

Moorlanes Sports Centre Individual Management Report



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Introduction

The following report has been compiled using financial and industry research to reach conclusions regarding Moorlanes Sports Centre's financial position and how they can advance in the coming months and years. A PESTEL analysis has been created, to analyse the future opportunities and threats to the Sports and Leisure Industry, and how the leisure centre can take advantage of these to make profits. Financial information will also be presented in a visual manor, for employees and managers to digest and evaluate, particularly relating to the swimming pool, gym and sports hall aspects of the centre.

PESTEL Analysis

Changes within an industry's environment can prove to be extremely damaging to organisations if managers do not continuously analyse the trends in the market and environment. A PESTEL framework, which looks at the Political, Economical, Social, Technological, Environmental and Legal factors can be used to analyse the Macro environment within an industry, these can be used to anticipate opportunities and change, in order to move forward as a business (Johnson, Scholes & Whittington, 2008). Research from Xu, Kaye & Duan (2003) also found that customers, competitors and market sectors were seen as the most important external factors by UK executives across all industries when analysing the macro environment.

External Factor Evaluation Matrix

Once completed, the factors identified in the PESTEL analysis can be categorised into threats and opportunities. An external factor evaluation matrix can be designed to analyse how effectively the businesses current policies are dealing with threats and opportunities – the closer the value is to 1.0, the worse the company is performing, the closer it is to 4.0, the better it is performing, a value of 2.5 indicates an average performance (David & David, 2016, p. 235-237).

Within the following PESTEL, emphasis will be placed on these aspects of the external environment, relating to Moorlanes Sports Centre.

Figure 1: A PESTEL Analysis on the Sports Sector for Moorlanes Sports Centre

<u>Event or Trend</u>	<u>Moorlanes Sports Centre:</u>	
	<u>Negative Impact</u>	<u>Positive impact</u>
Political 1. Sport England and UK Sport existing funding partners have been extended into 2022 (Sport England, 2022). 2. Most deprived areas have seen the biggest cut in funding (Parnell, Millward & Spracklen, 2015). 3. £300 million package for sport coming into play (Newscabal, 2021). 4. The outbreak of Covid-19 (GOV.UK, 2022).	1. The current government value elite sport over grassroots, although NGB's have seen cuts in funding, and these funding streams are becoming less predictable – with basketball being one of the worst affected sports, seeing a decrease of funding by 90-100% (Bostock, Crowther, Ridley-Duff & Breese, 2017). This poses risks if Moorlanes decide to become a national centre of excellence for England Basketball, with their potential sports hall seating project. 2. Moorlanes may see cuts as it is located in the Sinfin Area of Derby, which is in the top 10% of most deprived areas in England (Penney, 2019). 3. Mainly for spectator sports such as Tennis, Cricket and Horse Racing, which Moorlanes currently do not offer (Newscabal, 2021). 4. Covid-19 restrictions have caused people to become less active across the UK, with	1. Moorlanes have access to a block grant from Sport England, worth £14,580, in turn they must target low-income individuals. 2. The Sinfin Area has the opportunity to become less deprived, with the prospect of hosting national and international basketball events, something that can boost regeneration and the economy in the hosting area (Sant, Misener & Mason, 2019). 3. With sports such as Tennis getting more funding, Moorlanes could consider converting the playing field area located next to them into tennis courts. Tennis is cheap to run and could be another potential revenue for the Leisure Centre. 4. Despite this, 47% of younger adults say Covid-19 has made them more interested in outdoor activities, something that Moorlanes doesn't

	<i>only 10% of men and 7% of women aged 16+ seeing themselves as healthy as they possibly can be (Pilkington, 2020).</i>	<i>offer, but competitors such as David Lloyd does (Sarvanantha, 2020). With the potential to buy the outdoor playing field area next to Moorlanes, this could open up a new revenue stream from activities such as tennis and football.</i>
Economic <i>1. Inflation currently at 5.1% (Bank of England, 2022).</i> <i>2. Interest rates currently at 0.25% (Bank of England, 2022).</i> <i>3. Unemployment rates are very low, currently at 4.2% (Leaker, 2022).</i> <i>4. Disposable income declining and is below 0% currently (Office for National Statistics, 2021).</i> <i>5. Low skill level of workforce that work across all aspects of the leisure centre.</i>	<i>1. Consumer prices have risen, and wages have fallen, making living costs a lot greater (Breinlich, Leromain, Novy & Sampson, 2021) – this poses great threat to Moorlanes as they may see a decline in customers as they prioritise other aspects of their lives.</i> <i>2. These current rates have increased by over 2 times since November, potentially meaning interest rates will increase further in the near future (Bank of England, 2022) – if Moorlanes want to borrow money they will need to do so as soon as possible.</i> <i>3. Suitable applicants are less likely to come up from a smaller pool of individuals, because most people are employed, the searching intensity for a job has decreased, making it harder for employers such as Moorlanes to recruit skilled and suitable individuals (Ours & Ridder, 1992).</i> <i>4. 41% of adults saying they will spend less on Leisure and entertainment, potentially hindering Moorlanes receipts due to cheaper alternatives such as running (Duckett, 2021).</i>	<i>1. This however, will mainly affect companies that trade directly overseas, as UK products demands fall due to higher prices – meaning Moorlanes will not be too badly affected by the change.</i> <i>2. Low interest rates means Moorlanes can borrow money at a cheaper rate, to pay off their overdraft. This also enables them to partake in projects such as their sports hall seating project, which has a payback period of 3 years and 8 months.</i> <i>3. Those looking for a job that are unemployed usually accept job offers at a faster rate than those that are already employed (Longhi, 2015). If Moorlanes are in need of more staff, they can therefore target the unemployed, who could be taken on efficiently and go through training to specialise in a given aspect of the leisure centre.</i> <i>4. Despite disposable income being below 0%, Ryan (2020) found that 1 in 3 Brits see exercise as a higher priority</i>

	5. Edgar, Geare & O’Kane (2015) highlighted the importance of skilled workers in the correct roles, stating they must have the correct training in the workplace, to make businesses successful. Moorlanes workers lack specialist knowledge, meaning wages and other labour costs may be wasted on them, as they cannot provide a satisfactory service for customers.	due to Covid-19 – showing that if Moorlanes can build a valuable membership system with adaptable services, consumers will still be invested in their leisure centres as staying fit is now a priority for many. 5. Opportunities for staff training days, in order to build a specialist workforce.
Socio-cultural 1. 17% of residents in Derby are of an ethnic minority background (Sport England Active Places, 2021). 2. The UK is statistically getting older, they have the most disposable income – 65 and overs now account for 18.65% of the population, an increase from the 2010 value of 16.57% (O’Neil, 2021). 3. Gender pay gap is decreasing, women have more disposable income (White, 2021). 4. Derbyshire below the average yearly wage in England, second lowest region in the country – average wage is £28,416 compared to average in England at £31,285 (Clark, 2021).	2. O’Keefe (2017) found that as age increases, the quantity of people partaking in adequate exercise (150 minutes per week) decreases, potentially meaning that the older generation are a harder target audience for Moorlanes – these attitudes are hard to change. 3. Moorlanes current classes and sessions are predominantly male focused, without the option of female only. Better (2021) describe these types of sessions as beneficial as women can enjoy sport in a comfortable environment. 4. This may mean that individuals in Derbyshire areas have to prioritise other aspects of their lives over leisure – this could be seen from the rapid decline in swimming participation (in the past year) in Derbyshire, which currently sits at 17.8% of people, down from 30% in 2015. England as a whole sits at 20% - showing the income and leisure trends coincide with each other, which could mean lower wages results in people partaking in less leisure (Sport England Active Lives, 2021).	1. A large proportion of individuals that Moorlanes can provide for, as these groups face many barriers to participation such as service delivery – putting on specific classes for groups in society, such as a Muslim female only session could encourage them to feel comfortable with dressing as they see fit, something that many describe to hold them back (Long, Hylton, Spracklen, Ratna & Bailey, 2009). 2. The use of 65+ gym memberships at a lower price could be of use to Moorlanes, especially as they currently don’t take age into account with their classes or memberships. This would encourage different age categories to attend the leisure centre. A similar model has been implemented by industry competitors Total Fitness. 3. This therefore means that Women are a potential target group that Moorlanes could provide more accessible activities for in the future.

Technological 1. The rise of online gaming 2. Online streaming of workouts 3. Peloton shares rocketing	1. 35% of gamers reported they played more often in May 2021 than in May 2020, showing Covid-19 has also increased the frequency of which gamers play video games. Perhaps more worryingly 61% of gamers that play 5-7 days per week say they played more than they did 12 months prior (Emmanuel, 2021). Moorlanes may see the effects of this as particularly the younger generation prioritise online gaming over real life leisure. 2. Research from Cronshaw (2021) shows how modern gyms could be hindered forever following the pandemic, as participants of online streamed workouts were able to connect with one another without spatial limitation. On many posts online, the majority of people suggested they would not return to gyms as they felt the home was a safer environment. Moorlanes could see the effects of this through less consumers wanting to come to physical gyms. 3. Peloton launched their range of stay-at-home fitness products at exactly the right moment to boost their sales, and, in turn, drove their stock prices up amongst a national pandemic (Marketline, 2020). This could pose further threats to Moorlanes as the home fitness industry grows larger, potentially resulting in classic leisure centres being depreciated.	2. Cronshaw (2021) also gave a solution for gyms that may potentially struggle due to this new trend, which involves a membership or service that provides a platform for online workouts, coupled with a forum for members to communicate and get to know one another – something that Moorlanes could consider to provide yet another revenue stream.
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Environmental 1. Weather 2. Renewable Energy Sources	1. With the increase in climate change, more extreme weather could cause people to be reluctant to exercise outdoors – if Moorlanes decides to potentially purchase the playing field next to their facility, they would have to consider this, especially in winter months.	1. During periods of bad weather, people may prefer to exercise indoors, making an indoor leisure facility like Moorlanes more appealing.
Legal or regulatory 1. Gender pay rights 2. Apprenticeships		1. Although laws are not drivers of change, they still affect companies in different ways – by paying their staff equally from males to females, Moorlanes will be within the legal requirements for equal gender pay. 2. To aid Moorlanes recruitment problems, they could introduce Apprenticeship schemes, where the government pay for training and assessment through funding. Laws state apprentices must be paid the national minimum wage, which is lower than full time workers – this way, a fully skilled and developed workforce could be created, on a cheaper budget.

Evaluation Factor Matrix

Opportunities

No. of opportunity	Opportunity	Weight	Rating	Weighted Score
1	Covid-19 restrictions means opportunities to put on outdoor activities.	0.12	1	0.12
2	Interest Rates at 0.25%	0.13	1	0.13
3	Online Streaming opportunities	0.05	1	0.05
4	UK Getting Older	0.05	1	0.05
5	Inflation	0.04	2	0.08
6	Funding renewal	0.01	3	0.03
7	17% of Derbyshire of an ethnic minority background	0.01	2	0.02
8	Apprenticeship laws	0.01	1	0.01
9	Gender pay gap decreasing	0.01	3	0.03
10	Weather changes	0.01	2	0.02

Threats

No. of threat				
1.	Covid-19 restrictions meaning facility closures	0.21	1	0.21
2	Disposable income below 0%	0.11	2	0.22
3	Deprived areas seeing biggest cuts in funding	0.08	2	0.16
4	Unemployment rates are low	0.02	1	0.02
5	Swimming participation decreasing in Derby	0.03	1	0.03
6	Derbyshire and east midlands below average wage in England.	0.02	3	0.06
7	Peloton shares rocketing	0.01	2	0.02
8	£300 million package for sport	0.05	1	0.05
9	Rise of online gaming	0.02	3	0.06
10	Low skill level of workforce	0.01	1	0.01
Total		1.0		1.38

This external factor evaluation matrix for Moorlanes has a value of 1.38, suggesting they are underperforming, and are not anticipating changes in the industry.

Further analysis – opportunities

Covid-19 Pandemic

The current Covid-19 pandemic could be perceived as both an opportunity and threat to all businesses. With the uncertainty that has come with the pandemic, adapting to provide for consumers and making activities more accessible is essential to Moorlanes success.

Research from Sarvanantha (2021) found that membership and joining fee systems contributed to 85% of total revenue for leisure centres in 2019, something that Moorlanes has not implemented for their customers. Whilst their pay-as-you-go system may be accessible and flexible for many gym goers, a membership system is much more reliable for leisure businesses as they have guaranteed income every month. Sarvanantha also found market leaders such as David Lloyd and The Gym Group PLC have begun to include online services within memberships, as the sector is highly exposed to facility closures – this poses as a potential revenue and an online service to engage consumers for Moorlanes in the event of another lockdown.

Sarvanantha (2021) also discovered that 20% of gym users now consider it vital that their gyms offer indoor, outdoor and online services, a huge opportunity for Moorlanes as they have the potential to buy the 4G pitch located next to their facility. Consumers generally have been accustomed to more outdoors activity throughout the pandemic and popularity has grown amongst this area of sport.

Supporting this, research from Cronshaw (2021) shows how health and fitness consumers throughout the pandemic found alternative ways to exercise when facilities and gyms were closed – the main method being online workout classes. It was reported these online classes reduced anxiety, made people feel less isolated and improved social cohesion. It was also demonstrated that online workouts could be deemed more accessible for many, especially considering Moorlanes has limited public transport from the outside area. With a dual-membership system with online features, Moorlanes could provide for multiple different fitness consumers due to the power online workouts have had throughout the pandemic, reducing barriers to participation for many (Cronshaw, 2021).

Interest Rates

According to Bank of England (2022) current interest rates are sitting at 0.25%, making it very cheap to borrow money. Although borrowing money is a huge risk, potential investments for projects such as Moorlane's Sports Hall seating project can see a greater return on investment than the cost of borrowing in the first place (Pettinger, 2017).

This is extremely beneficial for Moorlanes as an organisation as they are deep into their overdraft. Through the use of gearing, which is borrowing finance from a third

party such as a bank (Boyte-White, 2021), Moorlanes can utilise these low interest rates to their advantage. They can borrow up to £500,000 with their gearing ratio only increasing to 18.3%, which is considered a comfortable gearing ratio as it is below 25% (Boyte-White, 2021). This therefore means Moorlanes could pay off their overdraft, and from projects such as their Basketball Seating project, can pull themselves out of their financial issues.

Further Analysis – threats

Covid-19 Pandemic

As previously discussed, Covid-19 could be seen as both an opportunity and a threat to Moorlanes Leisure Centre. The industry is highly exposed to Covid-19 threats as social distancing is harder to implement, especially with the potential for another national lockdown due to the new Omicron Variant. In the research abovementioned, Sarvanantha (2021) found the sport and leisure industry has been greatly affected by the pandemic. During lockdown, revenue across the sector fell by 52%, 45% of trading days were lost, and the rise of online streaming classes and fitness providers meant people could exercise for free in their own homes or outdoors. As a result of this, only a third of gym goers returned to gyms after the last lockdown, with 50% of people saying they would feel uncomfortable returning even if the rules permitted – hence the value of the market is projected to be 37% short of the 2019 level in 2022, at £2.13 billion.

The issues above uncovered by Sarvanantha suggest Moorlanes could see less people returning to gyms in 2022, with the online market potentially taking over – market leaders peloton have seen an increase in revenue of 172% over the pandemic with their exercise subscription products (Marketline, 2020). Although peloton is primarily known for their cycling products, it was also reported over 30% of classes their consumers took part in were non-cycling related, including their treadmill model, and their range of meditation, strength, yoga, stretching, boot camp and cardio classes.

Disposable income in the UK

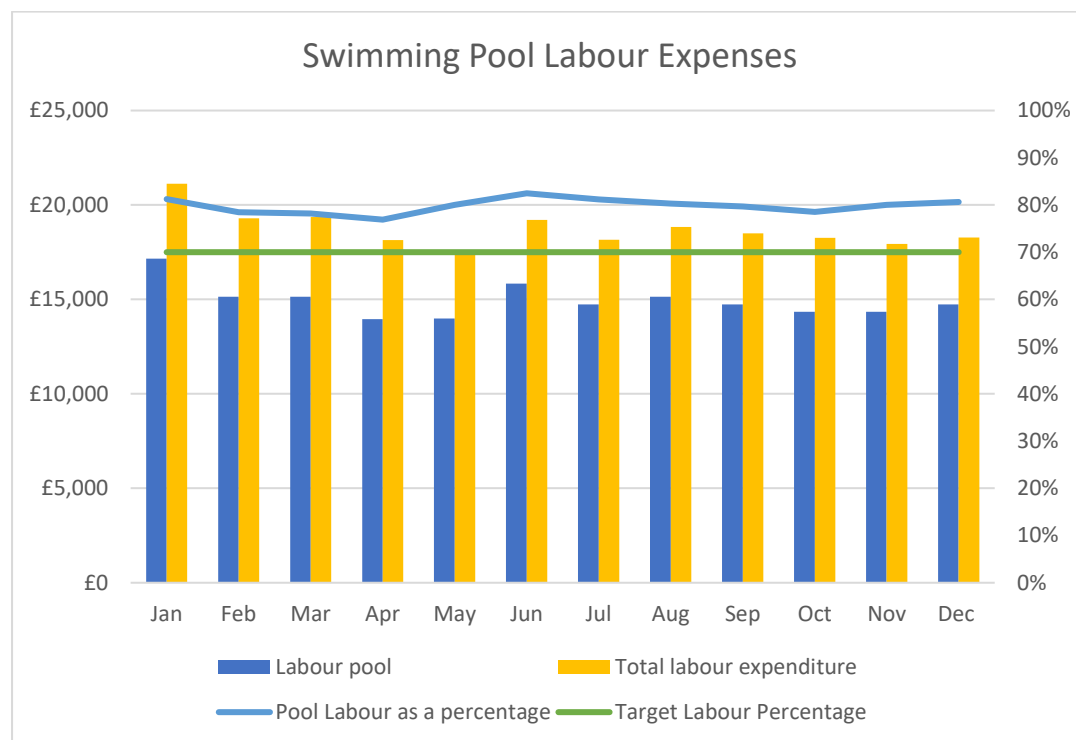
Disposable income in the UK has currently fell below 0%.

Shepherd (2020) discussed trends amongst consumers with the impact of covid-19, which found that the pandemic has increased saving activity, with 42% reporting they will be less likely to spend money on leisure, suggesting how consumers spend their disposable income will change post-pandemic. Furthermore, a year later, Shepherd (2021) indicated that this had increased to 49% of people adding to their savings as

opposed to spending money on leisure or retail. These trends suggest consumers in the UK are changing their spending habits, threatening the membership-base of health and fitness businesses such as Moorlanes. These trends could be explained by the potential of another lockdown, where some people may be unable to return to work, and therefore, have reduced income.

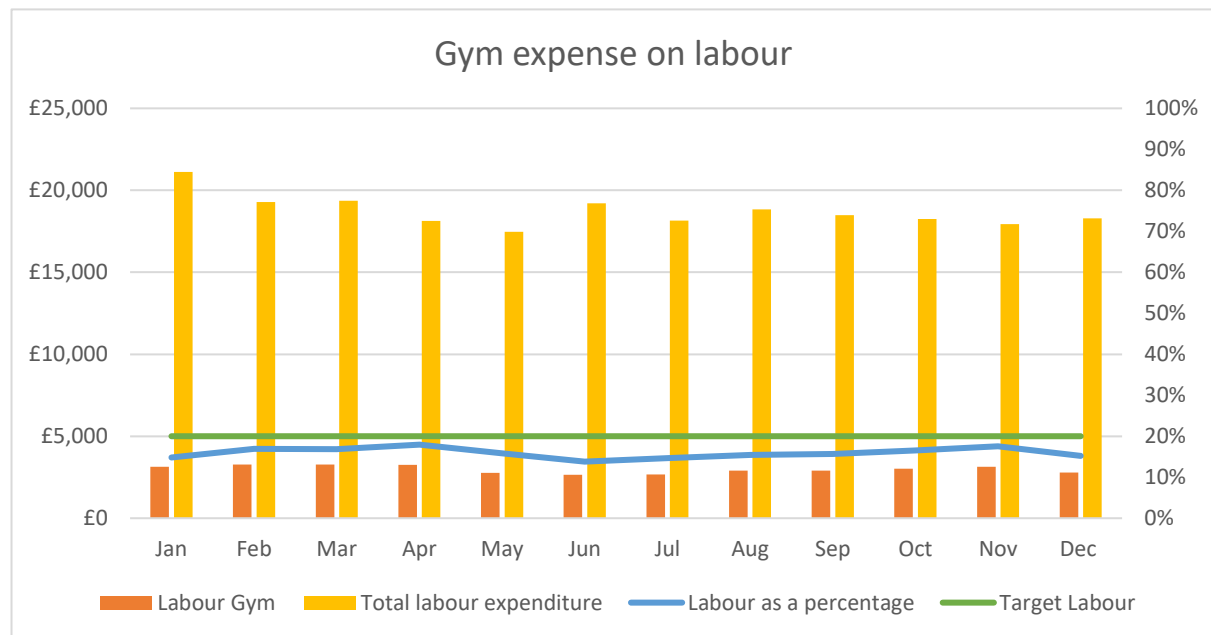
Data Analysis

Swimming



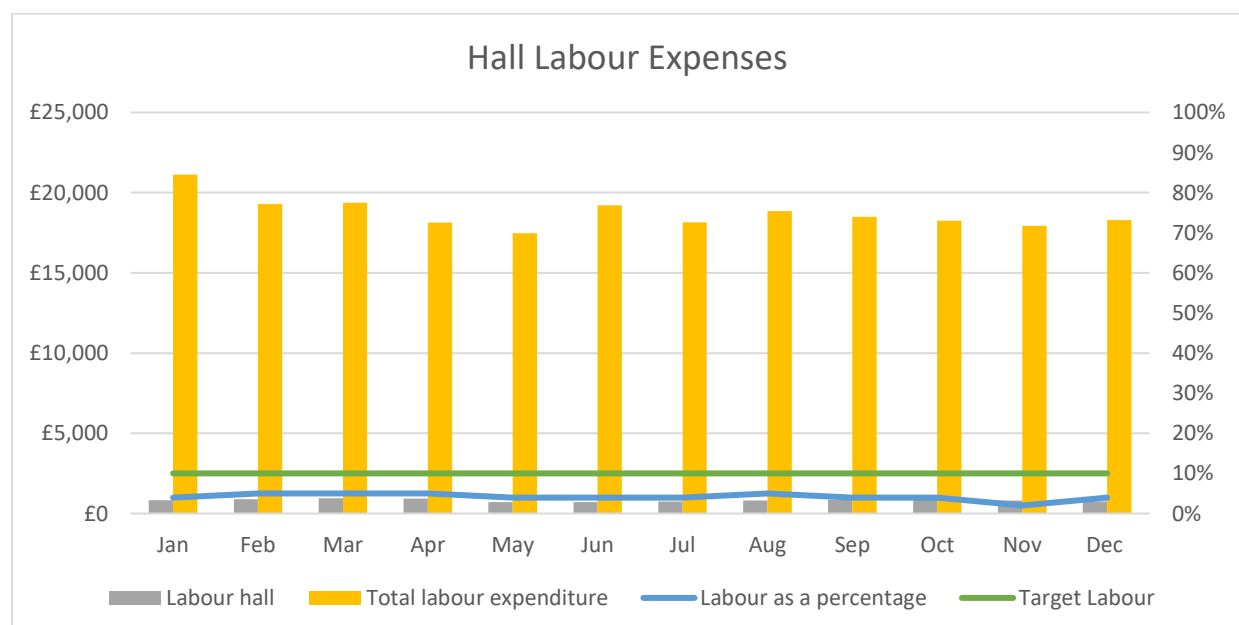
The above graph indicates the amount of spending on swimming labour when compared to labour as a whole. It is clear to see that swimming staff make up the majority of spending on overall labour, but Moorlanes overspent on pool labour in the 2020 financial year, as the labour percentage is consistently above the target percentage of 70%. If this target is not met, outgoings each month will be unpredictable.

Gym



The above graph indicates how much Moorlanes are currently spending on Gym Labour. Compared to overall labour, the gym should account for 20% of spending on wages, but clearly, the percentage of labour the gym makes up for is below this value as shown on the graph. This could be due to not enough gym classes being provided for members, or the fact that people are reluctant to return to gyms as discussed previously. To combat this, online classes could be provided by gym instructors.

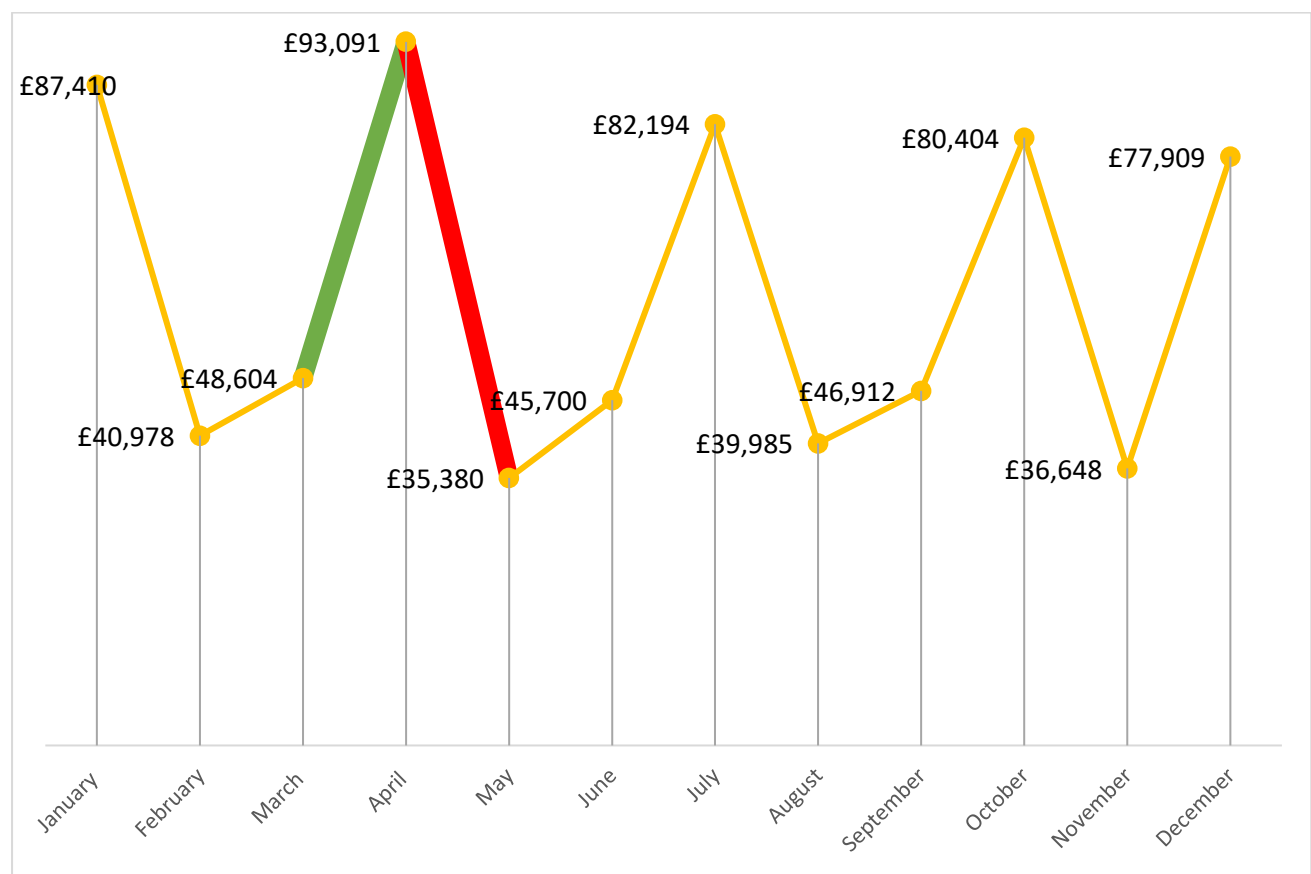
Sports Hall



This graph provides a visual representation of the Sports Hall labour expenses, which Moorlanes Executives set at a 10% of all labour target. The graph makes is clear that Moorlanes are again underspending on Sports hall wages, with the Labour percentage value consistently under 10% across the year, accounting for approximately 5% of labour instead. To combat this, more Sports hall activities could take place, and with the potential seating project taking place, there will be more opportunity for staff to specialise in different sports such as basketball and badminton.

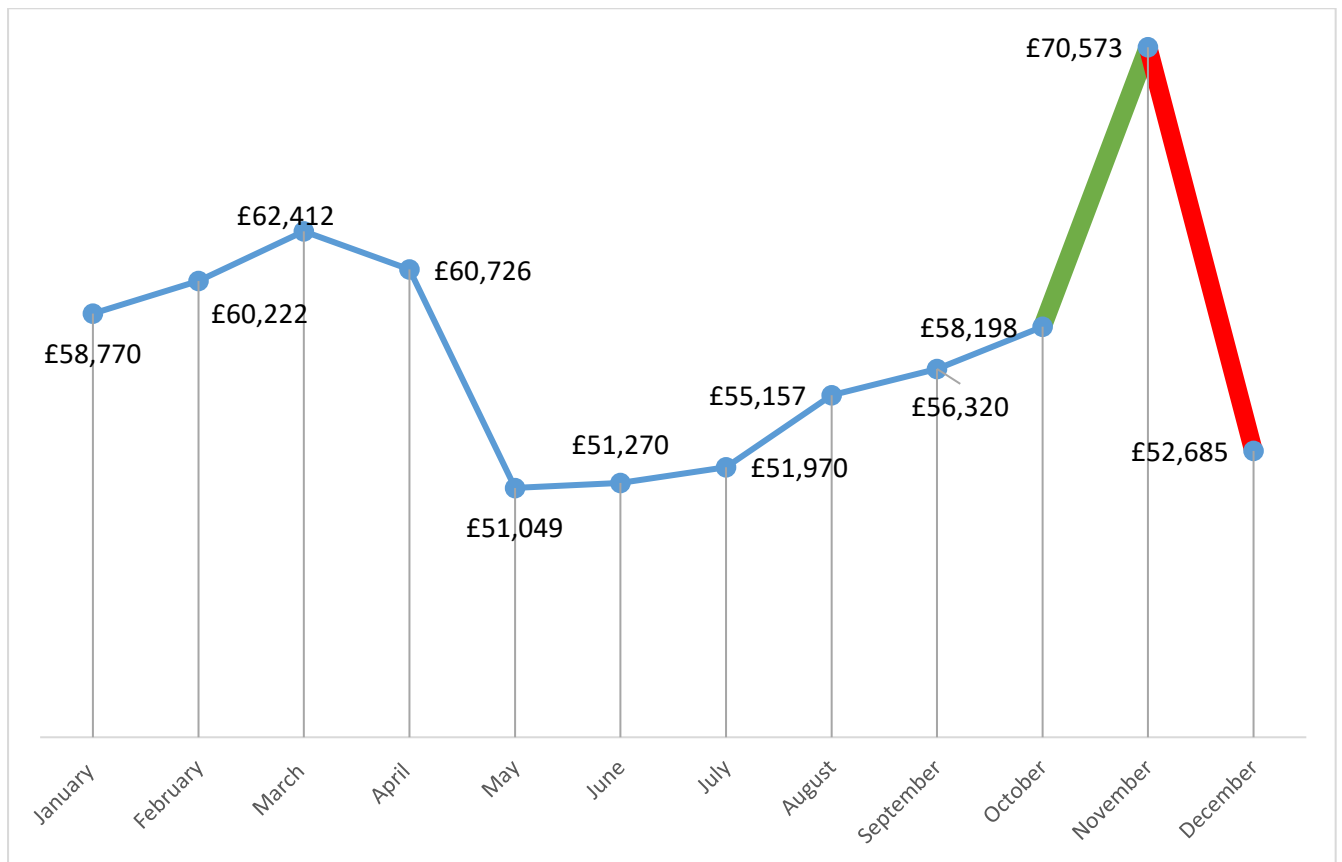
Data Analysis – Other Costs

Total Payments per month (£)



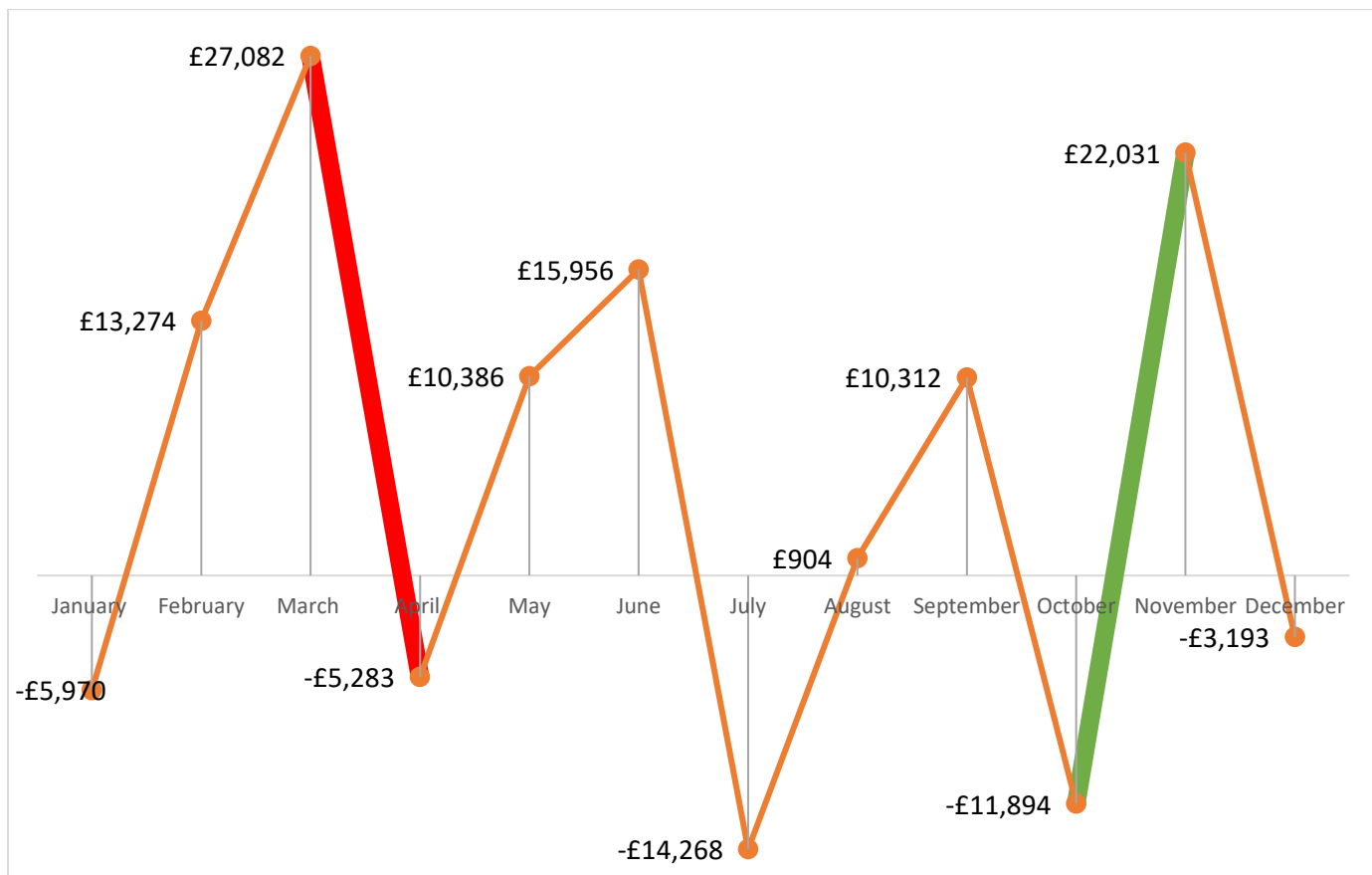
The above slopegraph gives a visual representation on total payments per month for the 2020 financial year. It is clear to see that outgoings at Moorlanes are very unstable, with no consistency across the months. In the month of March to April, the biggest increase in payments was seen, with +£44,487. The following month of April to May saw the biggest decrease, with -£57,711 –again foreshadowing the inconsistency amongst the finances at Moorlanes.

Total Receipts per month (£)



The slopegraph above indicates total receipts from the swimming pool, gym and sports hall combined. It is clear that with the leisure centres pay-as-you-go system, there is no guaranteed income each month, with different levels of customers coming in each month. Months October to November saw the biggest increase of £12,375, with the following month dropping by £17,888, showing the biggest decrease. From this graph it is clear that Moorlanes need to implement a monthly membership system so that receipts are more predictable across the calendar year. Other revenue streams such as online workout plans could also be explored to increase these values.

Cash Balance at end of each month



This slopegraph is perhaps the most detrimental visual graph of them all to Moorlanes. With a cash budget target of £5,000 each month, this graph shows how inconsistent Moorlanes has been with finances in the past year. With no membership system, receipts are unpredictable, which makes outgoings hard to justify as they do not know if they will be able to cover them. This is shown with 50% of the months being below the £5000 budget target, with 5 of these months being in the negative region. The biggest fall in Cash Balance was seen between months March and April, which saw cuts in receipts, and increases in outgoings, showing the consequences of unpredictable receipt levels.

Action Plan

Based on all of the abovementioned evidence in this report, the following recommendations can be made, to ensure Moorlanes becomes a more financially stable firm in the long term.

- Begin the Sports Hall Seating Project in conjunction with England Basketball, which has a payback period of 3 years 8 months. This will allow Moorlanes to become a regional centre of excellence for basketball, and focus on elite sport.
- Implement a monthly membership system for different groups in society, to ensure guaranteed income each month. Examples below:
 - Student
 - 65+
 - Gym Only
 - Access to all services
 - Off-peak
 - Online classes membership
- Host female only, 65+, 18 and under and mixed gender classes, to cater for a range of individuals and break down any barriers individuals may have.
- Include an online membership option for those that are reluctant to return to gyms, which can also be sustained in the event of another lockdown.
- Use the technique of gearing to pay off their overdraft, with the basketball project this payback should not take too long due to an increase in receipts.
- Offer a larger range of swimming lessons for all ages (currently just under 5's).
- Employ 3 apprentices, through the government schemes they can be trained up in specialist areas for low costs, contributing to the workforce overall.
- Undergo staff training for current staff, who will be required to pick their specialised area.
- Purchase 4g pitch next to the facility, as trends show people enjoy outdoor exercise more than indoor post lockdown (as discussed in the PESTEL). Opportunities for mini leagues, relationships with local clubs and schools will then become available.

Overall, the most important thing for Moorlanes to address is their deteriorating finances. Through gearing and the opportunities available to become more inclusive as a leisure centre, they can take advantage of the industry opportunities within the coming months and years to become a financially stable business.

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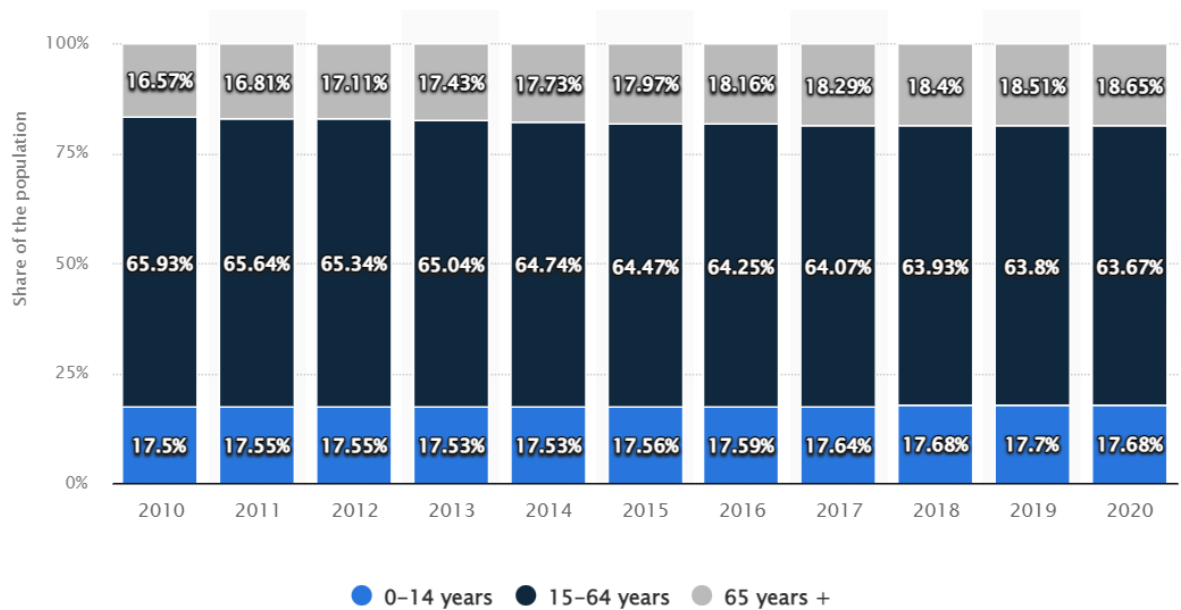
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Appendix 1: A graph to show swimming activity levels over the last year in Derbyshire, England and the East midlands.



Appendix 2: A Graph showing the increase in percentage of those aged 65+ in the UK since 2010



Appendix 3: A Graph showing various financial values for Moorlanes Leisure centre across the 2020 financial year.

