



ROSSENDALE
LEISURE TRUST
2019 ANNUAL REPORT



Our Vision:

**Health, Fun and Happiness
for Every One through
Charitable Community Leisure**

Vision:

- Health, Fun and Happiness for Every One through Charitable Community Leisure

Beliefs:

- We believe everyone should experience happiness and that leisure plays a crucial part; which is why we are local, convenient, charitable and community led.
- We believe that leisure in all its varieties helps people to be happy and improve themselves, have fun and feel good.

Ambition:

- To be the healthiest and happiest borough in the UK by 2027



Financial Performance

Over the last five years, we have consistently improved our trading in terms of revenue/sales and profitability.

Taking into account, facility rental payments made to RBC, and investment into community facilities, the Trust generates a trading surplus in excess of £250k in each of the last two years which is then reinvested back into facilities and programmes. It is worth noting that these investments are not recognised in the Leisure Trust balance sheet but are investment into Council owned facilities.

Some of the investments that we have made are listed on the following pages.

Summary Financial Performance	2017/18 (£) Actual	2018/19 (£) Actual	2019/20 (£) Forecast (as at Dec 19)
Revenue	1,762,370	1,857,123	2,148,986
Trading Surplus (excl. maintenance & capital costs)	209,820	261,397	267,285
Trading Margin	11.9%	14.1%	12.4%
Repairs and Renewals	(52,460)	(70,020)	(88,802)
Depreciation	(19,119)	(13,359)	(15,231)
Trading surplus (excl. capital costs)	138,241	178,018	163,252
Facility Rental: Adrenaline Gym and Studio Extension	(60,000)	(60,000)	(60,000)
Facility Rental: Grip & Go Original Investment	(41,000)	(71,000)	(41,000)
Trading Surplus	37,241	47,018	62,252



Where are we now: Health and Wellbeing in Rossendale

Physical Activity

- Rossendale residents who are completing one sessions of activity for 30 minutes each week (14+ years) has declined between 2013 to 2016 by 2.6%. At 36.50% Rossendale's participation rates are above the Lancashire rate of 34.4%, but slightly lower than the national figures which stand at 36.90%.
- Rossendale's inactivity levels are 25.5%, which is the seventh worst in Lancashire (22% nationally) Those fairly active stands at 9.6% (12.6% nationally) and those who are active at 65% (65.4% nationally)
- Economic value to the area of improved quality and length of life plus health care costs avoided due to participation in sports. (Time period(s): 2013) - £27.9m
- 59 premature deaths (40-79 year olds) per year in Rossendale could be prevented by participation in sport and physical activity.

Healthy Weight

- 68.7% of adults in Rossendale carry excess weight, compared to a national average of 64.8%
- 19.1% of children in Rossendale are obese with up to 45% in some wards carrying excess weight
- Our life expectancy is over 1 year below the national average for men and women
- Excess weight and inactivity cost in excess of Rossendale £1.2m per annum.

Healthy Mind

- We are significantly worse than the national average in the following key indicators. More information is probably required for this area.
- Hospital stays for self harm; Under 18 conceptions; Suicide rate
- Smoking related deaths

Organisational Development so far...

2015

- Appointment of new Chief Executive
- Successful re-branding of Trust and facilities.

2016

- Management restructure saving over £60k per year (8% of overall salary budget.)
- Job Evaluation process completed which cleaned up pay scales and bands, improved performance appraisal, Resulted in a pay rise for 85% of staff
- Launch of the apprentice programme – which has grown to over ten excellent apprentices and is saving in excess of £50k a year in staffing costs.
- Improved IT infrastructure including MPLS circuit and new hardware. Funded by RBC
- Restructure of Alliance Leisure funding in partnership with RBC generating a saving of £60k a year for Leisure Trust.

2017

- Launch of “Planday” rota and staff organisational application allowing all staff to manage shifts, holidays and checking in/out via a phone based app. Much more efficient management of employees.
- Recruitment of two new Trustees: Gemma Rooke (Cultural and Fundraising expertise) and Nathan Bibby (School and Sport Expertise)

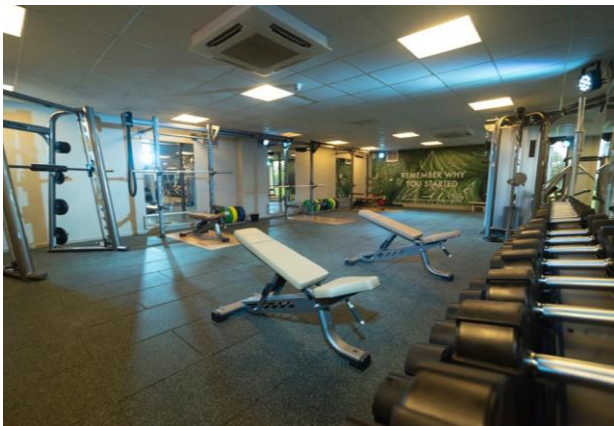
2018

- Launch of new Goals, Mission, Principles and Behaviours “One by One”, and “Be World Class” staff development programme
- New marketing team including manager, graduate and two apprentices to enhance our promotion and marketing activities. Funded by Leisure Trust.
- Planned launch of facility management application allowing automated reporting on H&S issues, building checks, timing of maintenance requirements.

2019

- Continued development of the apprenticeship and staff development programmes
- Appointment of a Head of Operations and Development (Phill Holden)
- Recruitment of new Marketing Manager, Michelle Fletcher.
- Finalist in multiple categories at the E3 Awards, BIBAs and winner of Service Business of the Year at the Rossendale Business Awards.





Facility Development so far...

2015

- Installation of Grip&Go. Funded by RBC with the Trust renting the asset of first 7 years. 50k visitors per annum (30k pa from outside Rossendale).
- Launch of Roller Disco with £5k investment by Leisure Trust. Generating in excess of £10k per annum.

2016

- Launch of Ladies only gym at Adrenaline. £25k funded by Leisure Trust.
- Development of the Laser Tag arena at Adrenaline. £15k. Funded by the Leisure Trust from trading surpluses. Generating in excess of 20k per annum.

2017

- Grip&Go extension. £30k. Funded by Leisure Trust.
- Squash court refurbishment. £10k. Funded by Leisure Trust
- New sound system at Adrenaline. £6k. Funded by leisure Trust
- Refurbishment of functional training area at Adrenaline with new “Functional Rig and Lifting Stations”. £13k funded by Leisure Trust.
- Investment into pool plant (£1.5k RBC, £3k Leisure Trust)

2018

- Re-grouting and repair of small pool at Marl Pits. £5k – funded by Leisure Trust.
- Gym extension at Marl Pits into training room. £18k funded by Leisure Trust
- Grip&Go Refurbishment. First refurb of a Hangfast adventure climbing facility. £22k funded by Leisure Trust.
- Office and computer equipment refurb at Adrenaline. Funded by National Lottery. £9k
- Marl Pits Pavilion upstairs refurbishment. £5k funded by Leisure Trust.

2019

- Refurbishment of Adrenaline Centre fitness facilities with new HIIT studio, Spin Studio and Gym. £270k split funded £200k RBC on a repayment basis, £70k Leisure Trust.
- Repair of heating and air handling unit at Marl Pits. £5k funded by Leisure Trust

Project and Partnership Development so far...

2015

- Major development of School Sports programme, from 1000 hours a year to 4000 hours per year in schools in conjunction with Schools Games Organiser.

2016

- Protection of Up&Active GP referral work in Rossendale through collaborative working in difficult circumstances

2017

- Successful consortium application for Sport England Local Delivery Pilot. Chief Executive selected for programme board.
- Supported the launch of Strategic health and Wellbeing Board: Chief Executive Chairs the group.
- Management of all playing pitches and bowling greens moved to the Leisure Trust from RBC.

2018

- Consultancy support for reorganisation of Ski Rossendale employee structure and operational processes.
- Developed options appraisal leading to final proposal for Leisure offer within Spinning Point development.

2019

- Secured operational management contract of Pioneer Community Health studio, adding an additional facility to the Leisure Trust portfolio and reciprocal membership arrangements.
- Formed strategic partnership with the Community Leisure Association of Whitworth, supporting the leadership and business development of the organisation.
- Formed new partnership with the Council to support social media good news stories.
- Launch of two new high profile events
 - Rossendale Lifestyle Awards which generated ten thousand nominations and recognised local lifestyle based business across Rossendale.
 - Rossendale Kite Festival welcomed over 2000 visitors to the Adrenaline Centre for a free family based community event.
- Secured over £300k of funding from Sport England through the Together and Active Future project.



Our People

The Leisure Trust is led by a board of volunteer Trustees from the local area. Our Trustees have a range of skills and experience that bring incredible value to the organisation:

Chair: Roger Fulton

Vice Chair: Keith Pilkington

Trustees:

John Yates, Peter Terry, Lawrence Forshaw (MBE), Tony Cain, Peter Wilmers, Granville Morris, Adrian Lythgoe, Gemma Rooke, Nathan Bibby, Maxine Hayman

Management Team

Our team, led by Chief Executive Ken Masser have a wealth of experience both within and outside of the Leisure Industry.

Ken Masser, a chartered accountant formerly of KPMG joined the organisation in 2011, becoming our senior employed officer in 2016. In 2019 Phill Holden was appointed Head of Operations and Development.

Michelle Fletcher joined the Trust from marketing agency, Media Village in early 2020 as Marketing Manager.

The management team combine for well over 100 years experience within the leisure sector and have overseen the development of the Leisure Trust during the transformation of Marl Pits, the development of adventure sports including Grip & Go at Haslingden.

Our leadership and management team are complimented by a committed, skilled and dedicated workforce who excel in their individual responsibilities.



Ken Masser

Chief Executive

*Strategic Leadership
Financial Oversight
Business Development
Partnership Development
Stakeholder Management*

Team:

*Overall Responsibility for
Leisure Trust Team*



Phill Holden

Head of Operations and Development

*Marketing and Promotion
Digital Media and Websites
Community Partnerships
Health and Wellbeing*

Team:

Management Team



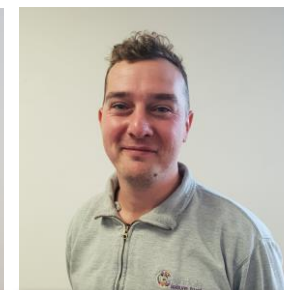
Frances Ferguson

Business and Administration Manager

*Systems Management
Resources and Finance
Policies and Procedures
Funding and Events*

Team:

*Two Admin Officers
Two Admin Apprentices*



Paul Gallagher

Sports and Coaching Manager

*School Sports Programme
Holiday Clubs and Activities
Safeguarding Officer
Children's Courses*

Team:

Five Sports Coaches



Lesley Wells

Aquatics and Swimming Manager

*School Swim Programme
Learn to Swim Programme
Lifeguarding Standards
Staff Training*

Team:

Eight Swimming Teachers



Jodie Shenton

Customer Experience Manager

*Customer Service Standards
Customer Retention
Staff Development
Fitness and Reception Team*

Team:

*Six Fitness Coaches
Six Receptionists*



Ross McCowan

Facility Operations Manager - Adrenaline

*Facility Operations
Staff Management
Health and Safety
Maintenance*

Team:

*Four Shift Supervisors
Large Operational Team*



Mark Kay

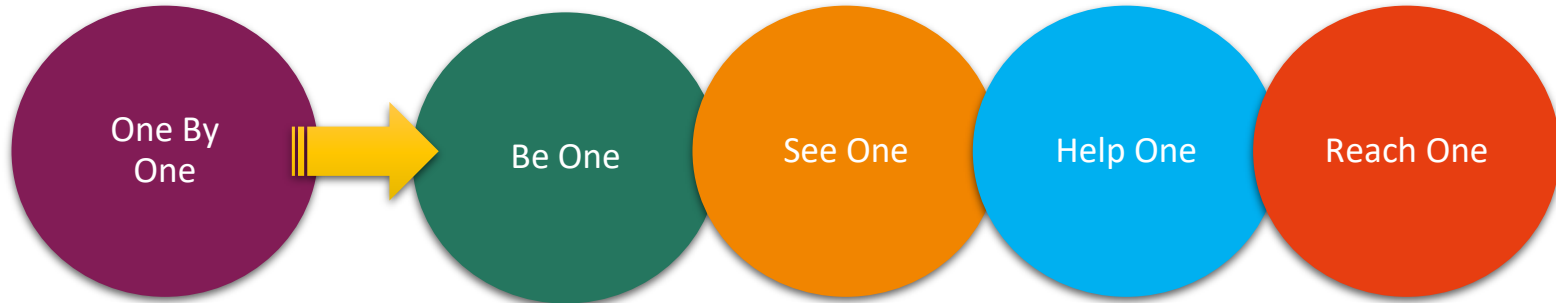
Facility Operations Manager - Marl Pits

*Facility Operations
Staff Management
Health and Safety
Maintenance*

Team:

*Four Shift Supervisors
Large Operational Team*

Our Values



We live by our core value of “One by One”; focussing on finding happiness ourselves, and then helping others to find it too.

Our defining principles and behaviours are to:

- **Be One** - work together in the pursuit of a great leisure experience for everyone.
- **See One** - value every individual for who they are.
- **Help One** - support every person to find and achieve what works for them
- **Reach One** - find someone else and help them start.



Our Development Programme



Our ambition is to help you become as good as any one in the world in your role.

- **Monthly Award:** Each month we will be presenting four awards, one for each of our values.
 - Outstanding specific circumstance
 - Outstanding effort throughout the month
- **Quarterly Induction to Development Programme:** Each quarter, staff who consistently demonstrate our One by One values can be inducted into our Development Programme.
- Through the programme we will help our team to become as good as anyone in the world at their particular role.

Our Priorities

As part of the Leisure Trust's overall objective as a social enterprise developing and happy and healthy community we have six interconnecting priorities.

People: Our people are our most important asset. As a community service organisation we believe that customer experience, enjoyment and loyalty ultimately comes down to relationships with our employees.

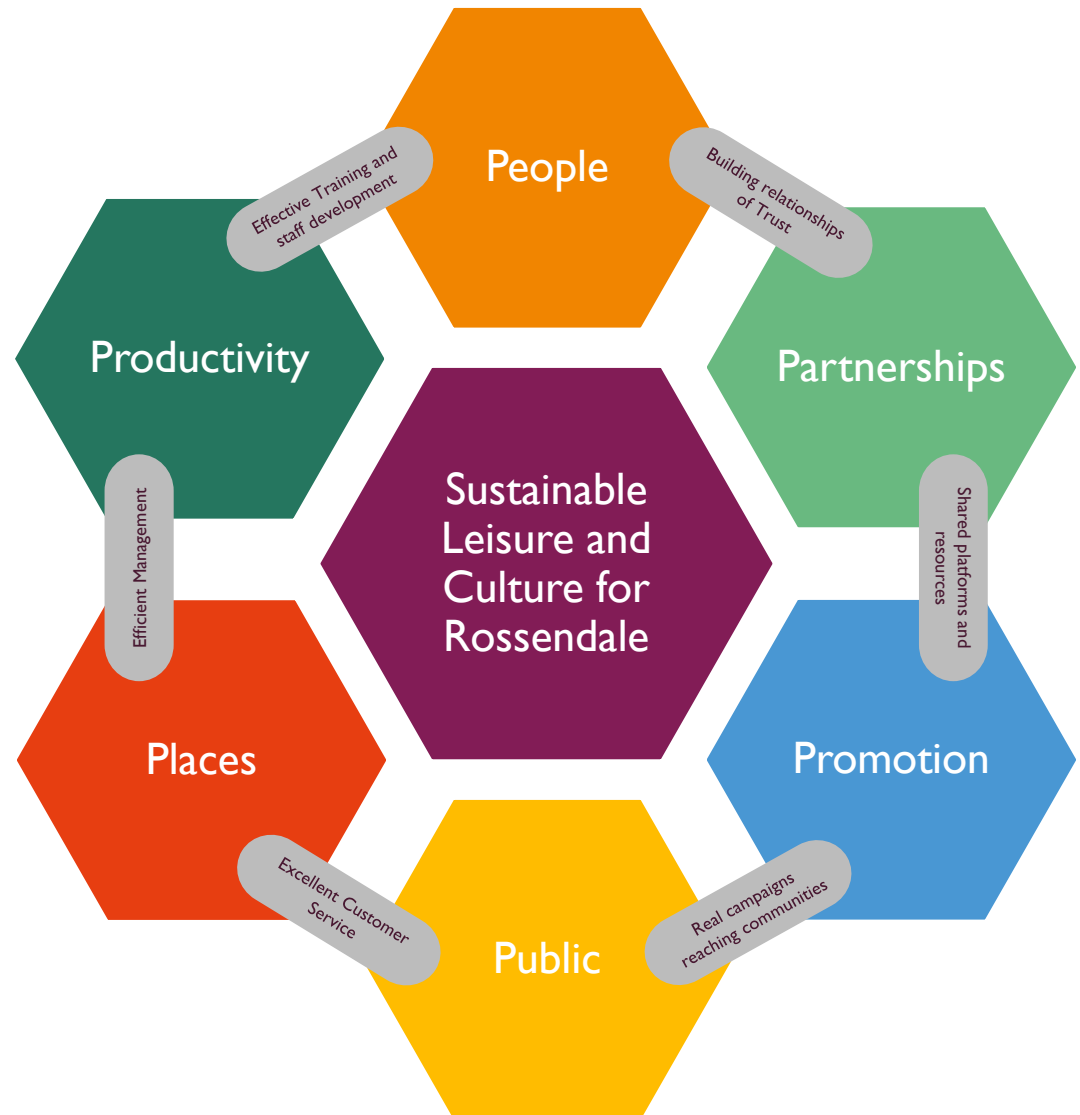
Partnerships: We can't do everything alone. Powerful collaborative partnerships are the key to unlocking the potential within our community.

Promotion: Effective promotion of our activities and services is critical as we seek to engage with every person in Rossendale.

Public: The people within our community are the reason we are here. We provide them with a great value service that enriches quality of life.

Places: We know that our places are cornerstones of our community and should provide a safe and welcoming environment where people can play, relax, exercise and learn.

Productivity: Our resources are valuable and we aim to make the most productive and efficient use of our resources as possible.





Priority	Where are we?	Where are we going?
People	<ul style="list-style-type: none"> • 158 people within the business • A range of FT and PT • 13 apprentices (6 new in 2018) • Robust training and appraisal scheme 	<ul style="list-style-type: none"> • Develop training service for both our people and external organisations. • Build and develop local apprenticeship programme
Partnerships	<ul style="list-style-type: none"> • Strong ongoing relationship with Rossendale Borough Council who provide HR, IT and Finance services. • Initial discussions with local partners 	<ul style="list-style-type: none"> • Develop formal partnerships with local leisure and culture providers. • Employ partnerships manager to oversee the development of the relationships
Promotion	<ul style="list-style-type: none"> • We have developed a small marketing and promotion team. • We have a number of applications and partners to support our work including Datahub and Media Village. 	<ul style="list-style-type: none"> • Build experience and expertise within our marketing department. • Develop the collaborative marketing offer with our local partnerships.
Public	<ul style="list-style-type: none"> • We strive for excellent customer service and measure our success through a third party mystery shopping platform. • We engage with a good proportion of the local population. 	<ul style="list-style-type: none"> • We are working to engage every member of our community. • The Sport England local delivery pilot will help us to identify the stubbornly inactive and explore ways to engage them.
Places	<ul style="list-style-type: none"> • Facilities are managed well, predominantly through paper checklists and physical audits 	<ul style="list-style-type: none"> • Develop a range of new places in the coming years including Spa. Implementation of reportable facility management tools
Productivity	<ul style="list-style-type: none"> • High level knowledge of business performance, but lacking the tools to drill into the detail 	<ul style="list-style-type: none"> • Increase knowledge of business performance through implementation of Xn Insight tool.

Participation in Leisure and Culture Partnerships & Groups

During 2019 and moving forward into future years there are a number of important projects, partnerships and groups that we have worked hard to develop and participate in. These are summarised in the table below.

Project	Purpose	Status	Next Steps
Strategic Health Partnership	Collaborative network including local authority, leisure trust, CCG, GPs, Health professionals, CVS. Develop Health and Wellbeing Strategy for Rossendale	Three key priorities have been identified by the group: - Physical activity levels - Smoking cessation - Mental Health	Continue to develop plans and collaboration within the priority areas
Health & Wellbeing Partnership	Partnership and networking group for all community organisations, groups and stakeholders within the borough. Work to develop programme and initiatives in line with Strategic health priorities	Three key priorities have been identified by the group: - Physical activity levels - Smoking cessation - Mental Health	Continue to develop plans and collaboration within the priority areas
Leisure and Culture Providers Partnership	New group developed to explore efficiency opportunities through closer collaboration between leisure and culture destinations in Rossendale	New group recently formed in 2018.	Develop group and initiatives to enhance the sustainability of organisations through collaboration.
Together a healthier future	Sport England Local Delivery Pilot for Pennine Lancashire.	Project developing well. Rossendale well represented on steering group. Currently in the “learning and engagement phase”	As learning and engagement concludes – identify interventions or workstreams to support the overall project goals.
Active Network	Partnership between existing leisure trusts within East Lancashire. Working on single membership access across the area, efficiency savings and sharing of best practice	Well establish long term partnership meeting regularly	Continue
Up & Active	Existing Public Health funded project working on enhancing physical activity and healthy weight within communities across East Lancashire.	Mid way through third year of a 3 to 5 year project	Ascertain funding position for next two years. Continue to deliver