

UTTLESFORD LEISURE LIMITED ANNUAL REPORT 2024-2025

April to March inclusive



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TRUSTEES' FOREWORD

Uttlesford Leisure Limited (ULL), a registered charity, has completed its twenty third year of responsibility for three leisure centres' operation at Saffron Walden, Great Dunmow and Mountfitchet Romeera. The three partners responsible for the centres and their services, ULL, Uttlesford District Council and 1Life/Parkwood Leisure continued their excellent working relationship throughout the year. They jointly maintain a high standard of service and attractive, community based programmes. The facilities are provided through the Government funded Private Finance Initiative (PFI). Investments for the 2024-25 financial year included:

Lord Butler

Projects completed including:

- Gym refurbishment
- Atlantis Splash
- Wet change refurbishment
- Learner pool sensory wall
- Indoor Cycling Studio Refurbishment
- Squash court conversion to Active Reality space

£166,572 value of lifecycle projects completed, including:

- Redecoration of the village change, including upgrade of the floor
- Resurface and re-lining of tennis courts
- Supply and fit a replacement disabled entrance gate

Great Dunmow

Projects completed including:

- Squash court conversion to Indoor Cycling Studio

£104,846 value of lifecycle projects including:

- Supply and fit new pool circulating pumps
- Supply and fit a replacement disabled entrance gate
- Supply and fit new fire doors

Mountfitchet Romeera

Projects completed including:

- Gym refresh

£43,811 value of lifecycle projects including:

- Reline car park road markings and directional arrows
- Supply and fit new pumps
- Supply and fit new fire doors

In addition to the above investment, ULL has in consultation with Uttlesford District Council, provided a total of £53,654 funding for a wide range of projects including:

- £18,000 PFI Healthy Communities Manager
- £20,000 Lord Butler improvements
- £660 Sunflower Hidden Disabilities Accreditation staff training
- £645 GP Referral Qualifications
- £500 Healthcare & Community Partner Information Pack
- £827 Inclusion Club trampoline steps renewal.
- £7,000 for a disabled pool entry system at Great Dunmow
- £500 Additional Specialist Classes
- £280 Social coffee morning (loneliness, mental wellbeing and MSK)
- £1,250 Free MSK Hub classes and nutrition course
- £750 Healthy Eating on a Budget and Health Eating for Individuals with Learning Disabilities

ULL Trustees forward for 2024/25 annual report

- £450 No Strings Badminton programme
- £1,000 Pool Sensory Wall Equipment
- £1,000 Trampoline Matting

The Trustees are pleased to present the April 2024 to March 2025 Annual Report, which gives detailed information on many aspects of the Trust's operation. Our thanks go to Uttlesford District Council, 1Life/Parkwood staff, sports coaches, personal trainers, our partner organisations and especially those who continue to use these excellent local facilities.

Colin Barlow

Michael Chapman

Ian Cooper

Trustees

INTRODUCTION

In February 2023 1Life were acquired by the Parkwood Group from Horsforth Holdings Ltd. 1Life continues to operate as a brand and as a Limited company but are supported and governed by Parkwood Leisure support structure, policies and procedures.

The Uttlesford Leisure Centres continue to be managed by 1Life Management Solutions on behalf of Uttlesford District Council via a Private Finance Initiative ("PFI") contract.

There are five partners responsible for the centres and their services: Uttlesford District Council; Linteum Uttlesford Limited; Uttlesford Leisure Limited; 1Life and EMCOR Facilities Management. The partners continued their excellent working relationship throughout the year. They jointly maintain the buildings to a high standard, providing a high level of service and attractive, community-based programmes.

The acquisition has been a positive outcome for all contract partners as the Parkwood Group is renowned for maximising value for money and economies of scale therefore enabling the focus of collective resources on the local communities it serves. They also have a wealth of experience in managing a variety of leisure facilities and its work with local authorities to understand their needs and requirements, whilst highlighting the heritage and locality of the sites that they operate

Parkwood have and will continue to bring considerable synergy between the two organisations in terms of their ethos and objectives which focus on:

- Tackling health inequality in local communities and making a measurable difference to the quality of life of our customers
- Embedding as a key partner in the communities in which we operate
- Being trusted by our partners to facilitate and deliver sustainable, accessible, evidence-based, customer-led services
- Delivering a great experience for our customers
- Maximising the long-term financial performance of the business, through innovative revenue growth, strong cost management and controlled, sustainable new business acquisition and suitable facility investment and enhancement
- Sharing Parkwood's knowledge and investment in reducing environmental impact and commitment to net zero
- Producing surplus funds to be reinvested back into community projects

1Life remains as the trading company but benefits from Parkwood Leisure's senior management team, which is known for its innovative and award-winning support structure. The acquisition has brought additional central capacity and expertise to support local delivery whilst embedding best practice across the estate and enhancing resources to deliver potential capital projects as appropriate.

Parkwood Leisure's journey over the past few years was recognised at the UK Active Awards in 2022, when they were named Operator of the Year. The 1Life acquisition has been a further unique opportunity for Parkwood to share their experiences to benefit more communities across the country; both companies pride themselves in working in partnership with local authorities to benefit the health and well-being of local users. Parkwood have invested significantly in customer focused initiatives and the 1Life acquisition has opened up many exciting opportunities; examples include the £120k investment in the gym refurbishment at Great Dunmow and a new front of house system for the contract, this has improved the Uttlesford customer experience, as well as improving efficiency through economies of scale.

Parkwood have established partnership experience with 30 other local authorities, operating leisure centres across the UK from Barry to Bexley and Leeds to Penzance, from golf courses to theatres and events venues to leisure centres of all shapes and sizes.

OVERVIEW OF THE FACILITIES

Lord Butler Fitness and Leisure Centre

- 25m Swimming Pool and separate Teaching Pool
- Fully equipped Fitness Suite
- Crèche and outsourced Nursery facility
- Group Training Studio
- Indoor Cycling Studio
- Treatment Rooms
- 4 x badminton court-sized multi-use Sports Hall
- 2 x Squash Courts
- Meeting Room
- Outdoor floodlit multi-use games area (MUGA)
- Cafeteria and vending area
- Electric vehicle charging point
- Active Reality space

Great Dunmow Leisure Centre

- 25m Swimming Pool
- Fully equipped Fitness Suite
- 4 x outdoor floodlit Tennis Courts
- Full-size floodlit AstroTurf multi-use games area (MUGA)
- Group Training Studio
- Indoor Cycling Studio
- Crèche and Outsourced Pre-school
- 4 x badminton court-sized Sports Hall
- Outsourced Café and eating area
- Treatment Room

Mountfitchet Romeera Leisure Centre

- 4 x badminton court-sized Sports Hall
- Fully equipped Fitness Suite
- Group Training Studio
- 2 x outdoor floodlit Tennis Courts/Multi Use Games Pitch (MUGA)
- Crèche and outsourced Nursery facility
- Relaxed viewing area

CONTRACT PERFORMANCE EXECUTIVE SUMMARY

KEY HIGHLIGHTS AND ACHIEVEMENTS

Lord Butler Gym Refurbishment

Members of the Lord Butler Fitness & Leisure Centre were thrilled by the announcement of a substantial £120k investment, aimed at significantly improving the gym's facilities. The refurbishment includes the installation of innovative Life Fitness equipment, such as SL Console treadmills, Performance Air-Bikes, and Olympic Platforms. Additionally, members can now enjoy a revamped free weights area, a dedicated functional training zone, and upgraded flooring, all contributing to a dynamic and modern workout environment.



Squash Court Conversion into an Indoor Cycling Studio

After evaluating the usage of the two squash courts at Great Dunmow Leisure Centre, we found that they were booked simultaneously only 22% of the week, indicating significant dormancy. This led to the decision to invest in converting the space into a state-of-the-art Indoor Cycling Studio. The project, costing just under £90,000, has yielded phenomenal results, transforming the area beyond recognition.

The studio has been redecorated in black with a false ceiling, creating a spacious feel. It is equipped with 26 top-of-the-range ICG bikes, LED lighting, and a virtual screen. The conversion has been a significant success, now accommodating over 12 participants per day compared to an average of 0.83 when it was a squash court. We are currently hosting a variety of Indoor Cycling Classes, including Les Mills RPM and Sprint, as well as general Indoor Cycling sessions. Feedback from both customers and instructors has been overwhelmingly positive.



Atlantis Splash

The new Atlantis Splash pool inflatable, an assault course with multi-module inflatables, represents a further £18,000 investment to the contract. This exciting addition brings a new dimension of fun to our traditional tank pool at the Great Dunmow Leisure Centre, offering entertainment for the whole family! Currently, the centre hosts monthly sessions and provides both party bookings and pay-as-you-go options. We are also planning to introduce SEND (Special Educational Needs and Disabilities) sessions later this year.

Wet Change Refurbishment at Lord Butler

The Lord Butler wet changing room was identified as a high priority for refurbishment due to numerous complaints and its poor condition. We selected a contractor who proposed a resin overlay solution for the existing tiles. Despite initial challenges during the work, we are very pleased with the final result. The aesthetic improvement is significant, and the new surface is considerably easier to maintain in this high-traffic area.

Gym Refresh at Mountfitchet

Mountfitchet's gym underwent a significant refresh, which included replacing Precor gym equipment and implementing a new layout. The centre also received a fresh coat of paint. The updated kit, frequently requested by customers, has been very well received by both existing and new members.



Sensory Wall at Lord Butler

To enhance the traditional tank learner pool at Lord Butler, we installed a sensory wall. This addition has been very popular with young children and their families. The panels offer bright designs, moving parts, and mirrors, providing stimulating tactile, visual, and auditory experiences.

Indoor Cycling Studio Refurbishment at Lord Butler

Lord Butler's Spin Studio underwent a significant refurbishment, enhancing the customer experience. The improvements included a redecoration, the installation of LED lighting, and the addition of 16 state-of-the-art Life Fitness ICG bikes. Customers expressed their gratitude and thanked us for the transformation. This has led to a consistent increase in class attendance and popularity.

Active Reality

Similar to the process at Great Dunmow, we calculated the squash court utilisation at Lord Butler too. Lord Butler has three squash courts, and all three were used simultaneously only 6% of the time. The popularity of squash is on the decline, whilst other racket sports like Padel and Pickleball are experiencing growth due to their more inclusive nature. Sporting trends change so we have been proactive in our approach to ensure that we are maximising utilisation in the space that we have to offer. We do not want to be in a position where we have rooms and spaces sitting dormant, when the need for staying active is so high on the government's agenda.

Therefore, after a period of consultation with the squash club, we decided to convert one court into an Active Reality space. This facility is proving popular and is being offered to the general public, local schools, and health and community groups, and I am pleased to report that the loss of the third court is not having an impact on squash participation because there are still 2 courts available.



Group Exercise Launch Events

Following the success of our previous Les Mills launches, Lord Butler was selected to host a special Showcase event. This event featured a Les Mills Presenter who taught masterclasses and supported our instructors in launching the new Les Mills Pilates programme. Over 100 people from across the contract attended, making it a truly special occasion. Due to its success, Les Mills nominated Lord Butler as their Club of the Year! Unfortunately, we were narrowly beaten to the post.

LORD BUTLER
**FITNESS AND
LEISURE CENTRE**

LES MILLS
SHOWCASE LAUNCH
11 JANUARY 2025 FROM 09:00 - 13:00
ALL 6 CLASSES ARE FREE
INCLUDING THE MASTER CLASSES
WITH A LES MILLS UK
JULIA KIDZE - TRAINER AND PRESENTER
BOOK YOUR SPOT TODAY VIA
RECEPTION ON 01799 522777

LeisureCentre.com



Good Boost MSK Hub

Last year Lord Butler and Great Dunmow were chosen as part of a national pilot which saw Parkwood Leisure transform 30 Leisure Facilities into Musculoskeletal (MSK) Hubs, where we introduced Good Boost. The Good Boost programme has been co-designed with the development of technology for personalised and therapeutic exercise and rehabilitation, on land and in water. The classes end with a coffee morning in the centre's cafés, to include a social element and a sense of belonging for participants. Patients can self-refer via the website or they can be referred to the programme by health practitioners. We receive most of our referrals from the local NHS Physiotherapy team, who are grateful to have a referral pathway for their patients once they have completed their physiotherapy cycle.

We are excited to report that Lord Butler was awarded Goodboost Flagship status this year! This is a huge reflection of the work that the team has each put into making their MSK Hub such a success.

Trampolining

At Great Dunmow, we were delighted to host a team of trampoline coaches. They not only provide recreational trampolining sessions for the centre but also run their own national-level trampoline club. To mark their squad's achievements, they arranged a special visit from Olympian Gold Medallist Bryony Page. Bryony shared insights into her successful career, showcased some incredible trampoline skills, and even invited some squad members to join her for an impressive synchronised display.

The Appointment of a Healthy Communities Manager

Adam Roberts was appointed as the PFI Healthy Communities Manager to implement the one and five-year plans for Healthy Communities, aligning with Uttlesford District's Health and Wellbeing objectives. This role, effectively shared across 1Life's three PFI contracts (Uttlesford, Brent, and Lewisham), involves fostering relationships with community groups and ensuring participation in local outreach events. The aim is to increase leisure centre footfall and enhance community access to facilities through new activity programmes, health initiatives, and community programming across all locations. This role is proving highly effective in increasing awareness of the leisure centres and facilities to the local community.

Sports for Confidence Partnership

Sport for Confidence (SFC) is a community interest company (CIC) who have been working in Essex and surrounding areas for the past 8 years, in partnership with Active Essex, Adult Social Care & Essex County Council. They are currently partnered with Everyone Active, GLL, Fusion and other independent leisure providers in Essex. In January 2025 1Life was added to SFC's portfolio as they now have a base at the Lord Butler Fitness and Leisure Centre. They work with 1Life to build upon existing relationships and networks with ECC, the local authority, Primary Care Network, Integrated Care Systems and Health Boards, Public Health and other related bodies to encourage referrals.

SFC employ an Occupational Therapists (OT's) who is based at the centre, part time and they work with disabled people and those with long term health conditions who come through the referral pathway. The OT's also provides and delivers classes to encourage those referred by a Health Practitioner, to engage in physical activity.

There are so many benefits to this partnership as follows:

- The SPF delivery model not only helps us to meet Uttlesford's One & Five year Healthy Community Plan objectives, but it also supports Uttlesford District Council to meet the majority of their Health & Wellbeing Strategy objectives too
- The programme brings new customers to Lord Butler Leisure Centre,
- In partnership with the SPF we will continue to build stronger relationships with local Health Boards and Practitioners
- SPF as a CIC have been successful in their grant applications for Poolpods (disabled pool hoists) and they have committed to apply for one at Lord Butler

CUSTOMER JOURNEY

Memberships

Memberships can be purchased with a Membership Advisor in the centre or online. We believe that customers buying in the centre are more invested and will remain members for longer so we encourage appointment booking and a guided tour for all enquiries where possible but memberships can be purchased through the [website](#) or LeisureCentre App.

We offer flexible pricing schemes, including direct debit and upfront payment options, starting from £25.00 per month for a swimming-only package. Our fitness memberships encompass access to the gym, fitness classes, and swimming facilities.

Virtual Tours

Virtual tours of our centres are available on [leisurecentre.com](#) and can be accessed [here](#). These tours allow prospective members to view all facilities before joining online. We plan to update these with drone fly-throughs, after all the planned works are complete to showcase the new facilities.

Sales Kiosks

Sales kiosks are available at each centre and are located in the centre reception areas to enable new members to sign themselves up should they wish to.

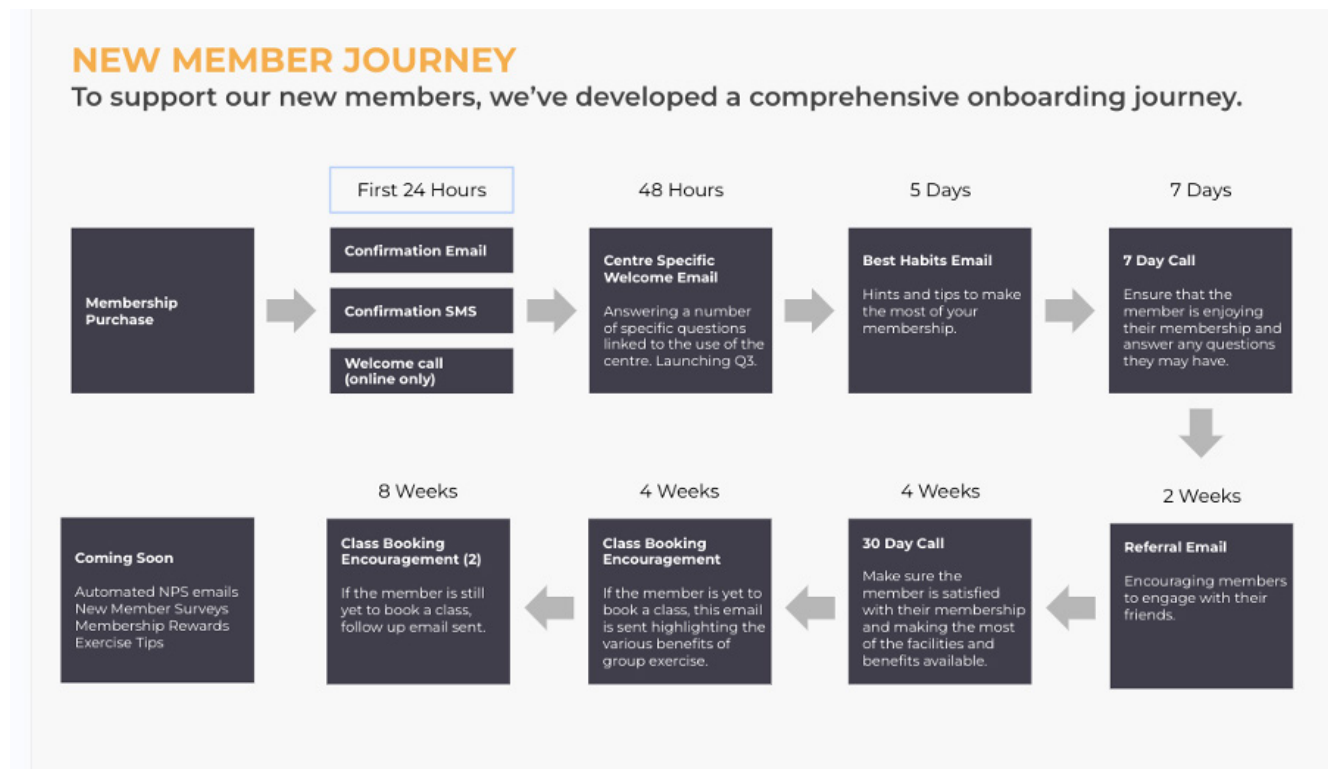
Atreemo

Atreemo is the latest Customer Relationship Management (CRM) platform which integrates with the Front of House system. Atreemo not only helps us to generate more customers but it enhances customer relationships, manages our social media platform as well as our customer enquiries that we receive through the website.

Member Digital Journey

The Member Journey is designed to support new members during their first two months of membership; this is a period known to be critical for both long-term adherences to exercise and membership retention.

New members receive a welcome email on day one of joining which signposts them to our Member Dashboard. Here they can find all the necessary information about our products and services, discounts on third party products and where they can find help if it is needed. They receive subsequent communications over the next two months, encouraging them to make the most of everything we offer. By using the dashboard, they can find out more information about the induction process, body composition scans, personal training and group exercise. We try to make it as easy as possible for them to book these activities with an online booking/request service.



Online Nutrition Courses

Members can sign up for discounted, online nutrition courses to help educate, support, and improve wellbeing. Various courses are available to book as follows: -

- Supporting menopause through nutrition
- Supporting emotional wellbeing through nutrition
- Nutrition support for MSK conditions
- The fundamentals of wellbeing through nutrition
- My healthy way to balancing body weight
- Energy, sleep and motivation
- Childhood nutrition - a course for parents and carers
- Balancing blood sugar and supporting pre-diabetes
- Boosting immunity through nutrition

My Healthy Way newsletters and social media

The [My Healthy Way](#) website offers resources on:

- Nutrition
- Musculoskeletal Health
- Get Active
- Happy Mind
- Women's Wellbeing
- Men's Wellbeing

The latest My Healthy Way newsletter, focusing on summer focus, alcohol intake, and men's health, has been shared with our team and customers to promote and support healthy living.

[MY Healthy Way Newsletter](#)

My Healthy Way has been recognised as a finalist for the 2025 UKActive awards.

TECHNOLOGY

Crimson Tide

Crimson Tide is a platform that we continue to use; it allows 1Life to manage its Health and Safety, quality compliance, scheduled maintenance checks and, more recently, monthly, weekly and daily cleaning tasks in accordance with the PFI contractual performance indicators. Scheduled facility checks are recorded using the onsite Crimson Tide tablet including, for example, weekly fire extinguisher and fire door checks, pool water tests and plant room checks.

The facility checks are completed twice per day, morning and afternoon, and the areas are then scanned and verified by the Duty Manager before being confirmed as safe, clean and tidy for public and staff use.

Healthy Communities and Participation

Swim School

Demand for swimming lessons, while decreasing from post-COVID peaks, continues to show year-on-year growth. This sustained increase is primarily attributed to our successful partnership with the Institute of Swimming (IOS) and their Teacher Recruitment Academy. Historically, recruitment and training of teachers has been a barrier to growth, but this year we have successfully added a significant number of new swimming teachers, which has enabled us to expand the programme.

Contract Swim School Participation

Facility	Jan - Mar 24	April - Jun 24	Jul - Sept 24	Oct - Dec 24	Jan - Mar 25	YoY	RAG STATUS
Lord Butler	1,197	1,255	1,228	1,287	1,273	76	
Great Dunmow	727	722	779	728	830	103	
Total	1,924	1,977	2,007	2,015	2,103	179	

The 'Course Pro' management software allows parents to book their children into swimming lessons online by taking them through a series of questions to ensure they are booked onto the correct stage. The new system also enables transparency of the programme. Parents can log in to view their child's progress through the scheme, and it also allows teachers to use iPads to update a child's progress 'live' during a lesson. Parents can view the criteria and understand the skills their child requires to learn to enable them to progress through the stages.

We also hire our facilities to several different sports groups, including:

Swimming Clubs

Uttlesford proudly serves as the home venue for two successful swimming clubs that continue to expand their membership: the Saffron Walden Seals, based at the Lord Butler Leisure Centre, and the Atlantis Swimming Club, located at our Great Dunmow centre. While we have provided additional pool space to help manage their increasing demand, the Atlantis Swimming Club, in particular, still requires more pool space than we can currently provide due to the needs of other customers.

School Swimming

Lessons were delivered at both the Lord Butler and Great Dunmow centres to all local school children as part of the National Curriculum. Interschool galas were also held at Great Dunmow and Lord Butler and proved once again to be a tremendous success.

Saffron Walden Triathlon Club

The Triathlon Club is ever evolving and benefits from additional subsidised junior coaching hours. Both junior and senior sections of the Club have several athletes who represent Great Britain in age groups internationally. This is a fantastic achievement, and the club continues to go from strength to strength supported by 1Life. They hire the pool regularly for training and the whole centre for their annual triathlon event each May, as well as hosting their first junior swimming gala.

Netball

Although the demand for netball has reduced from previous years because local clubs have been able to source newer, fit-for-purpose venues that have been built within the district or surrounding areas with external Section 106 funding. We are one of the homes to the highly successful and popular netball club SWAN who continue to hire our courts at both Lord Butler and Mountfitchet Romeera. They offer 'Back to Netball' and 'Walking Netball' sessions in addition to their regular teams and they use both indoor or outdoor facilities.



Ollie Clark's Tennis

Ollie Clark, a local tennis coach, is based at the Great Dunmow Leisure Centre and provides tennis coaching for all ages and abilities. This is introducing lots of fresh faces to the centre through them participating in his sessions. Ollie hires the tennis courts on Monday - Saturday during term time, as well as hiring the courts for crash courses during school holidays.



PERFORMANCE REVIEW

LIFECYCLE AND PROGRAMMED MAINTENANCE

Planned Preventative Maintenance (PPM)

EMCOR, 1Life's Facilities Contractor, maintains schedules and procedures for conducting planned lifecycle and preventative maintenance tasks. This includes all hard and soft building maintenance and maintaining mechanical and electrical equipment. This ensures that all three centres remain in an acceptable condition and that all necessary maintenance updates are completed in agreed timescales. The performance standard for this KPI is that 95% of all critical tasks should be completed on an annual basis.

100% of the total PPM tasks scheduled were completed during 2024/25. Examples of these jobs include the servicing of air conditioning units, legionella testing, ground maintenance to name but a few. EMCOR uses Agility software and the system's "Help Desk" continues to ensure jobs are completed within the relevant rectification timescales. It also allows the transparency required for a self-monitoring contract.

PPM performance standard	95%
PPM KPI achieved	100%

Reactive Maintenance

Whilst not measured within the KPI for Lifecycle and Planned Maintenance, the helpdesk also ensures all reactive maintenance jobs are completed within the rectification timescales and gives an overview of performance. The figures below show the number of tasks logged and the number of tasks that EMCOR completed this year.

There were 320 tasks logged and 301 completed across the year providing an xx% completion rate based on jobs being completed within a 1-month period. Some tasks were deferred to the following year because they required contractor intervention.

Number of Reactive Tasks Reported	320
Number of Reactive Tasks Completed	301
Percentage Completed	94%

Lifecycle

To ensure the upkeep of the condition of the centres, an annual building survey is conducted by EMCOR, 1Life, UDC and the Project Company, where several key jobs are identified for each year in relation to Lifecycle requirements. These projects take place throughout the financial year and the facilities are updated throughout the year and include redecoration, replacing plant equipment that come to the end of their life.

£253,905 was spent on Lifecycle projects this year as follows:

Lord Butler

£166,572 value of projects completed, including:

- Redecoration of the village change, including upgrade of the floor
- Resurface and re-lining of tennis courts
- Supply and fit a replacement disabled entrance gate

Great Dunmow

£104,846 value of projects including:

- Supply and fit new pool circulating pumps
- Supply and fit a replacement disabled entrance gate
- Supply and fit new fire doors

Mountfitchet

£43,811 value of projects including:

- Reline car park road markings and directional arrows
- Supply and fit new pumps
- Supply and fit new fire doors



CLEANING

Cleaning KPI Overview

All the facilities must be consistently maintained to a standard of cleanliness acceptable to the Authority and in accordance with legislation appropriate to the facilities. The performance standard requires that 90% of the tasks on the agreed cleaning schedule are completed. All identified cleaning tasks were tracked through the Crimson Tide system to confirm compliance.

A local contract cleaner is responsible for a set cleaning schedule at all 3 centres, 7 days a week at Lord Butler and Great Dunmow and 2 days per week at Mountfitchet and these hours are supplemented by the in-house team who are responsible for some other cleaning tasks.

PPM performance standard	100%
PPM KPI achieved	100%

Planned Cleaning

Sample Cleaning Check Sheet

Location	Daily	Weekly	Monthly
Car Park	✓		
Cleaning store weekly		✓	
Corridors and stairwells	✓		
Crèche	✓		
Dance Studio	✓		
Dance Studio	✓		
Dance Studio weekly		✓	
Gym	✓		
Ladies Changing Rooms	✓		
Ladies Changing Rooms weekly		✓	
Mens Changing Rooms	✓		
Mens Changing Rooms weekly		✓	
Office	✓		
Reception	✓		
Reception weekly		✓	
Sports Hall/Sports Hall	✓		
Sports Hall/Sports Hall	✓		
Tennis Courts monthly			✓
Tennis Courts weekly		✓	
Toilets			
Toilets	✓		
Toilets weekly		✓	

Reactive Cleaning

1Life recognises that during high footfall periods, additional cleaning may be necessary, and further deep cleans may also be periodically required.

KPI Summary

Internal compliance and risk assessment requirements are met through the combined use of Crimson Tide software and manual cleaning records. All cleaning checks adhered to the new enhanced requirements and were documented either manually or within the Crimson Tide system.

STAFF TRAINING

Staff Training KPI Overview

Types of training

1Life is required to ensure that 90% of the proposed and agreed training plan has been delivered to the team during the year.

Staff Training Performance Standard	90%
Staff Training KPI achieved	100%

Lifetime Training

1Life is committed to the continuous professional development of their staff and offers an ongoing NVQ training apprenticeship package. To support this, they partner with Lifetime who are the training supplier. They offer various training subjects tailored to job roles, for example Leisure Operations which include an NPLQ qualification, Fitness Level 2 qualification and a Swim Teacher Level 2 qualification.

E-Learning

All team members are required to complete the eLearning modules relevant to their role which include but are not limited to the Company's Health and Safety Induction, Fire Training, Working at Height, Safeguarding, Data Privacy, Asbestos, Food Hygiene and Customer Service training. We aim for a 95% KPI to allow for new team members and new modules being added to the system.

IOS Training and Recruitment Academy

Our partnership with the IOS has helped us to overcome our challenges with Swim Teacher Recruitment this past year. Successful applicants receive their SEQ Level 1 and 2 Swimming Teacher training, mentorship and membership all for just £85.

PROGRAMMING

Programming Detail and KPI

1Life are required to provide an annual schedule of sports programmes for each of the three centres, which should include organised activities, coached courses, school holiday programmes and contractual use of the facilities by the schools linked to both the Mountfitchet Romeera and Great Dunmow Leisure centres. The KPI requirement is to deliver 90% of the planned activities.

Our programming includes, but is not limited to, swim school, group exercise, lane swimming, family swim sessions, trampolining, Hall of Fun sessions and Inclusion Club sessions.

Programming Performance Standard	90%
Programming KPI achieved	100%

Summary

In 2024/25 our instructor-led Group Training classes increased and replaced virtual classes, along with Swimschool classes, in line with customer demand. Most activities are bookable via the website or the app, allowing customers to manage their own bookings making it more convenient for booking an activity or cancelling when needed.

We have access to live dashboard data as part of Parkwood's systems, meaning that we can react quickly to activities that are either under or over performing and we can make informed decisions based on the utilisation data as well as taking customer feedback into consideration. A good example of this is the squash court utilisation. We were able to prove that these areas were underused and have reutilised that space for higher footfall activities.

The dashboard data also allows us to instantly view potential bottlenecks within the Swim School programme which would prevent children from moving up a level once they have passed their stage. The data means we can react by adding additional classes or ensuring children are being assessed at pace.

Our pool of group exercise instructors has expanded as we have been supporting existing instructors as well as class participants to take new instructor qualifications and support the provision of Les Mills programmes.

The specialist classes attendance is increasing at pace with 3,000 recorded attendances, a huge 1,091 more participants than the same period as last year. This is down to the 1Life team working in conjunction with the Primary Care Networks Health and Wellbeing Coaches, GP's, Sport for Confidence and expanding our partnership to other healthcare practitioners such as the local NHS Physiotherapy Department, along with word-of-mouth referrals due to the great support provided by 1Life's Level 4 specialist coach.

Parties have continued to be a popular activity across the contract. The new Atlantis Splash, large pool inflatable at Great Dunmow has created a lot of interest for the over 8 age group as well as Active Reality who hire out the squash court at Lord Butler for virtual reality parties.

Opening hours have increased back to the contractual hours now because the demand has increased and since the gym refurbishments, the centres are busier than ever.

With demand on the rise and gym refurbishments complete, our centres are experiencing increased footfall. As a result, opening hours have been extended to meet contractual obligations.

The specialist classes attendance is increasing at pace with 900 more recorded attendances compared with last year. This is down to the 1Life team working in conjunction with the Primary Care Networks Health and Wellbeing Coaches, GP's and expanding our partnership to other healthcare practitioners such as the local NHS Physiotherapy Department, along with word-of-mouth referrals due to the great support provided by 1Life's Level 4 specialist coach.

Parties have continued to be a popular activity across the contract. The large inflatable at Mountfitchet created a lot of interest for the over 8 age group as well as the pool inflatables at Lord Butler and Great Dunmow.

Opening hours have increased but they are still not back to the contractual hours because the demand is not currently back to where it was pre COVID. However, opening times will be continually reviewed and increased in accordance with demand.

MARKETING

Marketing detail and KPI

1Life is required to provide an annual marketing strategy for each facility, outlining how the contract's service provision contributes to the Authority's Health and Wellbeing objectives. It details the proposed marketing campaigns, the media to be used and the annual budgeted spend. To achieve the required performance standard, 1Life must deliver 90% of the agreed marketing plan.

Our corporate vision is to create and maintain sustainable, lasting partnerships to help build happier and healthier local communities. To help the business do that, our marketing activity will raise awareness of and drive action against the following key themes.

- Sales & Participation Growth
- Customer Experience
- Health & Wellbeing
- Sustainability

During 2024/25, we effectively promoted our centres and their offerings through a stable sales team, digital marketing, social media, and leaflet drops. Our team actively participated in numerous local outreach events, engaging with prospective members about the advantages of exercise and highlighting our centres' enhanced facilities.

Marketing Performance Standard	90%
Marketing KPI achieved	100%

Summary

The Uttlesford contract has its own local marketing plan, which is supported by an overarching corporate marketing plan.

EXERCISE REFERRAL

KPI Overview

1Life is contractually required to provide a GP Referral scheme at each facility. During 2024/25 patients were referred to the classes by healthcare practitioners including GP's, NHS Physiotherapy teams and Health and Wellbeing Coaches. The coaches are a fairly new initiative in the Uttlesford district and they support patients who have less acute conditions such as pre-diabetic, mental health, obesity and rehabilitation after an injury, and are employed by the Uttlesford Primary Care Networks (PCNs). However, we have an internally trained Level 4 Instructor who has taken additional qualifications with funding support from the IPS, so that patients with more complex needs can be supported on a 1:1 basis.

We hold regular meetings with our health care practitioner partners to promote the referral pathway for their patients and to ensure that we continue to receive regular referrals to the centres.

All patients who are referred receive a comprehensive initial assessment which includes a motivational interview, goal setting, baseline measures of blood pressure and weight and programme/activity setting. The GP Referral Scheme offers the participant a 12-week programme supervised by qualified and professional staff.

In addition to our GP Referral programme, we also offer a supervised gym session for an hour per week and these sessions are aimed at those who can work out independently but feel that they need some extra support getting on and off the machines or that they need advice on a pre-existing medical condition. These sessions are also for those who are not confident enough to attend on their own; having a member of staff on hand increases their ability to confidently use the gym equipment and complete exercises.

Number of GP Referral and Specialist Class participants	2,240
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Specialist Classes

The contract's level 4 fitness instructor has since continued to attend training courses to further their knowledge and skills so that we can accommodate clients with specialist needs. The specialist class programme is for patients suffering from the conditions listed below:

Neurological Conditions

For patients who are discharged from NHS physiotherapy, progress is often slow, but these classes provide support to maintain their quality of life for as long as possible. Attendees suffer from MS, Parkinson's, and brain injuries. On average, over 50 people attend every month. This class has proved to be a vital cog in the exercise referral wheel.

Cardiac Rehabilitation

The rehab classes provide recovering heart patients the opportunity to continue their rehabilitation and helps to prevent future episodes.

Pulmonary Rehab for Chronic Obstructive Pulmonary Disease (COPD)

Without these sessions, this disease would progress more quickly for many of the participants. This programme can help extend and promote their quality of life as many are over 70 years old.

Stroke Rehab

The stroke rehab classes not only improve quality of life, but aid socialising with others suffering with similar conditions.

Falls prevention

To reduce the fear of falling and prevent falls by improving gait, balance, coordination and strength.

Many of those attending the classes suffer with limited movement including the inability to walk unaided.

The classes are designed to improve cardiovascular fitness and strength. As we age, our bone density decreases causing bone fractures - becoming more active can help this.

Feedback has been incredibly positive; patients find the exercise classes fun whilst also confidence building. Most, if not all, report an improvement in their general health and well-being creating a real impact on their lives.

My Weight Matters

1Life have been working in partnership with Provide to deliver the 'My Weight Matters' programme across the contract. This is a community-based programme designed to support people to achieve a gradual, permanent weight loss using a lifestyle approach and education about healthy foods, portion control and exercise. The 'My Weight Matters' one-to-one support programme is suitable for anyone with a BMI over 25. Sessions are available in the daytime and run for a 12-week period. The service is widely promoted to health professionals and the public through publicity campaigns, social media, and more traditional forms of media. Referrals are received and triaged via Provide's helpline. 'Provide' have trained 1Life team members to become Provide Lifestyle Advisors for them to host their "My Weight Matters" programme within the 3 centres.



KPI Summary

The specialist class attendance almost tripled between 2023 and 2024 and they continue to go from strength to strength. We are immensely proud that attendances are increasing and that these classes are making an enormous difference to people's lives.

We offer discounted membership schemes for GP Referral, Specialist Class and My Weight Matters customers as well as pay as you go options to make it as affordable and flexible as we can and to encourage them to continue their fitness and health journey after their initial 12 week programme has ceased.

CUSTOMER SATISFACTION

Moving Communities Survey Summary

Leisure Net, previously the NBS provider, now administers the Moving Communities customer satisfaction survey. Moving Communities tracks participation at public leisure facilities nationwide and provides new evidence of the sector's performance, sustainability, and social value. The data will be able to assist local authorities, leisure providers and policymakers to support the recovery of public gyms and leisure centres, by taking informed decisions to keep our district active. The first survey was completed in May 2021 and two further surveys have taken place in August 2022 and August 2024. The next survey is due to take place in August 2025.

The customer satisfaction results from August 2024 are as follows:

Lord Butler vs National

Satisfaction	
Filters	Filters
75%	79.36%
Aug 24	Aug 24

Great Dunmow vs National

Satisfaction	
Filters	Filters
86.96%	79.36%
Aug 24	Aug 24

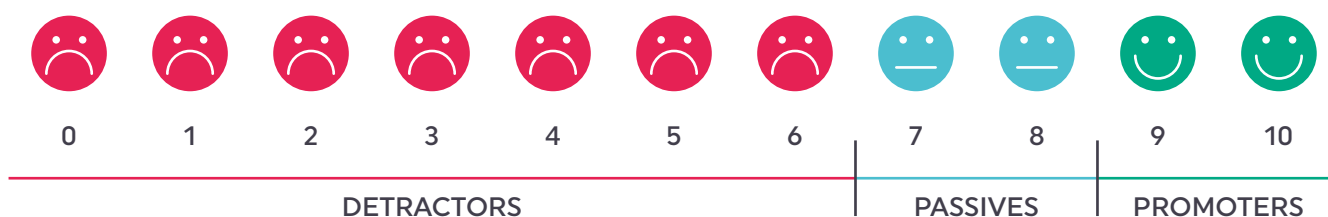
Mountfitchet vs National

Satisfaction	
Filters	Filters
94.44%	79.36%
Aug 24	Aug 24

Our own NPS surveys are also utilised to benchmark our services, and customer feedback is instrumental in guiding future investments and service planning. Our emphasis is on the feedback received and acted upon, rather than solely on the scores.

NPS stands for Net Promoter Score, a metric used in customer experience programmes. NPS measures the loyalty of customers to a company. NPS scores are measured with a single question survey "How likely are you to recommend us to your friends or family?" and are reported with a number from -100 to +100. A higher score is desirable.

Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) and, depending on their response, fall into one of 3 categories to establish an NPS score:



$$\text{😊 \%} - \text{😞 \%} = \text{NET PROMOTER SCORE}$$

- Promoters respond with a score of 9 or 10 and are typically loyal and enthusiastic customers.
- Passives respond with a score of 7 or 8. They are satisfied with our service but not happy enough to be considered promoters.
- Detractors respond with a score of 0 to 6. These are unhappy customers who are unlikely to buy from

you again and may even discourage others from buying from you.

Member NPS

Automated email triggers are in place and emails are sent to Members who joined more than 2 months ago with 3 or more visits in the last month. This member can only receive the email once every 3 months, on average we are getting 13 completed surveys per day.

Non-Member NPS

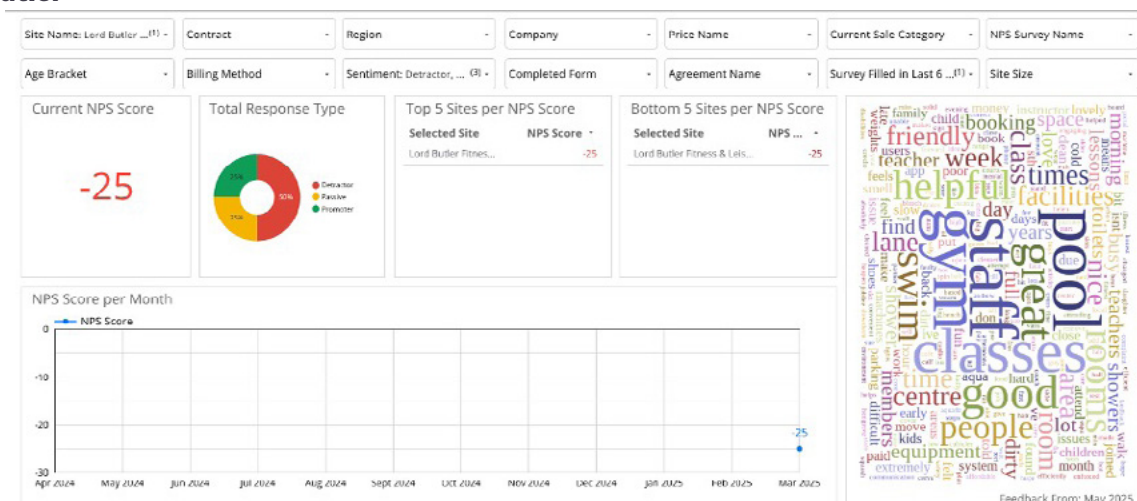
Automated email triggers are now in place and emails are sent to casual users who have 2 or more visits in the last month. These customers can only receive the email once every 3 months, on average we are getting 9 completed surveys per day

New Member NPS

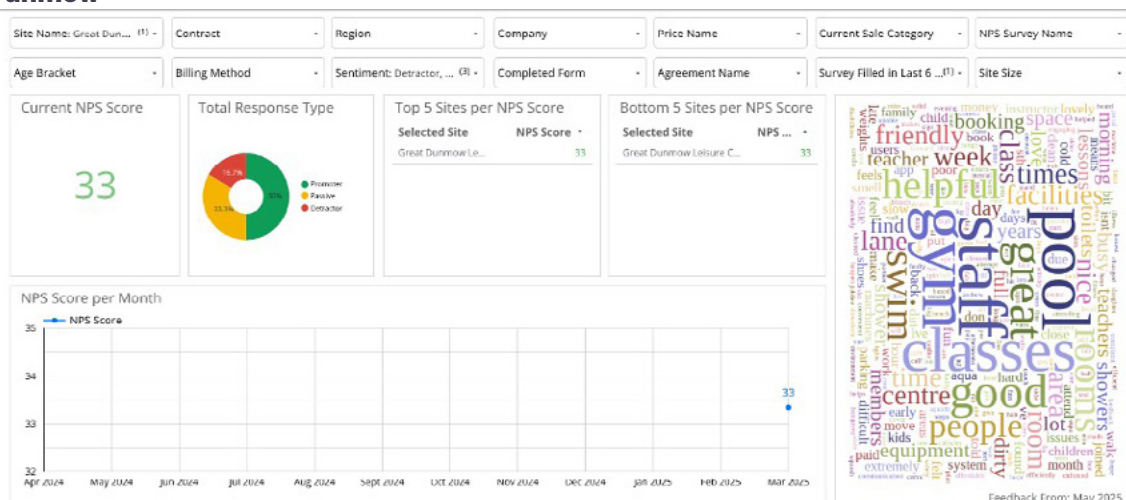
Automated email triggers are now in place and emails are sent to new members 28 days after their agreement start date. This customer can only receive the email once, on average we are getting 8 completed surveys per day.

From the period April 2024 - March 2025 the Uttlesford scores are in the table below. Parkwood's overall score for the same period was 14.

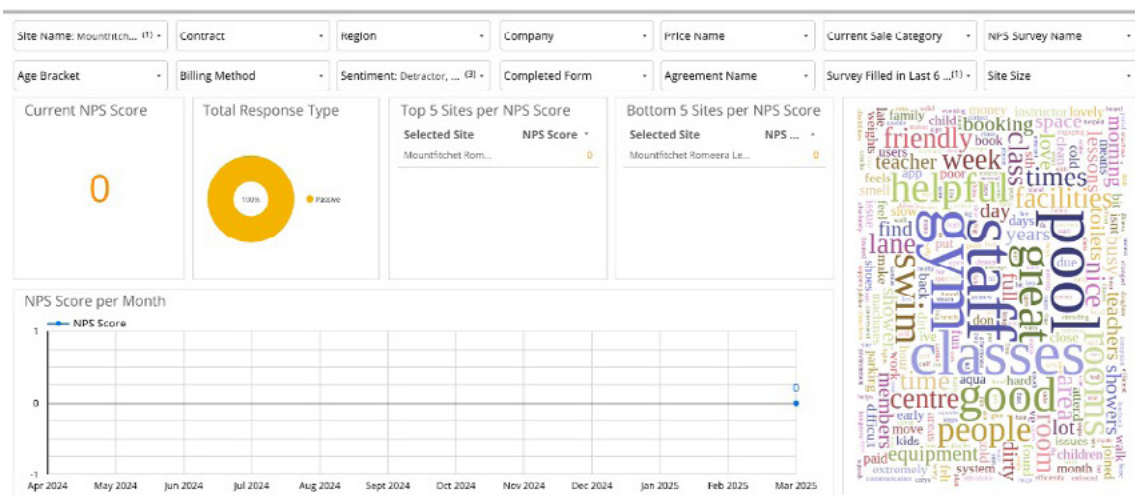
Lord Butler



Great Dunmow



Mountfitchet



CUSTOMER FEEDBACK OVERVIEW

Total amount of comments and Feedback received	
Lord Butler	1,484
Great Dunmow	1,103
Mountfitchet	351

Complaints

The primary source of negative feedback this year stemmed from the refurbishment of Lord Butler's, as multiple attempts were required to achieve the desired outcome, leading to customer frustration due to facility closures. Additionally, a frequent complaint concerned the high occupancy of the facilities, with customers reporting difficulty in accessing gym equipment or securing class bookings.

Compliments

We receive continuous positive feedback about our welcoming and helpful team and the facilities themselves

KPI Summary

Whilst we unfortunately received some complaints about some disruption and how busy the facility is, it was also pleasing to see so many positive comments about how much our customers appreciate our helpful team members

Customer Improvement Plan

Our focus areas for the upcoming year are as follows:

- To continue to encourage regular feedback and act upon it
- To introduce updated website and make it more user friendly for customers and prospects
- To continue to invest and improve our facilities and services for our customers to enjoy

QUEST

The Uttlesford contract centres are required to obtain on-going Quest accreditation.

What is Quest?

All the leisure centres have Quest accreditation which is an industry standard kite mark scheme demonstrating continuous improvement in relation to leisure management and positive development. The scoring system has recently changed from a percentage score to a qualitative rating score ranging from 'Unsatisfactory' to 'Excellent.'

Quest defines industry standards and good practice encouraging its ongoing development and delivery within a customer focused management framework. Assessment consists of an annual cycle of mystery visits and on-site assessments.

Current Quest Status

Centre	Quest Attainment Date	Overall Branding
Lord Butler	28th March 2025	Very Good
Great Dunmow	15th July 2025	Very Good
Mountfitchet Romeera	21st July 2025	Very Good

Quest Continuous Improvement Plan

Key Actions following the most recent assessments are as follows:

Lord Butler

Source	Task	Action Required
Mystery Visit	There is a reference to senior activities, but none are listed. The website only directs you to leave an enquiry, which I felt was not very encouraging. I did not see any activities targeting socially excluded or lower socioeconomic groups advertised. I did not see any sessions for those with a disability or culturally diverse community groups.	The website is currently being changed by the Marketing team. We direct people to the contact us page as it allows us to talk to the customers about the groups we have. We have well attended groups such as Sports for Confidence and inclusion clubs. We offer a range of activities for people with mobility/ health related issues. Such groups like stroke club, steady steps, over 50's badminton and Good boost. As part of continuous improvement we are having a Poolpod installed to increase access to the pool. We have had a machine adapted in the gym for a member with Cerebral palsy. We are also receiving an additional 5 tablets to increase the size of our good boost sessions.
Mystery Visit	There are no accessibility features on the website, such as Recite Me. This could leave the website is hard to navigate for those with certain impairments.	The website is being relaunched by the Marketing team
Customer Journey	There are currently no level four Exercise Referral-trained staff at the site, which limits the level of Exercise Referral the team can deliver. It may be beneficial to see if any current staff or Personal Trainers may be interested in training in this area.	The site has 1 level 4 member of staff who meets and prescribes exercises. From the recommendation, the level 3 PT we have completed the session
Measurement, Monitoring and Review	The team could consider linking with wider groups to help shape their local marketing approach, especially for targeted activities.	We now take an active part in the Saffron Walden Business forum which meets monthly. We also complete a monthly outreach planner
Customer Journey	Management could make much more use of customer testimonials by displaying them on a dedicated notice board in a prominent location of the centre.	We are currently gathering testimonials at the centre to post on our social media

Great Dunmow

Source	Task	Action Required
Mystery Visit	Some calls to the centre went unanswered.	The Duty manager team to spot check the call volume on reception phones and to call the centre to spot check the team moving forward
Mystery Visit	I did not see a hearing loop at the reception desk or the cafe counter.	The hearing loop poster is on the main doors as you enter the building
Mystery Visit	There is a reference to senior activities, but none are listed. The website only directs you to leave an enquiry, which I felt was not very encouraging.	This will be listed on our website for access
Environment	Management could consider developing its approach to recycling and waste management. This could include new recycling bins throughout the facility and noticeboards/posters that encourage staff and customers to contribute to the recycling of waste within the centre. The centre seems to currently run largely paper based, with minimal documents and file sharing taking place digitally. The centre may like to consider moving all folders	New recycling bins have been ordered for sites to encourage recycling within the centre moving forward, once delivered posters can be created and put up around the centre. Look into moving all paper-based checks to online/PC storage
Managing the Team	There could be value in the team implementing an effective coloured cleaning equipment system. Each colour is used in specific areas of the facility, keeping them separate, whilst being stored, will reduce cross-contamination.	Coloured cleaning items to be implemented in the centre
Engaging communities and tackling inequalities	I did not see any ladies-only or concessionary activities advertised.	Women only session to be reviewed for the centre, including concessionary sessions

Mountfitchet

Source	Task	Action Required
Mystery visit	There was some minor damage to the walls in parts of the centre, which was particularly noticeable on the ground floor.	These have now been painted, with new notice boards.
Environmental management	No DEC displayed	After the paint work, we were awaiting new notice boards, the new notice boards are now up around the centre with the DEC in one.
Tackling inequalities	There was limited visible promotion of dedicated activities for older adults.	These are on social media, but Jade to update on the website for all 3 centres.
Mystery visit	There was no visible signage or promotional material for other products or services that might generate more income.	These are now in the notice boards.
Customer journey	Spin classes were not included on the timetables as the bikes that were stored within the main studio were of a poor standard.	We are receiving some updated bikes from another site, and a Duty Manager will complete a spin class, 2 spin classes will be on the timetable from 2026.

ACTUAL USAGE PROVISION

Contractual Requirements

1Life is required to monitor and provide usage data to the Authority on a quarterly basis and this is tracked year on year.

KPI Overview

Overall participation has increased by 10% year-on-year, a direct result of ongoing facility improvements throughout the past year.

Customer Usage Provision

Memberships have increased by 7.3% in 2024-2015 which is positive for the contract and it is anticipated that this number will continue to grow.

Live Membership Data

Facility	April - Jun 24	Jul - Sept 24	Oct - Dec 24	Jan - Mar 25	Total	Total 2024	YoY Variance
Lord Butler	71,050	69,120	69,445	74,147	283,762	262,104	21,658
Great Dunmow	61,984	55,159	64,035	72,503	253,681	249,803	3,878
Mountfitchet	21,272	19,463	20,541	25,128	86,404	64,424	23,908
Total	154,306	143,742	168,578	171,778	638,404	574,311	64,093

KPI Summary

Usage and membership numbers are increasing at pace and will continue to do so, driven by future plans for the leisure centres and higher demand for facilities and services due to Uttlesford's housing development plans.

HEALTHY COMMUNITIES PLAN

REVIEW OF INITIATIVES AND IMPACT

We successfully recruited a Healthy Communities Manager, partially funded by the IPS, to work across the 3 PFI contracts: Uttlesford, Lewisham and Brent, to collaborate with the Councils and the Active Partners within the 3 areas to deliver the details within the plans for the 3 contracts.

HEALTH, SAFETY AND ENVIRONMENTAL

ACCIDENT AND INCIDENT ANALYSIS

In 2024/25 the company target for accidents was not to exceed 50 accidents per 100,000 visits, compared with Uttlesford which reported an average across the year for all three sites of 38.26 accidents per 100,000 visits.

The below demonstrate the number of accidents that were reported at the three centres over the past year.

Health & Safety	April - Jun 24	Jul - Sept 24	Oct - Dec 24	Jan - Mar 25	YOY
RIDDORs recorded	0	0	0	1	1
Accidents recorded	51	52	60	77	38
Incidents recorded	20	9	11	4	0
Near Misses recorded	2	3	5	7	2
Accidents per 100k visits	33.05	36.18	38.96	44.83	2.2
1Life target	50				

Due to the numbers being so small, there were no trends to report, and the majority of accidents were as a result of sporting injuries and therefore unavoidable.

AUDITS AND INSPECTIONS REVIEW

1Life Health and Safety Audit

The Regional Manager team conducted the company's Health and Safety audit between Sept - November 2024 systems. The company's average score was 89 % and the combined Uttlesford contract score was also 89%.

Lord Butler	89%
Great Dunmow	93%
Mountfitchet	86%

Quadriga Health & Safety Audit

Quadriga is an external health and safety specialist company who conducts an annual Health and Safety Audit on behalf of Linetum Uttlesford Limited. During the 2024/25 audit a list of recommendations were identified and actioned, with 95% signed off as complete at the time of this report being written, with some actions requiring further advice.

ENVIRONMENTAL GOVERNANCE

The combined usage of electricity and gas at each of the sites has been stable until recent years with the rising costs of utilities that have put unpredicted financial pressures on 1Life. In 2022 the Authority subsequently offered support to 1Life by enacting the benchmarking section of the PFI contract which enables financial support to ensure the pools stay open, with only minimal pool closures. This ended in 2023 as utility prices began to reduce, however the government recognised that utility prices were still much higher than previous years. So in April 2024, the UK government announced £60.5 million in funding for 325 swimming pools and leisure centres in England to improve their energy efficiency and reduce running costs. This is part of the Swimming Pool Support Fund (SPSF), which also included a previous £20 million investment, for a total of £80 million. The funding is intended to help these facilities become more environmentally and financially sustainable so they can remain open for future generations.

- The application for Lord Butler was successful and has secured £248k in funding towards energy saving initiatives to include: -
- Installation of Variable Speed Drives on the heating pumps for the pool heating and domestic hot water,
- replacement integrated Variable Speed Drives on circulation pumps and replacement main pool hall and wet change
- Air Handling Units and associated Building Management Systems upgrade to integrate control strategies.
- Installation of valve jackets to reduce heat loss in plant rooms and flow restriction on showers, tap and toilets on wetside.

Initially, the Great Dunmow Leisure Centre was unsuccessful in their SPSF funding application. However, we were notified in early 2025 of an opportunity for Uttlesford District Council to accept an additional SPSF Phase II capital award from Sport England – due to some wider underspends across the portfolio and the Great Dunmow project was next in line to receive an offer which we accepted despite the tight deadlines and this has led to the installation of PV panels in the leisure centre car park. These works are set to take place in September 2025.

FUTURE PLANS AND FUTURE CHALLENGES FOR 2025/26

FUTURE CHALLENGES

Utility Costs

As we approach Autumn 2025 1Life needs to continue to be mindful of utility costs because, although there have been reductions since last winter, they are still higher than they have been previously and are set to rise again in Winter 2024. With these being most leisure operators' second biggest cost after staffing, they remain a real concern with regards to the cost-efficient provision of services.

FUTURE PLANS 2025/26

- Padel Courts to be installed at the Mountfichet Romeera Leisure Centre
- The SPSF funding projects continue with investments into the centre's energy saving technology including ,PV Panels at Great Dunmow
- The gyms at Lord Butler and Great Dunmow are reaching capacity members per station so we will be looking at opportunities to expand on gym floor space at the both centres
- We will be working with the Football Foundation to progress our application to convert the astro turf pitch at Great Dunmow into a 3G pitch
- Section 106 funds have been identified for enhancing the pool facilities at Great Dunmow. We are currently exploring several options to achieve this, including new poolside equipment for both the leisure centre and the swim club, as well as the potential addition of interactive wall panels for younger family users. Supporting Community events - School fêtes, Great Dunmow and Saffron Walden Carnivals
- Lord Butler has been nominated for the ukactive's Centre of the Year Award and are proud to announce that they have reached the finals in the East Anglia and Midlands category. The winner will be announced later this year in October

Lifecycle Projects

We will continue to progress all lifecycle projects; large-scale tasks include, but not limited to:

- Resurfacing of the tennis courts at Lord Butler

Grant Funding

1Life are currently working with the IPS and Uttlesford District Council on identifying grant funding opportunities, with the following proposals for the 2024/25 year:

- To continue to grow the specialist class programme
- Procure equipment for new projects
- To fund projects in line with the Healthy Communities Plan



**Great Dunmow
Leisure Centre**

Parsonage Downs,
Great Dunmow,
Essex CM6 2AT

01371 878690

greatdunmow@1life.co.uk

f [greatdunmowLC](#)

X [@GreatdunmowLC](#)

**Lord Butler Fitness
and Leisure Centre**

Peaslands Road,
Saffron Walden,
Essex CB11 3EG

01799 522777

lord.butler@1life.co.uk

f [lordbutlerleisurecentre](#)

X [@lordbutlerLC](#)

**Mountfitchet Romeera
Leisure Centre**

Forest Hall Road,
Stansted,
Essex CM24 8TZ

01279 648580

mountfitchet.romeera@1life.co.uk

f [mountfitchet-romeera-leisure-centre](#)

X [@GreatdunmowLC](#)