



Social Accounts

Introduction

Jesmond Pool is a voluntary, charitable community organisation working to create leisure opportunities for the people of Jesmond and the wider community. It is a unique pool operated by a local community charity as a non profit organisation and after considerable refurbishment, the pool now successfully operates as a small leisure centre.

The decision to produce a social account was not taken lightly by the organisation, whilst allowing an annual check on performance it is also important for the pool to be accountable to the local and wider community. The Pool wished to formally record in one place many of the different aspects of the remarkable work that it does in order to share this with the local and wider community. By bringing together information about day to day activities, views of major stakeholders, ongoing projects, consultancy and awards won the resulting report demonstrates how special the Project is and allows others to see in depth the exemplary nature of the organisation.

At the core of this community organisation is the aim to achieve some form of social, community or environmental benefit. The financial sustainability of the organisation underpins these aims and is important but secondary to these primary aims. The social accounting process allows Jesmond Swimming Project to manage their operations and reflect their objectives and values combined with sound financial management. A social account also communicates to those associated with or affected by the organisation whether it is living up to its values and achieving its objectives and if these are both appropriate and relevant. Jesmond Swimming Project (JSP) decided to undertake social accounting and audit to demonstrate the impact they have on the local and wider community and show over time that they are making a difference whilst focusing on areas that need to be

improved. The social account also allows JSP to demonstrate the effects that they know are happening but they have not been able to capture the evidence to support this until now.

Social accounting is a framework that allows JSP to use and build on existing information and current reporting in order to develop a process of accounting for the social performance through reporting this performance. Also by developing action plans to improve the social performance through the understanding of impacts on the community and accountability with those associated with or affected by the organisation (stakeholders). Social accounting and social auditing are ongoing and embedded within the organization allowing evaluation of activities to be undertaken as part of the annual review process.

The development of this social account has been supported by the Valuing the Difference* workshops and training days, using the six principles of social accounting, as agreed by the Social Audit Network:

1. Multi-perspective: see our stakeholder map on page 22, although we have chosen to only consult two major groups during this first reporting period
2. Comprehensive: covering most of the activities at the pool
3. Regular: this is the first of an annual reporting cycle
4. Comparative: using benchmarks for the sector and against other pools have been used, but it is a difficult area as some data is not yet agreed or published
5. Verified by a qualified social auditor and the social audit panel
6. Disclosed through the Annual Report and Meeting and published on our website

*A network promoting social accounting to social enterprises in the North East: www.sustainable-cities.org.uk

All comments on this social account would be very welcome, please hand them into reception at the Pool, or say them to a member of staff / trustee or send via email to: glennarmstrong@jesmondpool.co.uk

Our Community Commitment

The Project operates through 12 volunteer Trustees (Directors) and 9 members, see the list of trustees and members (Appendix 2). All are local people from varied backgrounds and prior to convincing the local Council to grant a lease to the Project, none of them had operated a pool. By recruiting a very well experienced manager and high calibre staff, the Trustees and Members have applied sound management principles and best pool operating practice to good effect. The values of the organisation underpin and reinforce a strong commitment to the local and wider community by providing a leisure facility open to all in the local and wider region. Whilst also providing support and consultancy to a wider regional and national network of leisure providers.

The pool is used by a high percentage of local people, in 2002 a City-wide survey was completed, and this indicated that 43% of Jesmond Pool's users lived in Jesmond ward, with 57% from both Jesmond and South Gosforth. This is a high figure compared to other areas of the city for example Gosforth pool attracted 42% from the 2 Gosforth wards (then Grange and S Gosforth) and Denton Pool attracted 31% from the 2 local wards (Denton and Westerhope).

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Basic organisation information

Name of organisation:	Jesmond Swimming Pool
Registered charity no.	1010563
Status:	Company limited by guarantee
Company number:	2645699
Address:	St Georges Terrace Jesmond Newcastle upon Tyne NE2 2DL
Website:	www.jesmondpool.co.uk
Aims:	Provision of sport and leisure activities for the local and wider area.

Who we are and what we do

Jesmond Swimming Project offers more public swimming times than any other in the area, and features lane swimming, consistent early morning and late evening swimming, 30 degrees C water temperature, full access for people with disabilities, magnificent glass fronted poolside sauna and steam rooms that overlook the pool hall. Jesmond has installed the latest Ultra Violet treatment system which ensures fresher water significantly fewer chemicals.

Since 2003 there has been a new basement fitness suite offering an up to date range of equipment. Also the new upstairs community room has an ever increasing range of activities with yoga, keep fit and children's parties being popular. New activities for children and young people include junior gym, soft play, table tennis, pop steps dancing, "Little Dragons", and Fit Zone. Adults can try Salsa dancing, spinning or self defence for women. Swimming activities include the Dolphin squad, Masters, Aqua Fit, 50+ Club, swimming lessons, schools sessions and triathlon.

Background history

Jesmond Swimming Project opened in 1938. But in 1990 there was a financial crisis at the Council and budget reductions, by February 1991 the Council's intention to close Jesmond Pool was announced, to vociferous protest and intense media interest.

A public meeting at St George's Church on 5th March 1991 attracted 700 people and led to the formation of Jesmond Swimming Project (JSP). The pool closed on March 28th, despite an all-night protest, but two days later JSP published an interim report, proposing a re-opening. Determined not to lose a valuable local resource, a group of residents, who had opposed the closure, organised enthusiastic and willing support and set about reopening and running the pool for the benefit of the whole community.

In April 1992, a year after its closure, and now armed with a five year lease from Newcastle City Council, pledges of £30,000 from the local community and a £50,000 start up grant from the Foundation for Sport and the Arts, Jesmond Swimming Project - by then a newly formed charity and limited company - reopened Jesmond Pool.

At first the Council, who still owned the building, clearly thought we could only last a matter of months, until the money run out. But almost at once income began to exceed expenditure. Opening hours were much longer than before, while running costs were tightly controlled. New activities were developed, to meet customer requirements, and the pool opened at bank holidays, when competitors were closed. Excellent, friendly staff had been recruited, who proved the pool's greatest asset. It became clear that we could plan for the longer term.

The idea of a major bid to the National Lottery was proposed and in June 2002 a final lottery approval was received, after over six years work. The pool closed on 5 June, and reopened on 14 February 2003, after a major refurbishment and partial rebuild costing around £1.5 million.

Jesmond Pool has been attracting increasing national and regional attention, picking up a runner's up prize in 2003 national Social Enterprise Awards, and being quoted by One NorthEast as an

exemplar at the launch of the North East Social Enterprise Action Plan.

Mission and Aims

Key Objectives

“Jesmond Swimming Project is a charitable, not-for-profit organisation, set up by local residents to run Jesmond Swimming Pool for the benefit of the whole community.”

Jesmond Swimming Project Mission Statement

“The provision of swimming facilities for recreation and other leisure time activities for the inhabitants of the local and wider community in the interests of their social welfare...” Charity

Registration and Memorandum of Association of Jesmond Swimming Project

The following more detailed objectives are included within the business plan for the Lottery bid and have been used when consulting stakeholders.

Wider Organisational Objectives

The objectives of the Project are:

- to be an exemplary project
- to operate in a way that meets its Charity and Company registration obligations
- to maintain the financial viability of the project
- to meet the swimming and recreational needs of local people and schools
- to maintain a fully comprehensive swimming development programme
- to maintain local community support
- to maintain and develop the pool buildings in line with lease requirements and the use of the building
- to secure the long term future of the project.
- give the building a minimum 30 year lifespan

The following are more specific objectives:

In **staffing issues** the Project aims to:

- recruit, train and retain well motivated, highly qualified and flexible staff
- encourage full staff participation in the running and the success of the project
- employ staff using the best personnel practice and procedures
- enhance the skills of staff by providing excellent training opportunities
- maintain the prestigious 'Investors in People' award (third recognition now achieved).

In **operational issues** the Project aims to run the pool:

- to the highest levels of safety set for public pools
- by organising the programme to take account of the views and wishes of those who use the pool and local strategic sport development plans
- by fully using the individual skills and enthusiasms of the staff.

In **environmental issues** the Project sets out to:

- run the pool in an energy efficient way
- associate ourselves with best practice in seeking to become more energy conscious - the project was awarded the Northern Electric Small Business Energy Award in 1995
- encourage users to walk, cycle or use nearby public transport to reach the pool
- develop the use of responsible choices of materials and components.

In **financial and business matters** the Project has set out to:

- employ rigorous financial controls and management systems
- engage reputable accountants (Ryecroft Glenton Accountants)
- take reputable legal advice (Dickinson Dees Solicitors).

In **using volunteers** the Project sets out to:

- make full use of volunteers as Trustees/Directors and Members of the Project
- make full use of volunteers in operational support of paid staff - treating them as equal members of the team

- offer high quality training and support to volunteers, enabling many of them to gain paid employment at Jesmond Swimming Project or elsewhere
- recruit volunteers with skills to complement those of existing volunteers.

In **building matters** the Project sets out to:

- make the building and its activities accessible to people with disabilities a priority.
- plan developments which promote swimming and the use of the building to attract new users
- maintain and repair the pool to high standards of quality
- employ proven architects (Waring and Netts) and technical advisors (WSP Consulting Engineers)
- Show consideration for the original design of the building by sympathetic use of the original footprint

In **communication issues** the Project sets out to:

- be open and accountable in operating the project on behalf of local people
- keep local people aware of the operation and updated on the progress of the project
- maintain and promote local support for the project
- ensure that the pool is seen to be at the heart of the local community
- establish and meet the needs of current and potential users.

Benchmarking

External Benchmarks

The pool now has the best usage figures and performance of any pool in the area according to Sports Council parameters and local authority (LA) figures. Comparisons have been made with figures taken from the report 'Best Value through Sport'– Performance measurement for local authority sports halls and swimming pools, and in the areas of; Income per m², Operating costs per opening

hour, Operating costs per m², Operating costs per visit, Annual visits per m². In all these areas the pool is performing better than the 75% benchmark.

Pool Usage

The usage against capacity for Jesmond Pool is high compared to other pools in the city:

Newcastle Swimming Pools

Average Visits per Week in Peak Period Compared to Pool Capacity

Area	Pool	Average visits per week in peak period 96-97*1	Pool Capacity	Use as percentage of capacity
City Centre	City	2,942	4,125	71%
North	Gosforth	2,871	2,925	98%
	Jesmond	1,766	1,630	108%
West End	Elswick	1,686	2,725	62%
	Fenham	813	2,282	36%
Outer West	Denton	3,420	5,432	63%
East End	Walker	866	2,063	42%
	Heaton	790	1,961	40%
		15,154	23,143	65%

1. The calculation assumes that 80% of all use takes place in the peak periods, that each pool operates on a 50 week year and that a visit refers to use of the pool.
2. These figures are for 1996-7, but total turnover for Newcastle Leisure Pools was similar to these figures, overall capacity is probably nearer 70% as there is slightly less water space due to Fenham closure. Heaton Pool has closed, but the Byker pool replaces this.

A new national Comprehensive Performance Assessment (CPA) is being developed by local authorities to assess their performances. The standards for leisure providers are not yet available. Once they are, all LA services will be subject to this assessment. Currently we are aware unofficially how well we perform against local LA competition, but have no written evidence.

We could choose to compare ourselves against the CPA model, but it would be more appropriate to compare ourselves against other 'trust' providers. The Sports and Recreation Trust Association (SpoRTA), of which we are a member, will probably be

involved in the development of these measures and we will find out in due course what they are. SpoRTA is the major platform for Leisure Trusts in the United Kingdom and membership is open to non-profit distributing organisations that manage sport and leisure centres that are open to the general public. Founded in 1997 and currently has a membership of over 80 leisure trusts from all parts of the UK. The principle benefits for the leisure trusts of membership of SpoRTA are:

- To act as their forum.
- To act as a lobby group, representing the interests of Leisure Trusts
- To improve communication and share Best Practice between Leisure Trusts
- To promote the Leisure Trusts as the best way of delivering community leisure services
- To represent Leisure Trusts at a national level with Government, the Charity Commission and other organisations
- To identify common issues and propose collective solutions

Internal Benchmarks

Staff

Numbers	2003	2004	2005
Full time	9	9	11
Part time	8	9	10
Casual (teachers and coaches)	21	31	26
Volunteers	12	12	16
Total	50	61	63

Staff Turnover.

2 of our contracted part timers left during the year and we recruited 1 full timer. There was 1 retirement during the year. We currently have 8 staff with over 5 years service and 6 with over 10 years.

Sickness

In the last 'salary' year (April 2004 to March 2005) 5 people were sick. 4 of the people totalled 9 days and 1 person had 11 days (due to pregnancy). The remainder of the 'contracted' staff (total 12) had no sick leave at all. These figures are representative of a

typical year, excluding the absence due to pregnancy. The average sickness days per year are 6, compared to the Local Authority Pools and Sports Centres being 16.01 per FTE.

Volunteers

At present we have 24 people who are volunteers at the pool. Most are students who become volunteers after completing their lifeguard qualification. They work as and when they can, but are subject to training and an agreement as to how they should work. New volunteers are interviewed and sign the agreement at that interview.

Staff Meetings

These are usually held monthly and records kept (see Appendix 3 for an example of minutes from the November 2004 meeting). The format is usually the manager giving feedback on recent months performance, and update staff on Trustees issues. A Health and Safety report presented and an item at which any staff member can bring up an item for discussion. The agenda is on display in reception for all staff members to see and put an issue down for discussion if they cannot attend and the minutes displayed in reception and the staff room, staff are asked to sign the minutes when they have read them.

Actions are followed through at each meeting. One of the staff initiatives that has developed from the November 2004 staff meeting was the Super Service Squad (open to all staff). A group of staff whose purpose is to suggest, agree then implement improvements to the service to benefit customers or staff. Meetings will be held each month with minutes displayed afterwards in the staff room showing individual actions. (see Appendix 4, a copy of the first meetings minutes).

Staff Training

Associated with / Member of:

ISRM – Institute of Sports and Recreational Management

This is the lead body in the industry that sets standards and good practice, responsible for setting and delivering qualifications in leisure for all levels from attendants to managers and the body used by the government, ASA, RLSS, ROSPA and Health and Safety Executive to determine standards of operation and qualification of leisure professionals. Jesmond Swimming Project operates under the guidance of ISRM and all procedures are as

expected, with 3 members of staff who are full members of ISRM and the manager teaches the courses held by ISRM in this area.

ASA – Amateur Swimming Association

This is the lead body in Swimming Teaching and development, providing advice, education and training and development schemes. All our swimming Teachers are qualified to ASA standards, and we follow the NTP (National Teaching Plan) requirements for all in house and school lessons. We have a member of staff with responsibility for ensuring the quality control of all lessons in line with ASA policy.

RLSS – Royal Life Saving Society

The lead body in the provision and control of lifeguards and water safety, all relevant staff are qualified to the required standards laid down by this body. The RLSS works closely with **ROSPA** and the **Health and Safety Executive** to determine standards and practises for swimming pool operators. Jesmond Swimming Project conforms to all of these standards. In addition, 2 of our staff are National Trainer Assessors, qualified to deliver and examine lifeguards to these standards.

Jesmond Swimming Project is recognised as a ‘Qualified Training Centre’ by the RLSS, which means the pool and its management have been externally assessed and meet all the required standards to be able to deliver the RLSS syllabus. In addition to this, 1 of our staff is a qualified deliverer of First Aid courses and approved by the Health and Safety Executive.

Heartstart – Emergency First Aid and Resuscitation.

Jesmond Swimming Project delivers ‘Heartstart’ courses to many organisations in the area, these are short courses designed to give participants knowledge of basic first aid and emergency resuscitation. Organisations we have delivered to include:

Walbottle High School	Newcastle
Kenton High School	Newcastle
Cramlington High School	Cramlington
Education Business Partnership	Newcastle
Going for Green	Ashington
Balfour Beatty	Team Valley & Sunderland
Environmental Services	Newcastle

Jesmond Youth Club
Going for Growth

Newcastle
Morpeth

Leisurewatch – Child and Vulnerable Persons Issues

This is a recent initiative involving the probation service, social services and the police, to train organisations and staff in awareness issues. Jesmond Swimming Project was one of the first leisure organisations to complete this training.

IIP UK – Investors in People

Jesmond Pool was the first leisure organisation in the area to be recognised as an Investor in People. We are now into our 10th year of being recognised as such and have been reassessed on 3 occasions. (*Appendix 7 p63 contains the most recent report*).

The key issues identified from this report were:

- Expansion in the number of staff
- Changes in shift patterns
- Internal appointment of an assistant manager
- Project manager taking a step back from the day to day running of the pool

The key outcomes of the visit were:

- It was established that JSP continued to meet the standard, against each indicator this was reviewed in detail.
- The identification of areas of good practice such as individuals believing there was always someone available to support and guide them on any work issue. All staff interviewed believed Jesmond Pool is committed to supporting their development both now, and in the future.
- Further development areas such as understanding individual standards of performance, objectives and targets. Also the role of induction being critical to the pool needs to be reviewed in order to accommodate the various staff needs.

Assessment North East – IIP Accreditation service.

Following on from our first recognition as an Investor in People, our manager was asked to become a panel member. This involves adjudication on other organisations seeking to be recognised. Regular attendance at training sessions and seminars is

necessary to maintain CPD and recently the manager has joined the International Recognition Panel doing similar work with international organisations.

Organisations in the local and wider community who we have advised:

Tadcaster Community Pool	Tadcaster
Berners Pool and Sports	Grange over Sands*
Wolsingham Community Pool	Durham*
Coxhoe School	Durham*
Kelloe Primary School	Durham*
Lenton Community Centre	Nottingham*
King Edward 6 th Pool	Sheffield
Brampton Community Centre	Brampton*
Chopwell Community Association	Gateshead*
Redcar Swimming Pool	Redcar
Fenham Swimming Project	Newcastle*
Govanhill Pool	Glasgow*
Upton County Junior School	Kent
Crewkerne Aqua Centre	Crewkerne

* within account year

Other local organisations the pool is associated with or a member of:

Jesmond Community Forum is an association of community and voluntary sector groups, including churches, community organisations, the Library, and Jesmond Residents Association, set up in order to encourage joint activities between the groups concerned, and support community activity generally. The company secretary of the Swimming Project has been elected to the Management Committee of the Forum, and serves as its Honorary Treasurer.

SEO-Online is the national directory for social entrepreneurial organisations, and operates a web-site set up by social entrepreneurs for social entrepreneurs and those who work with them (www.seo-online.org.uk).

Presentations have been made on behalf of:

Sport England	Use of Volunteers
Sport England	Starting a community venture
ILAM (Institute of Leisure and Amenities)	How Jesmond works

Durham County Council Start up advice*
* within account year

STRIDE to potential social entrepreneurs in South Tyneside

Northumberland County Council to County Councillors with an interest in the voluntary and community sector

The Northern Assembly to social entrepreneurs
And to a variety of Jesmond Organisations including the Residents Association, West Jesmond Primary School, the Community Forum, Council Ward Sub-Committees and Branches of political parties.

Community Development

A successful grant application was submitted to Newcastle's SRB5 programme to fund a Community Development Worker to actively identify and engage, older and teenage people and to investigate methods of attracting them to use the new facilities at Jesmond Pool.

The objectives associated with the role of the Community Development Worker at Jesmond Pool were:

- To identify and engage with older and teenage people in Jesmond, to investigate methods of attracting them to use the new facilities at Jesmond Pool
- To introduce new activities at Jesmond Pool that will attract the target group
- Increase the usage of the multi-purpose activity room
- Increase the number of younger and older participants in local activities

One of the main outcomes from this piece of work was the development of the Ageing Disgracefully programme, with a schedule of activities and a noticeboard. This programme is actively being used and there are currently 40 to 50 attendances each week on the Ageing Disgracefully programme.

This is a good example of the pool identifying and addressing the needs and issues of non-users through consultation with this particular group a successful programme of activities has been developed for them with them. It is anticipated that this will happen again with other non users, as the pool was not successful

with the teenage group, but will try again in future. Through consultation with other community groups within the area a dialogue has been developed that we are keen to continue in order to further develop programmes for other users.

(The full report is included in Appendix 6)

What do we offer our customers?

Wet Activities facts and figures

Since the refurbishment there has been an increase in the activities at the pool, the wet activities continue much as before with new programmes for different user groups. The dry activities are resulting from the development of the community room and the gym facilities.

Activity	Attendance		
	Male	Female	Total
Adult Swim	10753	10634	21387
Junior Swim	3908	4964	8872
Senior Swim	767	1099	1866
Concession	270	338	608
Subscriber			19059
Sauna	1869	1177	3046
Sauna Concession	1277	997	2274
Student	4957	7020	11977
Athletic Union	736	165	901
Swim Fit Training			263
Masters	569	304	873
Aquafit			2480
Dolphins	1220	1623	2843
Under 5 / Aquababes			1982
Concession 10 / 20 swims			3090
Adult 10 / 20 swims			2240
Junior summer pass			270
Pre-school group lessons			715
Childrens group lessons			13124
Childrens private lessons			4487
Adult group lessons			386
Adult private lessons			215
Inflatables			2225

Also:

School galas – 300

Swimathon – 150

social events – 120 attendees.

Dry Activities Facts and Figures

The following is a comprehensive list of the new activities that have been developed since the refurbishment of the building, adding to the comprehensive swimming activities

FIT ZONE Designed for 12 - 15 year olds to learn how to safely use the fitness suite equipment under the supervision of a coach. [456 attendances this year. These people would not normally be allowed in fitness suites. About 20 people are now regular fitness room attenders](#)

BLT (Bums, legs & tums) Provides intensive body conditioning & stretching exercises targeting the lower body, gluteal & abdominal muscles.

[Over 600 attendances](#)

COMBAT AEROBICS - An aerobics class for the energetic based around moves originating from boxing & kickboxing. The class is designed to tone & condition both the upper & lower body.

[A new activity with classes of 18 on average](#)

CIRCUIT TRAINING - A series of exercise stations providing a full cross-training experience combining muscular strength & endurance and cardiovascular fitness. Another popular class ideal for the beginner to the super fit as the session allows you to work hard but at your own level.

[Over 500 attendances](#)

LITTLE DRAGONS - Martial Arts fun & fitness for children and adults. Get a kick out of life at the Fay-Louise Farthing Taekwon Do School at Jesmond Pool.

[Session now so popular that extra time has been required and a parents class has started](#)

AGEING DISGRACEFULLY -ACTIVITIES FOR OLDER PEOPLE
50 + Gym Sessions - A qualified fitness instructor is available to

guide & encourage you to work at your own pace. Have fun exercising as part of a group while feeling the benefits of regular exercise. All you need to bring is comfortable clothes & soft shoes.

Over 720 attendances from people who would not have come otherwise

Beginners Tai Chi - Suitable for older adults Tai Chi is slow flowing movements that focus the mind whilst conditioning the body. Improves range of motion and strength in joints, improves co-ordination and balance and can help reduce stress.

PILATES Pilates is for anyone who wants to live a well balanced life. The class will eliminate bad postural habits, relieve stress, improve general health and is fun to do

BEGINNERS TAI CHI - Tai Chi can be thought of as a moving form of yoga & meditation combined. Many of the movements are originally derived from the martial arts although the way they are performed in Tai Chi is slowly, softly & gracefully with smooth transitions between them. One of the aims of Tai Chi is to foster the circulation of 'chi' a vital force that animates the body, which enhances health & vitality. Other benefits of the course are to foster a calm & tranquil mind, also many pupils notice benefits in terms of correcting poor posture which can cause tension and injury.

YOGA - Improve posture, learn breathing & relaxation techniques while stretching & increasing muscle flexibility.

IYENGAR YOGA - taught in a methodical & progressive way, with an emphasis on correct controlled practice. The instructor use props such as foam blocks, wooden bricks & belts to help each individual student achieve the best possible posture.

ASHTANGA YOGA - an energetic free flowing yoga based on an ancient system of postures to strengthen, realign & detox the body. Starting with Sun Salutations, standing postures, sitting postures then deep relaxation.

Yoga is now one of the busiest sessions at the pool. Most classes are full and new ones planned. Over 1636 attendances

DANCING

POP STEPS - Learn the latest dance routines to your favourite chart music. the class is designed for boys & girls from 6 - 12 years old.

STREET MOVES - Learn the art of breakdancing using hip hop music. Find out how to flare, windmill, kip up & top rock with Rico.

SPINNING A non-impact indoor cycling class to motivational music suitable for men, women & children over 12 years of age (over 4ft 8 inches in height). The class is designed to help burn fat, improve stamina & tone up the lower body. A 45 minute class suitable for complete beginners, please bring water & a towel.

[A very popular activity with over 1589 attendances](#)

TABLE TENNIS - Four table tennis tables open to all.

Activity	Attendance		
	Male	Female	Total
Fitness	823	908	1731
50+ Gym	435	285	720
Fitness concession	114	280	394
Fitness junior	41	58	99
Fitness student	204	438	642
Monthly fit pass	1812	2653	4465
Table tennis adult	50	66	116
Table tennis junior	101	9	110
Table tennis concession	15	0	15
Spinning			1589
Senior spinning			9
Bums Legs Tums			669
Ashtanga			303
Yoga			654
Yoga beginners			587
Yoga improvers			92
Little Dragons			392
Fit Zone			456
Junior gym			501
Pop steps			462

Street Dance	67	36	103
Bouncy Castle			1682
Circuits	274	255	529
Aerobics			347
Pilates			1426
Gentle exercise	11	30	1773
Tai Chi			160
Line Dancing			183
Funky fitness			30
Holistic therapies			200

Scoping and methodology of the social audit

Why did Jesmond Swimming Project decide to undertake a social audit?

There were lots of reasons – overall agreement that the financial accounts were only one part of the JSP story, and that there was also another interesting story to be told about what we do and how we do it. Whilst obtaining our users views on what we do and how well we do it. Much of this information was already held within the organisation, but not necessarily available or accessible to everyone involved from staff through to customers, the local and the wider community. It was felt that a social audit and account would be one method of finding out what the stakeholders think of JSP and providing information to them. This social account is a starting point in strengthening the relationship and allowing a dialogue between JSP and all stakeholders. Thus demonstrating and underpinning the values of the organisation as a provider of leisure facilities for the inhabitants of the local and wider community.

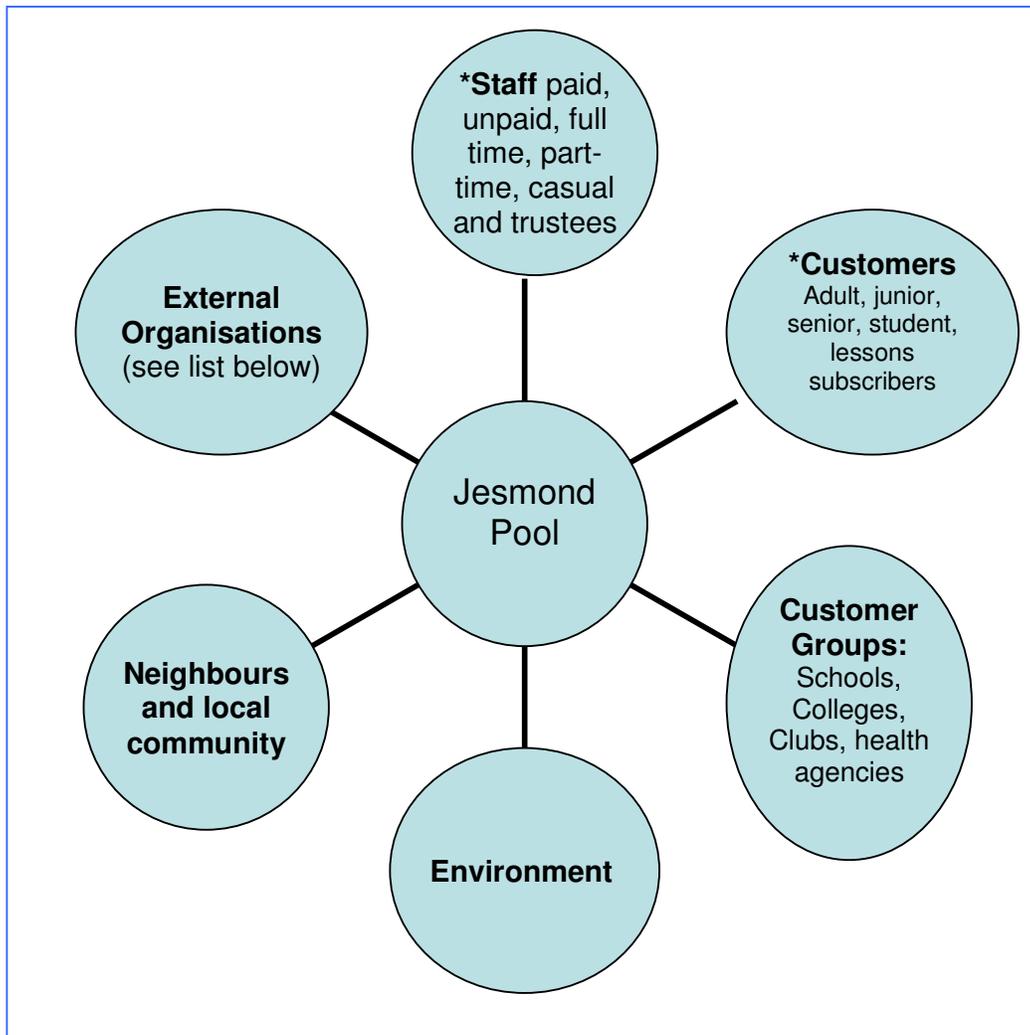
The decision to undertake a social audit was made early in 2004. An initial study was then undertaken to start scoping the audit and identify the major stakeholders. This study involved detailed discussion with trustees and staff and provided the initial scope of the social account. At this point it was decided that only the views of major stakeholder groups would be obtained for the first review, along with a major information gathering exercise and review of what was already held within the organisation. The two major stakeholder groups chosen for this initial social audit were customers and staff (including trustees). The views of these stakeholder groups on the wider business objectives and more

specific objectives (listed on p7) were gathered using a questionnaire. The plan for 2005 is to develop the account further to include the views of other stakeholders.

Methodology

Stakeholders

A detailed analysis of the stakeholder groups resulted in the following map, (* indicates those groups consulted):



The following list shows that within each stakeholder group we have identified further sub groups (see Appendix 5)

Data Gathering

Information sources identified within the organisation

An important part of the social bookkeeping and review process was to review and collate the information that JSP held, but did not necessarily use frequently. The following information is held within the till system, subscriber database, accounting system and within the office:

- Numbers using the place
- Income generated
- Subscriber numbers
- Activities (broken down)
- Website coverage / number of hits

Information about staffing include the following:

- Investors in People
- Staff Turnover
- Sickness / absenteeism figures
- Recruitment
- Use of volunteers
- Number of staff in each category including volunteers

Methods of communication between the organisation and stakeholders:

- Open comments book with written responses
- Splash, quarterly newsletter
- Noticeboards / Whiteboards for customers
- Staff suggestions
- Monthly staff meetings (minutes)
- Personnel issues

Information sources / reference handbooks etc

- Job descriptions
- Staff handbook
- Trustee job descriptions
- Trustee handbook
- Training / induction (staff and trustees)

Questionnaire Survey of Staff and Customers

The major information gathering exercise undertaken was a questionnaire to customer user groups asking them their views as to how well we are achieving our objectives (page 6). The questionnaire was developed during October to December 2004 with consultation with trustees and staff, a pilot was then

undertaken with a sample of regular customers to check that it was understandable.

The questionnaire was distributed during January 2005 to a sample of user groups. The sample size was originally to total 500 and using information from the till system, to be broken down into the same proportions as total users for each group of customers in 2004.

The sample size was subsequently reduced to 250 and the numbers in each group were based on the original proportions of users, the following table shows the numbers for each group:

Category	Number of attendances in 2004	%	Sample size	%
Adult swim	32,924	28	52	23
Student swim	13,023	11	42	19
Junior swim	11,869	10	13	6
Senior swim	2,481	2	3	1
Lessons	19,228	17	28	13
Subscribers	19,234	17	51	23
Adult dry	13,302	12	29	13
Junior dry	2,131	2	3	1
Senior dry	806	1	2	1
Total	114,998		223	
Staff & Trustees	n/a	n/a	26	36

FINDINGS

What did our stakeholders say about us?

All questionnaires used the following scales: SA - Strongly Agree, A – Agree, U – Uncertain, D – Disagree, SD – Strongly Disagree to find views the current objectives of the project.

STAFF & TRUSTEES

The staff questionnaire was completed by 26 respondents (13 male and 13 female) the sample includes full time / part time / casual / volunteer / coach or teacher and trustees.

Total staff = 61 and total trustees = 12

Comments:

More life guard training session (weekends please)

Please inform me about life guard training times

How well do you think we are achieving our objectives for **staffing issues?**

the Project aims to:	SA	A	U	D	SD
recruit, train and retain well motivated, highly qualified and flexible staff	19%	50%	8%	15%	8%
encourage full staff participation in the running and the success of the project	35%	35%	8%	19%	4%
employ staff using the best personnel practice and procedures	19%	46%	8%	27%	0
enhance the skills of staff by providing excellent training opportunities maintain the prestigious 'Investors in People' award (third recognition now achieved).	19%	19%	23%	19%	19%

How well do you think we are achieving our objectives in **using volunteers?**

the Project sets out to:	SA	A	U	D	SD
make full use of volunteers as Trustees/Directors and Members of the Project	15%	58%	19%	0	8%
make full use of volunteers in operational support of paid staff - treating them as equal members of the team	23%	35%	19%	12%	12%
offer high quality training and support to volunteers, enabling	27%	42%	4%	15%	12%

many of them to gain paid employment at Jesmond Pool or elsewhere					
recruit volunteers with skills to complement those of existing volunteers.	12%	38%	27%	12%	12%

One outcome from this questionnaire is that there is an inconsistency with regard to these results and those obtained from IIP, this is currently being investigated by the personnel group. Also the lack of written comments from staff was disappointing and this is possibly due to staff not wanting to be identified by their handwriting when adding negative comments

CUSTOMERS

CUSTOMERS

OVERALL OBJECTIVES	34	51	13	0	0	OVERALL
to meet the swimming and recreational needs of local people and schools	41	52	5	0	0	Total
to maintain a fully comprehensive swimming development programme	33	50	16	0	0	Total
to maintain local community support	32	52	14	0	0	Total
to secure the long term future of the project	30	49	18	0	0	Total

Written comments:

OPERATIONAL OBJECTIVES	31	52	15	0	0	OVERALL
To run the pool to the highest levels of safety set for public pools	35	50	13	0	1	Total
by organising the programme to take account of the views and wishes of those who use the pool and building	27	56	14	1	0	Total
by fully using the individual skills and enthusiasm of the staff	32	49	18	0	0	Total

Written comments:

ENVIRONMENTAL OBJECTIVES	17	38	38	3	1	OVERALL
To run the building in an energy efficient	19	44	34	1	0	Total

way

associate ourselves with best practice in energy conservation 19 36 39 3 0 Total

encourage users to walk, cycle or use nearby public transport to reach the pool 14 34 42 5 3 Total

BUILDING OBJECTIVES 27 47 12 2 0 OVERALL

make the building and its activities accessible to people with disabilities a priority 30 48 9 1 0 Total

plan developments which promote swimming and the use of the building to attract new users 24 49 15 2 0 Total

maintain and repair the building to high standards of quality 27 43 13 5 0 Total

COMMUNICATION OBJECTIVES 21 49 17 1 0 OVERALL

be open & accountable in operating the project on behalf of local people and keeping them aware of progress 20 50 18 1 0 Total

maintain and promote local support for the project and ensure that the building is seen to be at the heart of the local community 23 46 20 1 0 Total

establish and meet the needs of current and potential users 21 52 14 2 0 Total

Comments from Adult Swim

The adult swim questionnaire was completed by 52 respondents (19 male and 24 female)

- The pool is the best local facility I have come across / clean, friendly etc.
- Changing rooms could be of a better standard, always lots of hair around
- It is a well run pool – congratulations
- Enjoy facilities provides - good leisure hub and friendly staff
- Excellent staff

- Environmental - difficult to achieve considering area / little things can make the place look scruffy e.g. shower curtains hanging off. Incomplete cleaning, brushing after parties etc. / Don't quite know how to achieve better communication I am always telling people what's on as most don't have a clue what the project is about. Remember most people only complain / comment when they are unhappy about things
- A wonderful community resource with welcoming friendly staff - keep it up!

Throughout the comments section it becomes clear that customers view the cleanliness situation quite differently, there are both negative and positive comments on the same subject. This highlights the problems we have with keeping everyone happy.

Comments from Student Swim

The student swim questionnaire was completed by 42 respondents (18 male, 23 female & 1 not stated)

- Love the steam room
- The jesmond pool variety offered is very impressive
- The diversity of fitness programmes is very desirable and upkeep of changing rooms to a noticeably high standard
- Good place
- Doors hard to open maybe for people in wheelchairs
- First time I've been
- Swimming pool is too warm
- Very good Cleanliness
- Would be good to see more free weights in the gym
- Bike storage facilities could be useful
- May be nice to have sessions where sauna is discounted eg Fri at 5-5.30 while waiting for swim
- Need to be open for longer during the afternoon for the public, since many lectures restrict when we can swim, if they go on until 1pm
- Having a student membership would be helpful to make payment inclusive
- Am unaware of the measures you are taking
- Its quite expensive
- Would be really great if there was a monthly "swim+sauna" pass for those who are not gym users

Comments from Junior Swim

The junior swim questionnaire was completed by 13 respondents (7

male, 5 female & 1 not stated). Only comments are included, the questionnaire was not the most appropriate method of data gathering, and we will use other methods in future with this group.

- The roof came off!
- sometimes the changing rooms are not very clean at the end of the afternoons
- the pool is radical / If the people live a long way away they can use a car / your pool is perfect / keep it up
- The pool is very cool and fun / I really enjoyed the pool and the inflatable was cool
- Your pool is very nice / your pool is very safe / your pool is very environmental / your pool is perfect
- I don't understand anything I'm only 8 so don't blame me!

Comments from Senior Swim

The senior swim questionnaire was completed by 3 respondents (2 male, 1 female). Only comments are included as the sample is small.

- I am not aware of any active encouragement to walk cycle or use public transport
- Not sure how a wheelchair user would manage the doors to access the ladies change
- A very pleasant venue friendly staff, it would be nice if they wore name badges

Comments from Swimming Lessons

The lessons questionnaire was completed by 28 respondents (2 male, 21 female & 5 not stated)

- I have no idea of the energy efficiency of JSP! And I have never been spoken to regarding the coming to JSP
- I have been in the pool sometimes when I am the only one / or two there! I have special health needs for more swimming and keep fit - there must be others too (doctor network) / I feel you are doing quite well! But more can be achieved / I have been grateful for the use of the 'public' toilet on occasion - Jesmond does not have anything else / There could be a little more 'proactive' individual attention and encouragement from the desk - but this may be not the ethos of Jesmond! / I very much enjoy the facility
- Shower curtains need cleaning or replacing / would like to see discounted fees in line with other public pools and recreational centres

- An excellent facility. Approachable and tries to meet your needs! Excellent! / I do not know enough about internal management of staff to comment on their usage, but all the staff are approachable, friendly and helpful
- Parking still remains a major problem - as we live in Chester-le-Street it is too far to walk!
- I think the swimming lessons programme is geared to children who are too young, then by the time the kids are old enough to really need exercise only the very very best have opportunities to swim
- I agree that you meet the needs of current users, however it is very difficult to get into the system (i.e. group lessons). I think I queued three times for group lessons and didn't manage to receive them. Eventually I heard through a friend that she knew of an available private lesson. It just seems difficult to access lessons in the first place. Once you're in the system, staff are helpful to accomodate you.
- I still feel that outdoor shoes by the pool is a safety hazard because of the dirt being washed into the pool. We should take our shoes off in the hall / There has been some lack of communication between users and the restarting of a course that they use regularly resulting in the course being cancelled because of not enough participants!
- Teaching of young children is particularly good and the staff are pleasant and accommodating
- too cold
- not enough safety, life guards etc.
- [Splash, the newsletter of Jesmond Pool is circulated to households throughout Jesmond and via the Pool, on a quarterly basis \(the most recent being Issue 28 Winter 2004/05\)](#)
- [The noticeboards in the foyer and on the poolside communicate up to date items and future events.](#)
- [The website has an average usage of 56,531per month, during 2004](#)

Comments from Subscribers

The subscriber questionnaire was completed by 51 respondents (28 male, 22 female & 1 not stated)

- Only really use the gym so unsure of the other aspects of the centre
- Still drips from the ceiling
- Did not actually realise there was any "project" taking place

- I don't feel qualified to comment on these
- Only been member since Dec (don't use pool)
- Don't use pool, staff seen enthusiastic
- Sauna & steam rooms should be accessible even when private classes are taking place. Timings of access are not convenient for those who cant swim till 8pm
- Some free weights in the gym would be helpful
- I have no idea about part 3 I just use the gym
- This is an excellent facility and I would use it as much as possible
- The reception is good and the instructors are very good
- A bit more flexibility in subscribers which allows a class of choice (once/wk) + pool/gym at a reasonable (but even higher) -say £50/month would be even more preferable. I am certainly waiting to see that day
- Ask staff
- This place keeps me sane
- Great all round organisation, a clean safe friendly environment which is part of the community. Very polite & friendly staff
- though sometimes could do with cleaner facilities in gym
- Dirty floors/showers missing floor finish in fitness suite
- Need mechanism for suggesting new gym equipment
- Are you DDA compliant
- how are you going to publish your proposals other than within the pool

Yes we are DDA compliant

Comments from Adult Dry

The adult dry questionnaire was completed by 29 respondents (3 male, 23 female & 3 not stated)

- I'm woefully ill informed about everyone bar circuit class
- Not enough adults only sessions - often difficult to get a decent swim during the day for adults
- Showers need to be cleaner - floor in changing area needs to be washed down regularly

JUNIOR DRY

The junior dry questionnaire was completed by 3 respondents (3 male) with no comments.

SENIOR DRY

The senior dry questionnaire was completed by 2 respondents (1 male, 1 female). Only comments are included as the sample is small.

- Well done
- Well done

Responses to the customer comments:

The trustees are keen to review all the results from the questionnaires and customer comments. A detailed report of outcomes and actions will be made next year, but there will be ongoing reports during the year through the trustees monthly meetings and via the minutes of these meetings.

Where do we go from here?

Planning

The trustees are already taking action from some of the issues arising within this account, for example, the issue of staff training has already been raised at the personnel group meeting (April 2005). The plan is to investigate each area in detail, and to review the objectives of the organisation and revise some of these. It is planned that there will also be some type of organisational 'away day' to review values, objectives in more depth. One other specific area that the trustees and staff are also keen to review is environmental issues, how these are reported, what we are currently doing and setting targets. These two areas have arisen initially out of the social auditing process, but are by no means the only issues arising, the planning and prioritising process will be set in motion over the coming months.

It is recognised that the scope of this first social account was limited, and that we only consulted two major stakeholders and in only one way. The approach was deliberately taken, as the most practical way forward, as we wanted to succeed in producing a social account rather than failing by being too ambitious. This pragmatic approach has succeeded, in that we have produced a social account and the issue of scoping across other stakeholders will be addressed within the next reporting cycle.

The social account has brought together many aspects of the organisation that are carried out but not necessarily highlighted, for

example staff initiatives and involvement of the organisation in providing advice to others.

What have we learned from this first social audit?

From reflecting on this experience of the first social account we have learned that we need to:

- Review objectives thoroughly, these were originally written for the Lottery business plan. Some of these objectives are not relevant to the organisation now and the results of the questionnaire have shown that these are not the best measures against which to consult with our stakeholders, for example our environmental objectives. Customers are not aware of these objectives and do not necessarily see the relevance of them from their perspective
- We need to gather stakeholder views earlier January is our busiest month and this was an ambitious task giving unnecessary extra work to those on reception. The timescale for this social audit was extremely tight, and we need to start earlier. Possible we do not have a full social audit every year, just investigate a few key issues and gather comments from certain stakeholders next year, and then do a fuller audit the following year.
- Consult stakeholders in different ways – focus groups, comments rather than tick boxes, interviews
- Be aware of different age groups (i.e. questionnaire is not suitable for young users)
- We need to gather the views of more stakeholder groups – customers (groups), volunteers, external agencies
- There needs to be a longer consultation and feedback period for trustees to view the results of the social audit before the social account is written
- Sub groups will deal with issues arising from the social account within their remit, demonstrating embedding of the process within the organisation

Recommendations and Target setting for the next report

All detailed comments and feedback are to be reviewed and addressed, providing the starting point for the next social account. The trustees and staff will also use the recommendations from the audit review panel to guide this process:

Recommendations from review of the report against social audit principles

- Revise and restate the objectives.
- Identify and state the underpinning values of the project
- Staff consultation should be broadened to include their perspectives on wider objectives.
- Include data on environmental impacts and consider more specific environmental objectives
- Can future cycles look at diversity issues in addition to disabled e.g. low income, ethnic minorities etc?
- State more clearly and explicitly any mandatory standards that must be and are adhered to.
- Consider bench marking and quantitative target setting linked to performance.
- Agree relevant benchmarks and standards
- Put descriptive and quantitative data in one place.
- Integrate the process more fully into planning and management systems to 'embed' it more
- State the process by which issues identified in the report are to be followed up.
- Dissemination: State plans to encourage feed back and engage stakeholders in an ongoing way.
- Methodology: State problems and lessons learnt to inform future cycles.

Appendix 1

Key points in the planning cycle

Activity	Jan-Apr	May-Aug	Sept-Nov	Dec	Jan-Mar	April
Start of financial year Scoping exercise	◆ ◆◆◆◆					
Stakeholder mapping	◆	◆				
Communicate with trustees and staff	◆◆◆◆	◆◆◆◆	◆◆◆	◆	◆◆◆	◆
Community outreach work	◆◆◆◆					
Investors in People		◆				
Exploratory data gathering – what do we already hold?			◆◆◆	◆	◆◆◆	
Valuing the Difference workshop			◆			
Questionnaire development & pilot			◆◆	◆		
Questionnaire					◆	
Questionnaire analysis					◆◆	
Report drafting					◆	
Social audit and panel meeting						◆

Appendix 2

Organisation and Management

Steve Aal	Member
Peter Breakey	Member
Chris Clarke	Trustee/Member (Co. Secretary)
Russell Deane	Trustee/Member
Bob Evans	Trustee/Member
Jane Gibbon	Trustee/Member(Finance Director)
Gary Green	Member
Peter Hall	Trustee/Member
Anne Henry	Member
Les Hodgson	Trustee/Member
Mike Jellema	Trustee/Member
Joanne Kingsland	Member (Personnel Chair)
Jane Lowdon	Member(Communications Chair)
Chris May	Member
John Miller	Member
Mike Miller	Trustee/Member(Building Group Chair)
Phil Moxon	Trustee/Member (Finance Chair)
Steve O'Brien	Member
Andrew Plasom-Scott	Member
David Rushworth	Trustee/Member (Chair)
Dennis Scadeng	Member
Barrie Thompson	Trustee/Member
Glenn Armstrong	Project Manager
Lynne Richardson	Assistant Manager

Trustees meetings are held at 7:30 pm on the second Sunday of each month (except August), when the pool trustees and members meet regularly to discuss progress, plan for the future, and discuss any matters raised by customers and neighbours. These meetings are always open to the general public. Sub-group meetings are usually held monthly, these are Building Development, Finance & Fundraising, Communications and Personnel.

**Appendix 3
STAFF MEETING**

NOVEMBER 2004

Service Improvements

I would like us to consider adding a section on service improvements to each staff meeting, and for us to develop a method of formalising any improvements agreed.

This is a large and very important area and can take many forms e.g.

- Customer comments
- Staff comments
- Surveys
- Action teams
- Think tanks
- Mystery visits
- External reviews
- Suggestion schemes

We need to determine which of the above we adopt, and how we deal with proposals once agreed. Any service development proposals need to be SMART,

- Specific – we identify exactly what we mean
- Measurable – we can evidence an improvement
- Achievable – it is affordable/possible to do
- Realistic – we can, or will be able to do it
- Timely – it can be done in a timescale people will accept

In a recent seminar I attended by Tony Barnes (perhaps the worlds greatest current speaker on quality and business acumen) he described several methods of improving business performance. The one that he thought was the most important was this;

“HAVE YOUR EMPLOYEES THINK LIKE CUSTOMERS”

Although a very obvious statement, how often do we put ourselves in the position of the customer to try to see how they feel?

In the UK we normally try to defend our position no matter what and quote rules or custom and practise, and expect the customers to accept this.

We do the same here generally, although we are much better than most, and I am as guilty of this as anyone. When the pressure is on its easier – but I bet the customer isn't happy!

As leisure professionals, whenever we go into another establishment as a customer, I bet we notice faults quicker and more often than the staff do, and we form an opinion of the place. Whenever I go to Cowgate to teach, I am always amazed at how dirty the building is and the apparent lack of care for the equipment. The staff seem very nice but I don't rate them at all because of this. I think they are lazy, unprofessional and have no pride in their centre. I would hate to think someone thinks like that of us!

As long as we are trying to improve things and making this apparent, we should continue to improve, and customers will recognise this and respect us for it. This in turn will make our job more rewarding due to the positive feedback.

I would like us to be more customer focussed and to continue to question what we do and how we do it, but only in a positive way. Anyone can point out what is going wrong and where mistakes are being made, but it takes intelligence, skill and courage to propose an improvement as you may be putting yourself on the line.

How can we make this easier?

Appendix 4

Super Service Squad, minutes of first meeting (December 2004) Present: 8 members of staff

It was decided not to invite any customers to these meetings, as it was felt sufficient information could be gleaned from the comments book and general chat with users. Donna agreed to analyse comments from the book prior to each meeting. **Action Donna**

Suggestions

- Plastic poolside chairs/loungers - current stock needs updating. **Phil**
- Hand-drier in lower toilet and to replace removed blue roll holder. **Glenn**
- Soap dispensers in disabled changes and staff/first aid rooms. **Wendy**
- Remote for pool vacuum **Phil**
- Entrance carpets **Tim**
- Baby Belling oven **Tim**
- Free weights in Gym **Scott**
- Shower pressure too low **Glenn**
- Mirrors/pictures in Gym **Donna**
- Mirror in lower toilet **Lynne**
- New comments book **Tim**
- Workout programmes for Gym (ongoing) **All staff**

All Actions were completed by February 2005

Appendix 5

Detailed stakeholder groupings:

Staff

Employees – paid and unpaid, full time, part time and casual

Trustees

Customers

Casual swimmers – adult, pre-school, junior, students, older people

Groups - Schools – Church High, Cragside, La Sagesse, St Catherine's, West Jesmond Primary, Newlands

Clubs – Dolphins, Masters

Colleges / Universities

Health agencies

Subscribers – full, casual, junior

General sports users – adult, junior, older people, retirement homes

External Organisations

Governing bodies

External sports bodies

ISRM

ASA

RLSS

Sport England

Health and safety Executive

SpoRTA

IIP

Local Authority – Newcastle City Council

Funders (private and public)

Creditors

Consultancy clients (paid)

Organisations we advise (free)

Suppliers (of anything consumed due to the business)

Community Groups

Architects

Accountants

Charity Commission

Inland Revenue

Neighbours/local community

Environment

Appendix 6

JESMOND POOL COMMUNITY OUTREACH WORK WORKING WITH TEENAGERS & ELDERLY PEOPLE IN JESMOND

Final Report
April 2004

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This report has been prepared by the Jesmond Pool Community Development Worker, and is based on the work that was undertaken during the post period (December 2003 to March 2004). Many people assisted with the research to inform this document, and Jesmond Pool would like to take this opportunity to thank everyone who contributed with their opinions, helped to facilitate discussion sessions, and supported the Ageing Disgracefully activity programme.

1. Background

Jesmond Pool is a swimming facility managed by Jesmond Pool Project, which is a voluntary organisation. After successfully securing Lottery funding, it re-opened in February 2003 after a period of major refurbishment. In addition to a swimming pool and sauna the new Community Sports Centre also has a fitness suite and a multi-purpose activity room. It is a resource for the whole community, and staff work hard to ensure it is actively used by residents of all ages, abilities and backgrounds.

It became evident that there were sections of the local community who were not utilising the Community Sports Centre, and the Jesmond Pool Trust were keen to increase representation of elderly and teenage (especially male) users.

To allow them to do this, a successful grant application was submitted to Newcastle's SRB5 programme to fund a Community Development Worker to actively engage with these identified target groups. The role of the Community Development Worker was to identify and engage, older and teenage people to investigate methods of attracting them to use the new facilities at Jesmond Pool.

There are a number of objectives associated with the role of the Community Development Worker at Jesmond Pool, as set out below.

Objectives

- ❑ *To identify and engage with older and teenage people in Jesmond, to investigate methods of attracting them to use the new facilities at Jesmond Pool,*
- ❑ *To introduce new activities at Jesmond Pool that will attract the target group,*
- ❑ *Increase the usage of the multi-purpose activity room,*
- ❑ *Increase the number of younger and older participants in local activities.*

A number of methods were utilised to identify and engage with older and teenage people, to research their attitudes to leisure, barriers to participating and investigating methods of attracting them to use the pool.

2.1 Background Research

A number of existing sources of relevant information were reviewed to help inform this project, such as:

- Recreation Opportunity in the Inner East, Leisure Services Division 2002
- Young People & participation in Youth Groups, Youth & Play Division (work in progress)
- Opportunity Park, Exhibition & Brandling Park Trust, 2003
- Consultation work with girls about Bells Yard, Monika Handa, Bells Yard Regeneration Group 2001
- Image: Aspirations grow with experience, Elders Council of Newcastle May 2002

A desk based exercise was undertaken to analyse the current users of Jesmond Pool and its facilities, which was compared to the population profile for the Jesmond ward (this is discussed under the section local need).

2.2 Community Audit

A scoping exercise of all existing voluntary and community groups in the local area actively engaging with target group members was undertaken, which formed an extensive community database. The groups and individuals on this database were initially contacted by letter, which explained the need for this work and what it was hoping to achieve. It also requested their assistance in accessing members of the target group that they currently engage with.

2.3 Exploratory Research

Discussion sessions were arranged at convenient times, and either took place during a scheduled session or independently depending of what was considered to be most appropriate. Sessions with young people tended to be based around activities and group work to ensure that their interest is gained and retained. For example, some sessions were based upon 'A Question Of Sport (In Jesmond)' theme, with a physical, quick fire, and question round.

Consultation with mature groups tended to take the form of more conventional discussion groups with the aid of pictures and flipcharts. Consultation sessions were interested in finding out a number of issues about perceptions of leisure time, and preferred activities:

- Do they have enough leisure time?
- Do they use their leisure time effectively?
- Preference for social or physical leisure activities?
- Is enough for them to do in Jesmond currently?
- Types of activities that group members currently take part in?
- Are there any additional activities that they would like to take part in?
- What might prevent them from taking part in activities?

The majority of the exploratory research sought to gain qualitative data. A short questionnaire is also being disseminated and completed by target group

members within the wider community to provide quantitative information to illustrate demand for particular activities.

It was intended that peer group research would be an essential element of work with young people, which would allow more insightful information to be accessed. However in practice it proved difficult to recruit peer group researchers, although a sixteen year old female peer researcher assisted with the research process by encouraging peers to complete questionnaires and helped to organise and facilitate the youth drop-in event.

3. Local Need & Demand

3.1 Jesmond ward

According to the 2001 Census there is a total of 11,850 residents in Jesmond ward. There is a significant elderly population in Jesmond, with the 50+-age cohort accounting for just over a fifth (21.6%) of the total population. The very elderly population (aged over 75) are particularly significant accounting for 6.6% (777 residents) of the total population.

In terms of households, 17.9% of households in Jesmond are either single elderly households (11.0%) or elderly couple households (6.9%). Jesmond ward is home to a large number of residential homes for the elderly; both Council, voluntary and privately owned.

The teenage population (aged 13-19) in Jesmond is not very high, especially compared to neighbouring Dene ward where 13 to 19 year olds account for 11% of the population. However there is a distinct lack of facilities for this age group.

Table 1: Ward Population, Jesmond (2001)

	Total	Aged 13 to 19	Aged 50+	Aged 60+	Aged 75+
Number	11,850	811	2,560	1,589	777
Percentage		6.8	21.6	13.4	6.6

Source: 2001 Census

Table 2: Household composition, Jesmond (2001)

	Total	Single person	Single elderly	Elderly couple	Single parent	Couple no children
Number	4,909	1,244	541	338	81	1,140
Percentage		25.3	11.0	6.9	1.7	23.2

Source: 2001 Census

Unlike many wards in Newcastle, due to its favourable socio-economic profile, Jesmond ward it has not benefited from budgets or grants to fund community development activities. However, although Jesmond is regarded as an affluent ward, it has been acknowledged that older people and young people are disadvantaged in that there has been nowhere in Jesmond for them to go for leisure or community activities for many years. Without the presence of a community centre or focal point there is no venue for community members to congregate and to some extent this has limited community cohesion.

There is a distinct lack of facilities for young people. Jesmond is not considered to be an area of need, therefore there is a very limited Council budget allocated to 13+ year olds in Jesmond. The Council is currently responsible for providing a tarmac play area (Bells Yard) and an annual "Jes Fest" for young people. The consequences of this limited input have been of concern to the local community for some time, and issues have arisen about gangs of youth on the streets and more recently a growing concern about under-age drinking.

Similarly there have been concerns about the elderly population in Jesmond, whose needs are becoming more diluted with the increasing younger population attracted to the Jesmond area. Although socio-economic indicators do paint a picture of an overall affluent population, it is apparent that there is hidden poverty, particularly amongst the older population. Although indicators also reveal Jesmond to be a relatively healthy community; with only 5.3% stating their health is not good (2001 census), there is however concern about the psychological implications for elderly people who do not engage or socialise within the wider community. With the significant number of very elderly single person households, there are concerns about the mental health of isolated residents.

3.2 Users of Jesmond Pool facilities

User and activity records maintained by Jesmond Pool have been analysed to breakdown the number of elderly and young people using the facilities.

Historic information (prior to refurbishment) reveals that during the period 1997 to 2000 there was an increase in the proportion of swimmers of pensionable age. Unfortunately a breakdown by gender is not possible.

Table 3: Table of wet activity participants (1997 – 2000)

	1997	1998	1999	2000
Full price	32,324	32,940	31,080	27,426
Pensioners	2,660	2,803	2,598	3,015
Under 5's	2,102	2,002	1,838	1,353
General (5-15)	11,885	10,915	10,544	10,670
% Pensioner of over 15's	7.6	7.8	7.7	9.9
% Pensioner of all	3.1	3.2	3.2	4.0

Source:2001 Annual Report

Since re-opening the proportion of participants in wet activities who are of pensionable age has decreased. Figures relating to the period March 2003 to December 2003 show that 8.3% of all adult users were pensioners compared to 9.9% in 2000 (see table 2).

Table 2 below reveals some interesting facts about the users. Firstly, there is a significantly higher proportion of female pensioners who swim (9.1% compared to 7.4% of males). Similarly student swimmers are much more likely to be female; 63% of students swimmers are female. In contrast, users of the sauna are much more likely to be male, accounting for 70% of sauna usage.

Table 4: Table of wet activity participants (March – Dec 2004)

Activity	Type	Total			%	
		Male	Female	Total	Male	Female
Wet Activities	Adult	7,502	8,332	15,834	47	53
	Student	3154	5364	8518	37	63
	Junior	3,623	3,861	7,484	48	52
	OAP	596	831	1,427	42	58
	Sauna	1,299	560	1,859	70	30
	All Swimmers	14,875	18,388	33,263	45	55
	Swimmers over 15	8,098	9,163	17,261	47	53
TOTAL	% OAP (as % over 15's)	7.4	9.1	8.3		
	% OAP (as % of all)	4.0	4.5	4.3		
	% Junior (as % of all)	24.4	21.0	22.5		
	% Student (as % of all)	21.2	29.2	25.6		

Note: Does not include concessions, therefore is not a true reflection of elderly users

The dry activities are the new activities introduced during the refurbishment, which include the fitness suite and exercise sessions within the multi-purpose activity room. Since opening the fitness suite has attracted 1,151 users, over half of which (55.7%) are female. Students account for a fifth (20.7%) of all users of the fitness suite. Pensioners account for only 7.5% and juniors 2.9% of fitness suite users. However, in relation to young people, the analysis of user figures reveals that female students (75.6%) and female juniors (72.7%) are more frequent users of this facility than males.

Table 5: Table of fitness suite users (Mar – Dec 2003)

Activity	Type	Total			%	
		Male	Female	Total	Male	Female
Fitness	Adult	405	389	794	51.0	49.0
	OAP	38	48	86	44.2	55.8
	Junior	9	24	33	27.3	72.7
	Student	58	180	238	24.4	75.6

	Total	510	641	1,151	44.3	55.7
TOTAL	% OAP users	7.5	7.5	7.5		
	% Students	11.4	28.1	20.7		
	% Juniors	1.8	3.7	2.9		

Note: Does not include concessions, therefore is not a true reflection of elderly users

There are a limited number of activities currently provided by Jesmond Pool that are aimed exclusively at the target audience. The swimming pool itself has always attracted a large number of mature swimmers, with a specified 50+ swimming hour on a Friday. A beginner spinning class on Monday evening (which is taught by a 60+ instructor) attracts a small number of older participants.

For young people there is fit zone (12-15 years), which was introduced in April 2003 and has proved to be very popular (attracting 285 attendees between April and December). Junior yoga was introduced but failed to attract viable numbers to sustain classes. However, it is hoped that a more focused programme can be developed to meet the demands of both these groups.

4. YOUNG PEOPLE

4.1 *Exploratory Research*

In total 8 consultation events were organised with teenagers. Due to the requested absence of a responsible figure (such as teacher, group leader) the discussions were open and good natured.

Table 6: Attendees at consultation events

Event	Numbers
Jesmond Parish Youth Group (14-18)	11 males
Jesmond Scouts Group (males)	8 males
Explorer Scouts (15-18)	16 mixed
Church High Girls School (15-16)	22 girls
The Mix youth group (11-13)	5 boys
Royal Grammar School	35 boys
Peer Group Training Session	2 girls
Youth Open Day at Jesmond Pool	5 mixed

Almost all young people (76%) consulted felt that they did not have enough free time, as school / college and family obligations took up a large proportion of their time. A high proportion of young people attended local grammar schools and were under considerable pressure to perform academically, therefore homework and extra curriculum activities consumed much of their leisure time. It was noted that the proportion of leisure time diminished as students started studying for formal exams. It appears that females consider themselves to have more leisure time, and are keen to spend a larger

proportion of this time in a much more social context. Female young adults were more likely to request a warm and free space to meet and talk.

As an outcome of this shortage of leisure time young people have to be very effective with their free time. This means that a 'trade-off' takes place, where the favourite activities are prioritised and less favourable activities are dropped. This also means that they have less time to explore other options or try new ones.

Young people were asked whether they felt there was enough to do in the Jesmond area for young people. A high proportion (60%) felt that there was enough for them to do in the evening, although 71% stated that there was not enough for them to do during the daytime. Consultation exercises revealed that schools in the local area already provide access to a wide range of sport and team activities (including swimming and gym), which there might be little demand for more activities, and nearly three quarters of survey respondents (71%) took part in after school activities.

Independent time was also important to young people; *'time to do completely nothing and chill out'*. Chill out activities tended to take place independently at home either reading or listening to music. Computer games and MSN messenger was also a popular individual activity. This was perceived to be a flexible activity as it could be done as and when suitable even for a limited period. Computer based activities were referred to as a *'time filler'* by busy young people.

Overall there was a lack of enthusiasm from the majority of Jesmond teenagers (16+) consulted, and a distinct unwillingness to take part in activities specifically aimed at teenagers or supervised activities. Conversations were centred on opportunities to socialise within a pub environment, which appeared to hold much more credibility.

Adults within the community have highlighted under-age drinking as a concern. However, young people consulted were adamant that this was not a problem as such, but merely a reaction to the lack of alternative meeting places and recognition that pubs offer a relaxed and social venue for a get-together; *'you can sit in a pub in a relaxed and fun atmosphere and catch up with a large group of friends all at once.....one half can last you a couple of hours so it is relatively cheap'*.

Given that Newcastle is supposedly the 'party capital of Europe' and Jesmond is one of the most popular drinking destinations, it is unsurprising that pubs are considered to be a trendy past time by Jesmond youth. The question is what alternatives can be provided if young people are prevented from going to local bars. It seems to be a difficult challenge, as there are very few activities that are sexier than doing something enjoyable and illegal.

The lack of interest from young people does however indicate that despite a perceived lack of facilities / activities for young people in Jesmond, there seems to be little concern from young people themselves. This is further

verified by conversations with local police officers who reported very little incidences of to anti-social behaviour and nuisance youth.

A survey asked young people what activities they would like to see in Jesmond. Ironically, a higher proportion (24.4%) chose a sport facility. This might suggest that Jesmond Pool does not accommodate the type of equipment / activities that could be housed in a larger sports facility – such as five a side football. Just over a fifth (21.4%) indicated that they would like a young person café / bar, which would provide them with a safe and warm meeting place.

4.2 Programme Development

Due to the lack of enthusiasm about the opportunity to create new activities at Jesmond Pool and/or the viability of suggestions it proved difficult to introduce new activities. As a consequence there are few outcomes to report in relation to the younger target group. Identifying activities for teenage males proved to be a difficult task, and many suggestions are unrealistic given the financial implications and the physical restrictions of the room. Despite the projects focus on in-door activities, out-door pursuits were frequently mentioned as being desirable.

A computer game competition with consoles such as Play Station 2 was popular, but this may involve purchasing expensive equipment. A venue to watch live football games would be welcomed to provide an alternative venue to the pub, however again this would require a large screen and access to Sky. A number of the young males consulted were members of bands; therefore a venue for musicians to meet and play was suggested. Again, this has cost implications, as some equipment would need to be purchased.

A warm and cheap meeting venue was suggested, where young adults had the opportunity to meet collectively, listen to music, chat and have some control over that space. Opportunities for music and drama would also be welcomed.

Hip-Hop / Street Dance has become equally popular with males as well as females; a dance form which has been made fashionable through pop artists. A street dance tutor was contacted to gain information on this activity, which further confirmed the popularity of this with males, especially as it falls under the title of 'Urban Arts', which is associated with other activities such as skateboarding, dj-ing, etc. Jesmond Pool would be unable to finance this activity independently, however, a successful grant application to Arts Council will support the cost of a demonstration workshop and tutor costs for a six week introductory course (see funding section for more details).

A consultation exercise with a group of girls attending a local private school revealed that they were bored of traditional PE lessons and wanted to take part in modern exercise activities. In response to this, and an attempt to

encourage students to enjoy PE, pupils now attend weekly sessions of spinning at Jesmond Pool. It is hoped that in the future there will be further opportunities to organise individual sessions for this school.

To demonstrate the commitment of Jesmond Pool to meet the needs of young people in the area, it should consider the possibility of welcoming young people to become involved in its management and development; through a young person representative Trustee. This possibility was actually raised by a young person attending a consultation event, who said that *'if they had young people on this group they would not need people like you [the community development worker] asking us what we wanted'*.

5. OLDER PEOPLE

5.1 Exploratory Research

In total 10 consultation events were carried out with the elderly community (see table below for details). The nature of the discussion groups varied depending on the audience; although most were fun and lively encouraging much debate.

Table 7: Attendees at consultation events

Location	Number
Dunira House	10 mixed
Cestria House (mixed)	5 mixed
Holdene Court (mixed)	13 mixed
Coffee Morning (50+) at Jesmond Pool	22 mixed
British Legion Lunch Group	3 males
Jesmond Pensioners Association	10 females
Jesmond Senior Men's Club	Via literature
Ladies Club	10 females
Tuesday Club	18 females

It is important to note that the 50+ community were targeted as this coincides with the age group targeted by most national and local organisations. However the research indicated a number of sensitivities about using the 50+ title. It was considered to be too broad an age range, which did not acknowledge the two very distinct sub categories and their differing needs. Age and theory literature supports this argument, suggesting that the 50-60 population (if not older in some cases) consider themselves to be perfectly capable to participate in mainstream activities, and do not appreciate being considered for more passive or gentler activities. *'I may be over 50 but I do not want to sit playing dominoes!!!'* is an example of the reaction to some of the suggested leisure activities.

The diversity and complexity of this group is perfectly illustrated by the differing age and ability of coffee morning participants. This clearly indicates that the 50+ community is not a homogenous group, but have very different need, interests and aspirations. This is an issue that needs to be dealt with sensitively when developing the 50+ programme. In relation to this, it is

important that the title of the forthcoming programme of activities reflects the different attitudes / needs of the 50+ community. The name was debated at length at the coffee morning. A 60+ title was considered more appropriate by older members of the group as this age group required more specialised activities, however younger members of the group felt that this was not very inclusive. It was eventually decided that an age limit should not be imposed, but that the title should hint at the intended user group. A number of suggested titles proved popular; 'Ageing Disgracefully', 'Fit For Life' and 'Active Ageing'.

The coffee morning can be seen as a success as it attracted a representative 50+ group (mix of age and ability). It is important that the development work is seen to be inclusive, involving both able bodied and those at the later end of the age scale who may have mobility difficulties. The fact that a coffee morning at a leisure / sport venue attracted more elderly / less able bodied participants indicates that Jesmond Pool is breaking down barriers, not only in relation to physical accessibility but also cultural accessibility. It is interesting to note that well over half (64%) of attendees at consultation events had never used Jesmond Pool before

A number of barriers to participation have been identified. Cost of activities seems to be the primary factor effecting peoples ability to take part in activities. A number of current swimmers opt to use City Pool as their Priority Card allows them to swim for 35p. It is not possible for Jesmond Pool to compete with other local authority subsidised facilities to attract new users. The preliminary research identified a funding opportunity through Age Concern, who is able to access grants to fund the cost of tutors for lifelong learning activities, and so subsidise the cost. Further discussions are required to discover whether this is something that Jesmond Pool can access for it's sessional tutors, but potentially there is an opportunity for some mutually beneficial partnership working. Age Concern (Newcastle) currently work with Gosforth Pool in a similar fashion and are keen to provide more venues to encourage participation.

Within the older age group mobility and/or health problems are barriers to participation, in some cases not being able to leave their dwelling unaccompanied. Older people who had not taken part in exercise for some time welcomed the idea of an exercise class that gave them the option of doing seated exercises.

Perceptions of age, and what you are / are not supposed to do in older age seem to act as a barrier to participating in more active activities, with the mentality that '*I am too old for that*'. However, it is apparent that the younger section of the 50+ group do not share this view and are more inclined to try new activities.

Similarly, many older people appear to be apprehensive about visiting an exercise / gym venue to take part in activities as they are unsure about the environment and what might be expected of them. This perception promoted the need for a coffee morning to invite such residents into Jesmond Pool

within a social setting. Overall, it is apparent that the social element is a primary factor in relation to participating in activities; *'the opportunity to get out and about and talk to new and old friends'*. This illustrates that the opportunity for participants to interact needs to be an element contained within all activities.

5.2 Programme Development

This consultation highlighted demand for a number of popular activities, some of which would not occupy the activity room. Participatory appraisal techniques were used at the coffee morning to prioritise which activities should be pursued by Jesmond Pool.

Table 8: Suggested activities

Location	Activity
Activity Room	<input type="checkbox"/> Senior Spinning Class <input type="checkbox"/> Tai Chi <input type="checkbox"/> Dancing <input type="checkbox"/> Pilates <input type="checkbox"/> Belly Dancing <input type="checkbox"/> Seated Exercise <input type="checkbox"/> Carpet Bowls <input type="checkbox"/> Bridge Club <input type="checkbox"/> Gentle Exercise Class <input type="checkbox"/> Yoga <input type="checkbox"/> Alternative Therapies
Other Facilities	<input type="checkbox"/> Senior Gym Session <input type="checkbox"/> Gentle exercises at 50+ swim
Other	<input type="checkbox"/> Seated Exercise (outreach) <input type="checkbox"/> Walking Group <input type="checkbox"/> National Trust Members Group <input type="checkbox"/> Cinema Group

There is a large proportion of single retired female households in Jesmond, who raised the fact that they are less likely to do things they enjoy, like walking and going to the cinema, because they had no one to share the experience with. The benefit of organised walking and cinema groups is that these social experiences can be shared. Although these activities are not associated with the activity room, it was recognised that Jesmond Pool would like to support and facilitate such activities to demonstrate its commitment to responding to demand.

Due to the co-operation and enthusiasm of the older community this element of the project is much more developed. The **'Ageing Disgracefully'** activity programme has now been running for several months. Several activities were introduced a number of which proved to be less successful, whilst others were very popular and have continued to take place. See Appendix 2 for a copy of the Ageing Disgracefully programme.

As the table below indicates some activities have been more successful than others. A gentle exercise class was introduced but did not attract sufficient

numbers. This was then altered to a seated exercise class in an attempt to appeal to the very elderly who revealed an interest for this activity. Unfortunately, this has not proved successful and this activity has now been taken off the programme.

Similarly numbers were too low for the over 50's spinning class which introduced to provide older people with a comfortable / less intimidating session, therefore this too has been cancelled.

In contrast the Gym Sessions and Line Dancing have proved to be very popular – with men and women alike. Initially the 50+ gym session took place once a week for two hours, but due to its popularity a second two hour session has commenced.

An Ageing Disgracefully notice board has been created at Jesmond Pool which gives information on activities, other local groups / activities within Jesmond, information on why exercise is important in later years, and healthy active lifestyles.

Table 9: 'Ageing Disgracefully' activity programme (up till April 2004)

Activity	Numbers attended
Seated Exercise*	0
Spinning*	10
Gentle Exercise	31
Tai Chi	34
50+ Gym Session	82
Line Dancing	102
Total	259

*Over 6 week period only

5.3 Outreach Seated Exercise Classes

Consultation exercises at local retirement homes has raised significant interest in chair based exercise classes. However there is a real desire for these to take place within the comfortable environment of a shared lounge area or within a collective group. Although this type of activity does not provide participants with an opportunity to become more integrated within the community, it would however be hugely beneficial to participants who may eventually have the confidence to take part in exercise activities at another venue. It would also illustrate the commitment of Jesmond Pool in its attempts to be fully inclusive in its desire to work with the elderly community, and in promoting a healthy elderly community.

Jesmond Pool has submitted a number of funding applications for this activity and sought the support of Newcastle's Elders Councils 'Active Ageing' Programme to strengthen the application. The Elders Council – who have shown an interest in the work from the beginning – were excited about this opportunity and have since actually levered in grant aid to enable Jesmond

Pool to organise taster sessions at the two large residential homes in Jesmond for a six week period. This is a very exciting opportunity, not only because Jesmond Pool is responding to local demand, but by establishing a crucial working relationship with Newcastle Elders Council.

5.4 Age Concern

Age Concern has been instrumental to the establishment of the Ageing Disgracefully programme. Age Concern were initially approached to enable Jesmond Pool to benefit from their knowledge and experience at working with this client group, however it soon became apparent that there were opportunities for joint working. Age Concern were able facilitate funding from Newcastle College to support a number of tutors for an initial 6 week taster course. Due to the success of these sessions it looks very likely that funding will continue.

5.5 Other Developments

To further address the health needs of the local community and to promote a healthy community, it was also felt appropriate to contact a number of health care professionals to identify opportunities to engage with specialist groups.

Specialist Weight Management

A proposal to utilise Jesmond Pool as a venue for this programme has been submitted to be considered in the future when new venues are being sought.

Exercise Referral

Newcastle City Council currently operates a Newcastle Exercise Referral Scheme that involves a number of Council operated Leisure Centres. Jesmond Pool has now set up it own Exercise Referral Scheme that links in with the City Councils. There are a number of benefits of working as part of this scheme. Firstly this scheme is approved and endorsed by the Primary Care Trust, secondly it enables partnership working with Newcastle Health and the PCT, and finally it will allow Jesmond Pool to benefit from any funding that is allocated to the Newcastle Scheme in the future.

To establish this scheme local GPs were sent information on the scheme and asked whether they would be in support of it. Further contact has been made with the appropriate person at each surgery; this can range from the Practice Manager, the Nurse Practitioner, or a specific GP. A number of health professionals have shown interest and have started to refer patients to the scheme. However now systems are in place, and promotional literature has been distributed it is important to revisit surgeries who have not indicated a

specific interest to ensure that they fully understand the scheme and to encourage them to support the Scheme.

GP Referral has only just begun at Jesmond Pool, and as anticipated has got off to a slow start. Reassuringly, other venues experienced a slow start but now have more than sufficient numbers. A number of systems have been put into place to support this scheme in terms of monitoring and assessment. A real test of its effectiveness will be the number of participants who continue to use the facilities after the initial 10 week period.

It is acknowledged that most local authority managed leisure facilities when establishing an Exercise Referral Scheme '*take the cost on the chin*' as there are no funding opportunities. However, as a voluntary organisation, Jesmond Pool is able to draw down additional funding for such activities, and therefore a number of funding applications have been submitted to help support this in the future.

Cardiac Rehab Phase IV

Dialogue has commenced with the Cardiac In The Community Manager, and Jesmond Pool has indicated an interest to be a venue for Phase III Cardiac Rehab Phase III, which is a complex programme that involves cardiac nurses and physiotherapists. However, by establishing its own Cardiac Rehab Phase IV, Jesmond Pool will become an obvious choose for Phase III should new venues be required.

At present there is not a separate Cardiac Rehab Phase IV session. However the GP referral instructor is also Cardiac Rehab qualified, and therefore we are promoting this scheme through appropriate channels (Cardiac in the Community and rehab nurses at the Freeman Hospital) to promote this scheme.

Holistic Therapies

An exciting development is the introduction of holistic and relaxation therapies. This was initially explored in response to demand from the 50+ community, but has evolved to be a programme of therapies available to a much wider audience. There is early indication that these sessions will be popular, and will be mutually beneficial for Jesmond Pool and the therapists.

There are a number of funding applications pending which seek funding to enable older people to access these beneficial therapies at a more affordable rate.

Non-Jesmond Pool based Activities

As stated earlier, the main objective of this role is to increase the usage of Jemsond Pool facilities by older adults in the Jesmond area. However the research undertaken has identified interest in a number of other activities /

groups, which unfortunately can not take place at Jesmond Pool. Attempts have been made to respond to these or at least to signpost to appropriate venues.

Walking Group

Although Jesmond Pool was willing to facilitate this activity, it was felt more appropriate to be dealt with by another local voluntary organisation, Brandling & Exhibition Park Trust. This group are responsible for the management of these areas of green space between Jesmond and the city centre, and are currently seeking new opportunities to utilise the Park. Information about the desire for a walking group have been passed on to this group who hopefully will be able to respond to this request in the near future.

Cinema group

Contact has been made with Tyneside Cinema who have a Silver Screen showing three or four times a month. It has been arranged that they will send us monthly updates about the films, which we will advertise on the Ageing Disgracefully notice board.

6. Funding

The financial support of Newcastle College, via Age Concern, has been instrumental in enabling a number of the activities to take place. The financial support Jesmond Pool receives from Age Concern equates to £128 per week in tutor fees; and it has been confirmed that this has been extended to a 30 week period.

Funding has also been secured for a six week taster course of outreach seated exercise classes through the Elders Council; totalling over £100 of external funding. This type of activity is essential for Jesmond Pool to illustrate they are willing to respond to and work with the elderly community, whilst building important working relationships with Newcastle Elders Council.

Further to this, a total of 10 funding applications have been submitted to a range of local, regional and national awarding bodies for different elements of this work. We are currently awaiting the outcome of these.

Source	Purpose	Outcome
Chase Charity	Outreach seated exercise & holistic therapies	
Greggs	Outreach seated exercise & holistic therapies	Unsuccessful
W A Handley Charity	Exercise Referral	Unsuccessful
R W Mann	Exercise Referral	Unsuccessful
Joseph Strong Frazer	Exercise Referral	
Awards For All	Outreach seated exercise & holistic therapies	Successful
Arts Council	Street Dancing	
Benfield	Exercise Referral	

Community Chest	Ageing Disgracefully & Exercise Referral	
Knott Funding	Ageing Disgracefully	
Local Network	Street Dancing	

7. Key Successes

7.1 New users

New 50+ activities have attracted 259 visits; some of these were existing users but many are new users of the facilities. The 50+ gym session has been particularly successful in attracting older people who would not otherwise have considered using such facilities.

7.2 Funding

A significant amount of external funding has already been invested into this programme, via Age Concern, which helped to minimise the risk of introducing new activities. It has recently been confirmed that Age Concern will continue to support the three activities for a 30 week period. There is more confirmed funding through Newcastle's Elders Council; to be invested to further expand the Ageing Disgracefully programme of activities.

A funding application to the Arts Council has been successful, and a six street dancing / hip hop course will take place in the future at Jesmond Pool targeted at teenagers.

In addition, there is the possibility of some successful grant aid from the number of funding applications that are currently awaiting decisions.

7.3 Partnership Working

A major success of this work is the number of strategic partnerships that have been formed; both formal and informal. The City Council have been particularly interested in this work and organising free transportation to the Coffee Morning event. The Jesmond Community Co-coordinator has also supported the work and is keen to lend assistance to continue to maintain and develop the work that has taken place with the elderly community. Jesmond Pool is working with the following groups / organisations:

- Primary Care Trust
- Newcastle Council's Health
- Newcastle Council – Health & Housing
- Age Concern
- Newcastle Elders Council (Active Ageing Programme)
- GPs

7.4 *Profile of Jesmond Pool*

The profile of Jesmond Pool has benefited hugely from this project. Firstly it is evident that there are some serious marketing issues, and this work presented an opportunity to inform both the target markets that 'Jesmond Pool is more than just a pool'.

Consultation and marketing exercises undertaken by the Community Development worker has certainly raised the profile of amongst the elderly community – even if they do not intend to use the facilities. More importantly, the elderly community have appreciated the efforts of Jesmond Pool to try and cater for their needs and allowing them to participate in the exercise.

7.5 *Spin-offs*

There have been some positive knock-on effects as a result of the adopted research led approach:

- 1) *Co-ordination of 50+activities in Jesmond.* The community development worker has tried to be proactive by trying to offer some co-ordination of 50+ activities. This has been done by encouraging information sharing between the main residential homes in Jesmond, and more recently by producing a comprehensive timetable of all 50+ activities in Jesmond.
- 2) *Development of in-house activities at residential homes.* Residential Home Managers attending sessions were themselves interested to learn about residents interest in new activities. One Home Manager was keen to respond to this enthusiasm, and has since introduced a Scrabble afternoon, a coffee morning and is looking into the possibility of computer lessons, all based within the homes lounge area.
- 3) *Marketing venues*
A number of venues have been approached during the course of this project to promote information on events and new activities. Although some of these are existing a larger proportion are new and are aimed exclusively at the target audience, these are:
 - Dunira residential home
 - Dunira Mews residential home
 - Haldane Court residential home
 - Clayton Road post office
 - St Georges Terrace post office
 - St Georges Parish Church
 - Methodist Church
 - St Hilda's Church
 - Local GP's (x5)
 - Osborne Road Chemist
 - Rummage (Osborne Road)

- Willis Café (Clayton Road)

8. Conclusion

It is evident that this work is welcomed by a number of organisations working with groups in the local Jesmond community, and it is hoped that this work may be of use to them in trying to work with similar target groups.

It is apparent that the Churches are very active within the Jesmond area, and are the main facilitators of activities for both the younger and older population. This may be as a result of the lack of a focal point within the Jesmond to accommodate the communities' diverse needs.

Due to the co-operation and enthusiasm of the elderly community this element of the work is much more developed. The Ageing Disgracefully programme is established, and has already been reviewed and amended to ensure that its activities are viable. The Ageing Disgracefully notice board is a new asset to Jesmond Pool, and advertises in-house and external activities.

A major outcome of this work is that it has attracted 259 visits (February – April), a high proportion of which are new visitors who would not have considered using Jesmond Pool facilities without this project.

In terms of work with teenagers, it can be concluded that overall there is little interest in new leisure opportunities at Jesmond Pool. However, if Street Dance sessions do commence it might act as a catalyst to the development of further exciting activities.

Unfortunately the end of the Community Development Post does not signify the end of the project, and continued work is required to maintain and develop the established Ageing Disgracefully programme and to support work with young people. In particular it is important to ensure that the working relationships with Age Concern and Newcastle Elders Council are maintained; not only as funders but to ensure that Jesmond Pool continues to link in with new developments associated with the elderly and health.

Similarly Exercise Referral needs considerable attention, particularly in the early stages, to ensure that health professionals are clearly informed about the benefits of this scheme, that numbers attending increase, and that participants feel confident using the Scheme.

Appendix 1: Gantt Chart of Work Plan																	
ACTIVITY	DECEMBER				JANUARY				FEBRUARY				MARCH				
	8th	15th	22nd	29th	5th	12th	19th	26th	2nd	9th	16th	23rd	1st	8th	15th	22nd	29th
Baseline																	
Key player interviews																	
Background review																	
Scoping exercise of existing target community groups																	
Communicate with group co-ordinators																	
Exploratory research (focus / discussion groups)																	
Outreach / individual work																	
Taster sessions																	
Explore Funding																	
State of play reports																	
Report drafting																	
Final report																	

Appendix

“AGEING DISGRACEFULLY” at Jesmond Pool Activity Programme



Activity	Day	Time	Cost
Beginners Tai Chi	Tuesdays	10.30 – 11.30	£2.00
Ageing Disgracefully Gym	Tuesdays	12.00 – 2.00	£2.00
Beginners Line Dancing	Tuesdays	1.30 – 2.30	£2.00
Ageing Disgracefully Gym	Thursdays	11.30 – 1.30	£2.00
Seated Exercise Class	Thursdays	10.30 – 11.30	£2.00
50+ Swimming Hour	Fridays	2.00 – 3.00	£1.70



Developed with help from the 50+ community in Jesmond.
Thank you to all those who contributed with their ideas.

Appendix 7

COMMERCIAL IN CONFIDENCE

INVESTORS IN PEOPLE

Review Report



INVESTOR IN PEOPLE

Jesmond Swimming Project

Assessor: **Rob Papworth**

Number of people in scope: 39 (plus volunteers and Trustees)

Date of review: **19 May 2004**

Date of previous review: **21 August 2001**

Date of recognition: *September 1996*

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1. Introduction

This is the third review undertaken since recognition in September 1996 and the first review following their major refurbishment of the pool following a 5 year process of lottery bidding and planning.

Jesmond Pool offers a range of leisure facilities to the local community. Following the re-development of the premises, it now offers a new pool, plus a range of dry services, including a gym and activity room.

The key areas identified in the change pro forma were:

- ♦ Expansion in the number of staff to 39 (along with additional volunteers);
- ♦ Changes in shift pattern to accommodate longer opening times;
- ♦ Internal appointment of an assistant manager, plus the promotion of some internal staff to duty manager positions; and
- ♦ Project Manager taking a step back from the day to day running of the pool, to support other projects, look at more strategic issues and ensure capacity within the current management structure.

Assessment process – Purpose and Objectives

The purpose of the visit was to establish whether Jesmond Pool continued to meet the minimum requirements of the Investors in People Standard.

The objectives of the visit were:

- ♦ To establish, against each Indicator whether Jesmond Pool continued to meet the Standard;
- ♦ To identify areas of good practice;
- ♦ To identify areas for further development; and

- ♦ To undertake the assessment review in a cost-effective manner, against a previously agreed plan.

Assessment Process - Methodology

The assessment methodology was based around both interviews and questionnaires, to balance the need to establish validity of evidence alongside the need to control the cost of assessment. The purpose was twofold:

- From the assessment perspective, to increase the sample size in a cost efficient way and collate evidence from volunteer staff who are not based at Jesmond Pool; and
- From the client's perspective, to get greater buy in to the assessment by involving more people.

6 questionnaires were issued to key people, with 5 questionnaires returned. Questionnaire evidence has been built into the finding commentary.

Overall, 9 people were selected for interview, all of which all were interviewed, plus a Trustee.

2. Review Findings

Commitment:
An Investor in People is fully committed to developing its people in order to achieve its aims.
Key Strengths:
1. Since the last assessment, a number of key strategies (existing

strategies in place in 2001, and new ones introduced over the past 3 years) were identified whilst on site:

- Regular management and staff meetings (see point 5);
- Staff appraisal (see point 4);
- Management support (see points 12 & 14); and
- Internally championed development (see point 10).

2. A result of the pool refurbishment has been to provide a sharper focus to staff on the need to provide a high level of performance (although this in no way denigrates their awareness of performance at the last review). In discussion, staff identified the following as measures of performance from an organisational level:

- Income;
- User satisfaction;
- Repeat bookings; and
- Waiting lists for classes (swimming lessons, and attendance at dry side classes).

3. At an individual level, there were examples of individual performance objectives and standards (often discussed at appraisal) and included delivery of statutory training, adhering to code of practice, being polite and courteous to users.

There was, however, little limited consistency amongst staff in terms of understanding and agreement of individual objectives and targets which people had to work towards (see **Area for Further Development 1**).

4. Recognition was through informal feedback predominantly (bonus was not paid whilst the pool was shut, although all staff were retained on salary throughout the period). It is a reflection of the high level of support offered by

managers, that

most staff believed their efforts were recognised and appreciated (by

management, by users and to a lesser extent by trustees) both during and

following the transition period, even when a number of staff were working off

site.

There was some evidence that staff appreciated involvement (or opportunity to be involved) in activities such as Trustee meetings, staff meetings (for volunteer staff) as well as proposing ideas for the pool, and number of which have been actioned.

5. The evolving approaches to communication have provided a more effective medium for cascading information in some cases and ensuring greater awareness of the Pool's performance. Examples cited included:

- Monthly team meetings, in which financial information is now discussed;
- Staff noticeboards in staff room and office;
- Management meetings; and
- Message book. This in particular was seen by many as a useful method of communication. (Particularly for volunteer and coaching staff often do not use the staff room, and therefore, use the notice board).

6. The appraisal process is seen as inclusive and accessible for all staff to whom it applies (all of those interviewed had been through it in the past 12 months: the majority of whom believed it to be a useful and effective process).

Coaching and volunteer staff do not go through the formal process, as many do only 1 to 2 hours per week (and some even less).

Feedback on their performance comes direct from users, and informal discussions with managers at the pool. Of those interviewed, all believed they understood how they were doing.

7. Of those interviewed, there were part time, volunteer and coaching staff. In discussing the development strategies, communication and management guidance; they all firmly believed they received the same level of opportunities if they wished to take it forwards.

All staff interviewed believed Jesmond Pool was committed to supporting their development both now, and in the future.

Areas for Further Development:

In looking at individual performance, discussions centred on an understanding of standards of performance, objectives and individual targets. This relates in part to development point 2 identified in 2001 and making staff aware of the critical success criteria beyond income.

In light of the greater range of activities now being delivered, Jesmond Pool may wish to consider formalising expectations, individual objectives and targets for staff members, to fit in with the more robust planning falling out of the lottery bid, and the greater demands of the wider services now offered.

Planning:

An Investor in People is clear about its aims and its objectives and what its people need to achieve them.

Key Strengths:

1. Following the lottery bid, Jesmond Pool has a number of clear plans in place including the business plan for the lottery bid and the Sports England Sport Delivery Plan. As before, these plans are monitored monthly by the Trustees.

Although most staff were unaware of the detail in these plans, they were generally aware of what they were looking to achieve as outlined in point 2. However, evidence suggests there is scope for communicating to non-financial objectives and targets of the plans to staff. **(See Area for Further Development 2).**

2. As identified in points 2 and 3, staff believed that their contribution to the performance of Jesmond Pool, was through:

- Output: Numbers of people coming for lessons and classes;
- Customer satisfaction: Although no formal process is used, local repeat custom and few number of complaints are seen as measures of success.
- Quality: Maintaining the environment, equipment and service.

3. The Duty Managers maintain a matrix of lifeguarding development, and through this and their regular Tuesday drop in sessions maintain the ongoing development of all staff. For non-statutory development, this is managed through the project manager and appraisal system, and has been identified in point 7, provide support for all staff to develop their skills.

Alongside this, there is an ongoing process of informal development, where opportunities for skills and knowledge development are discussed. There were numerous examples of this identified when on site. While this does not represent a tangible process of people development, it does appear to offer support and

opportunity to all.

4. In terms of development, most people were clear about what the purpose of training was, and the impact would be in the organisation. This was in part due to the nature of much of the training, which was specific and linked to professional accreditation or approval to teach certain groups/manage certain services.

Areas for Further Development:

As part of the effectiveness of overall communication, Jesmond Pool may wish to look into how it communicates annual objectives and targets to the entire team, in as way that allows staff to understand the overall impact of their role and activities on the success of the pool.

Action:

An Investor in People develops its people effectively in order to improve its performance.

Key Strengths:

1. The development of managers within Jesmond Pool has developed further since 2001 due to the expansion of the facilities and number of staff members. Of those managers interviewed, an number of development opportunities were identified including:

- ISRM (most managers hold this or an equivalent)
- NVQ development Sports & Recreation
- On the job development

2. In addition to the formal development, “people support” is supported and encouraged informally through guidance from the Project Manager, which staff acknowledge and appreciate.

3. In terms of role, most managers believed they had a good understanding of what was expected of them in supporting staff. A number of examples were offered by people through discussion:

- Discussions on daily work planning;
- Leading meetings;
- Supporting staff with work issues;
- Running training programmes; and
- Assessing performance and skills.

In all circumstances, staff believed that there was always somebody available to support and guide them on any work issue.

4. To review the effectiveness of development, audit trails were tracked through development delivered over the past 12 months. The range of development cited was varied, including formal

courses, mentoring, supplier training, and on the job development. Examples cited included:

- Skills: Life guarding qualification; and
- Knowledge: Gym induction, Spinning, etc.

5. In all cases, staff were able to confirm why development was important, why they were going and what they felt they achieved at the end of the day.

6. Induction support, including statutory health and safety introduction, and an informal review was seen as positive. Those who had recently completed or still in their induction period, most felt it provided all the knowledge and skills to work effectively and safely (**See Area for Further Development 3**).

Areas for Further Development:

The role of induction is critical to ensuring staff, regardless of number of hours worked, operate both safely and to the standards required by the pool.

In light of inconsistent feedback, Jesmond Pool may wish to consider ways of ensuring staff have a record of what is covered and expected of them to accommodate the different levels of induction support offered different people (coaches, volunteers, etc).

Evaluation:

An Investor in People understands the impact of its investment in people on performance.

Key Strengths:

1. Individual evaluation of learning was through a mixture of formal evaluation and informal discussions with managers. Some approaches such as Lifeguarding are rigorously monitored and supported through the organisation. Other areas were addressed through informal discussion and anecdotal evidence (numbers of people on classes, user feedback, discussions following development such as gym induction training).
2. In terms of impact on the individual, there were numerous examples: which ranged from specific skills (new dry based skills such as spinning, understanding the new till system, etc) to opportunities for promotion (internally promoted Duty Manager).
3. At the organisational level, the impact of development is seen at a number of levels:
 - ♦ Attitude: commitment and approach of staff, evidenced in some part through retention over 12 month re development.
 - ♦ Performance Measures: Ostensibly, income and usage, monitored by a monthly report to the Trustees and fed into staff meetings.
 - ♦ External Performance Measures: User feedback and complaints.
4. The assessment of the value added of development at Jesmond Pool is implicit within their planning, and supported by direct measures (staff turnover) and anecdotal evidence (user feedback).

<p>Areas for Further Development:</p> <p>None identified.</p>
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3. Conclusion

The review of Jesmond Pool in 2001 was completed at a time of relative stability, with a long standing core team of staff, an established reputation and service. However, 3 year later, the pool has been closed for 12 months, has expanded in terms of staff and visitors and now delivered a much wider range of services

Throughout this transition, the strength of evidence is due in part to the management and people applying their basic principles of IIP to the successful running of the pool.

The overall commitment from the top to development remains strong, especially in relation to emerging skill areas and opportunities for greater variety of work and opportunities in the pool.

Developments in communication and planning have all added to the positive evidence cited whilst on site, and while evidence was strong in 2001, the efforts made over the past 3 years have all supported the transition process.

In terms of improvements identified, they represent an opportunity to stop and review what has been achieved so far, and in some cases consolidate changes and improvements that have been made.

Considering all the evidence as a whole, the review found a high level of support and commitment for people, one that should form a solid basis for the future.

Assessor Endorsement

Jesmond Swimming Project continues to meet the Investors in People Standard.

Agreed areas for improvement are to be addressed before the next review visit.



Signed:



Date: 25 May 2004

Rob Papworth
On behalf of Assessment North East

Acknowledgement of Findings

I acknowledge receipt of the assessor's findings.

Signed: Date:

Position