colleagues, board members, volunteers and partners and in particular Warrington Borough Council.

On behalf of the Board, I would like to thank our staff for their efforts this year. Their determination and resilience to respond to the COVID-19 pandemic is commendable and a testament to the leadership and culture that has been created at LiveWire.



Statement from LiveWire's Managing Director Emma Hutchinson

There is no doubt that 2020-21 has been a year like no other. Our first priority throughout the year was - and remains - ensuring the health and wellbeing of our employees and their families, our customers, suppliers and other stakeholders.



Our pro-active flexible working policy meant that we were able to adjust to the impact of COVID-19 on our working arrangements and our mental wellbeing support to our employees was more important than ever. In addition, our flexible use of the furlough scheme made it possible for us to retain employees where the impact of COVID-19 such as childcare, shielding and the effects of unprecedented change and uncertainty meant normal work arrangements difficult to maintain.

Despite our sites being closed, LiveWire worked with WBC and partners to ensure the delivery of key services remained in place though the pandemic - including our facilities supporting food banks;

providing a venue for one of the first wave Covid Vaccination Clinics; listed as a designated drop off point for vital Personal Protective Equipment (PPE) donations; providing the location for Warrington's first Ministry of Defense Mobile Testing Unit MTU and supporting partners in our sites to deliver a Hot Clinic - providing people with COVID-19 symptoms with access to GPs for alternative health issues.

The past 12 months has seen the team at LiveWire work to diversify the way we deliver our services. The launch of LiveWire@Home via the App and the new Yourlivewirelibraries Facebook page have provided alternative platforms for us to maintain active engagement with our customers. This has enabled us to offer a comprehensive programme of online activities and events and support to help address the challenges of the pandemic. We saw the development of more outdoor classes and our PE and School Sports programme was adapted to provide training and support to schools online. Introducing these new channels of service delivery has helped us to continue to provide a health and wellbeing offer to residents and ensure we have remained connected with communities; protecting the Company's reputation and maintaining a level of membership income.

The importance of a healthy lifestyle has never been more evident than through this experience and I truly believe that this now resonates with more and more members of our community. I further believe our commitment to providing services to improving the health and wellbeing of communities across Warrington will help us to drive membership and participation forward over the next few years.

As a Community Interest Company, we are very aware that people who choose to use our services are investing in a Company which has the wellbeing of local communities at its core and works

to deliver programmes for everyone's benefit. I would like to thank all our customers for their continued support.

At a time of national public health crisis, it is now more important than ever that communities can enjoy the health and wellbeing of our activities. I would like to thank all our staff for their tremendous efforts in continuing to deliver our services and programmes in these challenging times and for their hard work and commitment to get our sites reopen safely to enable this to happen.

It is our highly skilled and committed teams that make LiveWire the community focused Company it is.

What We Do

LiveWire is a Community Interest Company (CIC) with over 400 employees who have been delivering leisure, library and lifestyle services in Warrington since May 2012. LiveWire remains the largest provider of leisure and library facilities in the town, operating three neighbourhood hubs, three leisure centres and nine standalone libraries.

LiveWire delivers and supports a wide variety of initiatives, activities and campaigns. The leisure offer encompasses sports development - including swimming lessons, sports coaching and a PE and School

Sports Programme. Library and literacy initiatives range from Reading Ahead, the annual Summer Reading Challenge, National Bookstart Week, author talks and Read to Relax. Our lifestyles offer includes smoking cessation, weight management and get back into exercise programmes.

As a Community Interest Company, LiveWire's social objective is to deliver a range of health and wellbeing services across the Borough for the benefit of Warrington residents.



Our Mission and Vision

To be customer service focused

To position LiveWire as the employer of choice

To continue to develop and further strengthen the LiveWire brand

To provide accessible, modern and well-maintained facilities that cater for all our customers

Mission

To be the number one provider of affordable, innovative wellbeing, libraries, sports 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.

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es

To increase participation in wellbeing, leisure, learning, health activities, sport and physical activity

To address disadvantage and inequality and contribute towards a positive reduction in health inequalities

To achieve and maintain financial viability and deliver long term growth and sustainability for LiveWire



LiveWire in Numbers



Leisure



12,478

Leisure members



333,064

Visits to LiveWire
leisure facilities



538

Teachers and school support staff
attended or received training

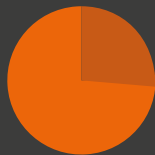


960

People participated in activities
and events organised by the PE
and School Sports Team

33%

Of leisure memberships
are concessionary



58

Schools signed up
to our PE & School
Sports membership



3,226

Children participated
in LiveWire's School
Swim programme

Community



£1,380,502

Value of trade with Warrington
based suppliers

Training courses were
delivered on line

29

(Equivalent to 511 days training)



5,687

Twitter Followers
As at December 2021



6,515

Facebook Likes
As at December 2021



962

Live Streams via
LiveWire@Home



11,175

People accessed
LiveWire@Home
On Demand



12,137

LiveWire@Home
sessions viewed



450

Staff employed
by LiveWire



603

LiveWire@Home
active users

Libraries



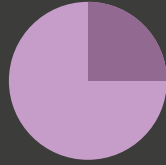
82,629

Visits to LiveWire Libraries



26,154

Library members



24%

Of library memberships are concessionary

68,105

Books, talking books, CDs and DVDs issued in 2020 - 21



14,003

eBook titles were downloaded

8,184

Audiobook titles were downloaded



1,938

Residents signed up to LiveWire's eBook/Audio services



81

People accessed the Click and Collect Service

370

Residents engaged with online events



450

Followers on the Yourlivewire Libraries Facebook page



15

Online events delivered through Yourlivewire Libraries Facebook page

Lifestyle



44

Stone lost by Fit 2 Tackle participants



1,695

Calls made to shielded and vulnerable residents

Lifestyle consultations

1,721



184

People completed LiveWire's Stay on Your Feet programme

323

Active at Home members

227

Clients referred onto the Weight Management programme

72

Health walks delivered attracting 1,224 participants



186

Clients achieved $\geq 5\%$ weight loss at 6 months

303

Active at Home members engaged in sessions / classes



576

People quit smoking with help from the Lifestyles Smokefree Warrington Team



865

People referred into the Stop Smoking service set a quit date

Review of the Year

Due to the impact of the COVID-19 pandemic, LiveWire's 8th year of contract performance since 2012 has seen significant challenges. Throughout the pandemic, the operating model for all LiveWire sites and activity programmes was delivered in line with Government and sector body guidelines. Our operations were monitored and reviewed on a weekly basis with amendments made based on customer feedback, whilst also ensuring our offer remained COVID secure.

Given this scenario, we are proud of our achievements in 2020/2021. The following highlights our continued progress to achieving health and wellbeing outcomes for Warrington residents during 2020/2021.

Sports Development & Physical Education

- Relunched our Fit, Fed & Read programme providing structured activities and meals for young people during the school Holidays
- Delivered sport outreach activities in those areas with high levels of anti-social behaviour to positively engage young people in physical activity
- Touch Rugby commenced on the new 3G Pitch at Broomfields Leisure Centre for anyone aged 14+ years throughout October
- Supported the National Conference for PE subject leads, organised by Create Development, delivering the introductory activity for over 300 delegates
- LiveWire's Community Tennis Development Programme based at Great Sankey Neighbourhood Hub won the Community and Parks Award for the North Region in the 2020 Lawn Tennis Association (LTA) Awards
- LiveWire's Grade 3 tennis competition attracted 253 entries
- Over 70 delegates attended our afPE Safe Practice CPD session in February - the largest ever number of delegates on this course for afPE



Leisure

- In November Orford Jubilee Neighbourhood Hub became the venue for the Central and West Primary Care Network (C&WPCN) vaccination clinic as part of the national roll out of vaccination clinics
- Orford Jubilee Neighbourhood Hub car park became Warrington's location for the Ministry of Defence Mobile Testing Unit
- WBC nominated Orford Jubilee Neighbourhood Hub as a Shield Hub site where emergency food supplies were delivered, as well as designated drop off point for vital PPE donations
- Great Sankey Neighbourhood Hub was highlighted as an exemplar case study for its 'inclusive' approach to community fitness in Sport England's publication "Uniting the Movement". The publication outlines the organisation's 10-year vision to transform lives and communities through sport and physical activity
- Padgate Surgery, co-located at Woolston Neighbourhood Hub, became a Hot Clinic - providing people with COVID-19 symptoms with access to GPs for alternative health issues
- Virtual personal training courses were introduced in January
- Our fitness team delivered a series of four-week outdoor Bootcamp courses in June
- In August the £500,000 3G Artificial Grass Pitch opened at Broomfields Leisure Centre following funding from The Football Foundation and WBC
- Over 600 members responded to our feedback surveys in October providing comments on both our offer and the health and safety measures in place in response to the COVID-19 pandemic. Feedback informed our leisure operations throughout the pandemic and provided the team with a greater insight into why suspended members had not returned
- In August LiveWire@Home was launched on the LiveWire App, providing a variety of exercise to help members stay active at home during the pandemic
- Introduced weekly LIVE streamed classes on our social media channels
- In partnership with WBC engaged in a public consultation on the future direction of Culcheth Community Campus



Libraries

- During 2020/21 the service's e-collection increased to offer a wider selection of fiction and non-fiction eBooks, a range of Audiobooks and the introduction of eComics to support the increase in digital borrowing during the pandemic
- An Order & Collect Service launched from July, allowing customers to order and receive books without the need to go into a library
- Space Week was delivered in partnership with Daresbury Lab who created three online videos and provided booklets for our libraries to distribute during the week so activities could be supported at home
- Celebrated national Libraries Week with a programme of online activities supporting the theme Your Passport to Reading. A range of posts were shared celebrating a love of reading, online storytelling and signposting to resources and our first 'Book Blend' video was created
- In support of Men's Health Month - including Movember – the Community Librarian Team created a slideshow in partnership with Cheshire Fire and Rescue Service aimed at raising awareness of issues relating to men's health
- The Home Library Service continued as a befriending service during the pandemic
- Yourlivewire Libraries Facebook page was launched in August, aimed at generating online engagement in reading based activities during the pandemic. Posts included:
 - Summer Reading Challenge activities
 - Coding activities
 - Interactive quizzes
 - Videos promoting LiveWire libraries and how to use them during COVID-19
 - Advertising library Reading Well collections to support families who potentially needed support following the impact of lockdown on children's emotional well-being
 - Promoting and signposting to trusted mental health and wellbeing sites and resources
 - Digital day activities
 - Reading clubs
 - National Poetry Day "Haiku" writing completion
 - A competition to support the International Year of the Nurse and Midwife
 - The Made.Digital project funded by Local Enterprise Programme (LEP) delivered a programme of over 2,000 digital and coding activities online throughout the year.



Lifestyles

- Lifestyles team made contact with Warrington residents who fell into the Government's COVID-19 vulnerable categories to offer advice and support during the pandemic. The outcome from their work has helped to address known challenges around social isolation and mental wellbeing amongst those residents most at risk
- The team presented free weekly low impact exercise sessions such as chair-based exercise and Tai Chi to help keep people moving
- Weekly healthy meal recipes and weekly 'Kitchen Talks' covering a range of health and wellbeing topics were delivered via our social media channels for local residents to access free of charge
- Relaunched 6 week Fit to Tackle programme in August at Orford Jubilee Neighbourhood Hub
- In August LiveWire's Lifestyles Team re-introduced the Health Walk Programme, attracting 1,224 participants during 2020/21
- In support of 'World Suicide Prevention Day' on 10th September the team delivered a 'Darkness into the light' walk with over 100 people participating in the event; increasing awareness of the services and support available to people who may be struggling with their mental wellbeing
- In February 2021 The Lifestyles Team introduced the new Stay on your Feet private Facebook group 'Active at Home', aimed at encouraging older people to become more active at home
- In March LiveWire partnered with the East Primary Care Network on their cardiovascular disease (CVD) prevention programme; working closely with 22 patients identified of having a 10% risk of developing heart disease within the next 10 years to support them to lower their risk by advising and encouraging healthier behaviours - 18 of whom demonstrated a reduction in their risk after the 12 week programme



LiveWire Workforce



- Work from home where role permitted
- Weekly communication from the Managing Director shared with all employees providing a Company update on operational changes in response to Government guidance and wellbeing support
- Weekly employee survey issued to all employees both furloughed and non-furloughed included 3 questions focused primarily on the overall health and wellbeing of each employee. The response to these questions acted as an indicator to an individual's wellbeing; employees with low scores received a wellbeing call and additional support if needed
- Introduced weekly zoom meetings with the Lifestyles Team for those employees requiring wellbeing support
- Contact information for trained staff mental health first aiders shared with all employees to support with mental health advice
- Practical advice and resources recommended by health professionals shared weekly with all employees to help maintain mental and emotional wellbeing during COVID-19
- Risk assessments and working practices were reviewed to ensure compliance with Government guidance and to further ensure the safety of our staff
- Virtual staff briefings delivered via zoom walking teams through the impact of the Government guidance on their location of work
- Consulted on a company-wide staffing structure
- Programme of online training for employees to access from home to ensure skills and knowledge were kept up to date
- All employees completed a COVID-19: Staying safe in the workplace site induction before returning to work
- Furloughed employees were supported to take up volunteer opportunities with partners to keep themselves occupied, both physically and mentally during the pandemic

Looking Forward to 2021/22 and Beyond

The COVID-19 pandemic has and will continue to have a significant impact on LiveWire. In partnership with WBC, the immediate focus in 2021/22 will be to address the impact of financial pressures presented by the pandemic on services for the residents of the town. We recognise we will face increasing challenges from private sector competition, a mixed portfolio of sites that includes a number of older buildings and a climate of financial pressures.

Despite 2020/21 being a year of uncertainty, LiveWire remained committed to its purpose to provide health and wellbeing services to encourage people to adopt healthy lifestyles by becoming 'more active - more often' throughout the pandemic. We will continue forward with this mantra as we become a key partner in the Bewsey and Dallam Community Hub opening in November 2021. The Hub will be operated by LiveWire in partnership with WBC Neighbourhoods Teams and provide much needed community and wellbeing facilities for the area - including a fitness suite, IT suite, hydro-therapy pool, lifestyle services and library facilities.

We are looking forward to our libraries developing and delivering a diverse range of reading events and activities using both our physical and digital resources. Our aim is to re-engage existing and new library users through

a programme offering something for all ages and tastes. Running alongside the engagement programme, WBC will continue to take forward their Library Modernisation Plan through the investment in library buildings.

As we enter the new financial year we will look to work with Public Health on a new Performance Management Framework for our Lifestyles service which reflects the changing landscape and health challenges facing resident's living in the Borough. The team are focused on introducing new initiatives aimed at increasing the number of referrals from health partners but especially GPs into our Stop Smoking service. If successful, a pilot project we have planned with Westbrook Medical Centre will be introduced with GPs at other medical centres GPs across the town.



LiveWire in the news:

LiveWire Libraries see a 229% increase in E-Book Service during lock-down

LiveWire looks forward to the reopening of its Neighbourhood Hubs for gym and group exercise

Young library users can take part in the Winter Mini Challenge aimed at helping children keep reading over the festive season

11 books on improving and helping your mental health

Children's Summer Reading Challenge is back with Silly Squad!

LIVEWIRE UNVEILS INITIAL PLANS TO ALLOW REOPENING OF SELECTED LEISURE AND LIBRARY SITES IN WARRINGTON

NEW Bootcamp sessions

LiveWire@Home launches
new 4-week structured workout course called 'Sweat Camp'

Great Sankey Neighbourhood Hub praised by Sport England

Sporting body say centre has 'inclusive' approach to leisure

LiveWire's tennis programme wins prestigious Regional Award

New £500,000 3G Artificial Grass Pitch opens at Broomfields Leisure Centre

LiveWire Libraries receive £1,000 Arts Council England grant to further boost digital offer

Customer Feedback

The support of LiveWire has been vital to the success of the vaccination programme in Warrington. From initial contact the team have been supportive. Over 55,000 vaccinations have now been delivered from the Mike Hannon Room of Orford Jubilee Hub.

**Dr Laura Mount, Clinical Director,
Central and West Warrington Primary Care Network**

Many lives have undoubtedly been saved due to this campaign. Staff have been supportive through many challenges and we at Central and West Warrington will always be grateful for LiveWire's contribution.

As the weather worsens and Mum has to spend more and more time indoors it starts to drive her 'dolally' (her word) because she needs things to keep her busy. This happens every year, but at the moment this was so much worse and was a real concern to us both. Having a safely-procured supply of decent reading material (and another person to connect with) is a massive help. I'm so very grateful for all your time and thoughtfulness.

Daughter, Home Library Service Client



I think the LiveWire booking app is excellent. Booking my swimming sessions was so easy on my return from lockdown. I was impressed with the COVID-19 safety measures for the swimmers ie. Extra wide lanes.

LiveWire Member

Safety. That is what it's all about and LiveWire have got it right. To anyone who is nervous I would say this is about as safe as it possibly could be. All members are acting responsibly and disinfecting equipment after use and socially distancing. It feels very safe and I'm glad to be back.

LiveWire Member



Working in partnership

Our strategic partnerships with likeminded organisations allows us to achieve our vision for the residents of Warrington, ensuring we are focussing on the right actions to contribute to the health and wellbeing of the town.

We would like to thank our partners; some of whom are included below but there are many more who support the work we do at LiveWire.





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LiveWire (Warrington) CIC trades under the name LiveWire®.

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Working in partnership with
WARRINGTON
Borough Council

LiveWire 

livewirewarrington.co.uk

