

**Subject:** Performance Review  
Rossendale Leisure Trust 2006

**Status:** For Publication

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**Report to:** Policy Scrutiny Committee

**Date:** 1<sup>st</sup> March 2007

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**Report of:** Chief Executive Officer Rossendale Leisure Trust

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**Portfolio**

**Holder:** Community and Partnerships

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**Key Decision:**

No

Forward Plan  General Exception  Special Urgency  "X" In  
*Relevant Box*

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**1. PURPOSE OF REPORT**

1.1 To present the performance detail of Rossendale Leisure Trust for the period of January to December 2006.

**2. CORPORATE PRIORITIES**

2.1 The matters discussed in this report are linked to and support the following corporate priorities:

- Improving Leisure Facilities in the Borough (Culture)

**3. RISK ASSESSMENT IMPLICATIONS**

3.1 The issues raised in this report relate to the performance of the Leisure Trust over a financial period. The risk considerations as set out below:

- *Financial risks in terms of the ability of the Leisure Trust to generate sufficient revenue to improve the service and meet social inclusion objectives within the constraints placed upon the Council to provide sustainable revenue support grant.*
- *Operational risks in terms of the Trust meeting community needs as it continues to move through a transformational agenda for improved provision of Leisure for the community.*

- *Risks in terms of the competitive position of Trust facilities as they compete in an open market for customers whilst providing a framework for social and economic inclusion for residents of the Borough*

## **4. BACKGROUND**

4.1.1 Rossendale Leisure Trust has been operational since June 1<sup>st</sup> 2004. The Trust manages a large part of the Council's Leisure portfolio including:-

- 4.1.2 Ski Rossendale
- 4.1.3 Haslingden Sports Centre
- 4.1.4 Haslingden Swimming Pool
- 4.1.5 Marl Pits Swimming Pool
- 4.1.6 Bacup Leisure Hall
- 4.1.7 Sports Development
- 4.1.8 Arts Development
- 4.1.9 Healthy Lifestyles

The Borough Council retain ownership of all assets. The Trust has a board of Trustees which comprise of:

- Eight community representatives
- Two Rossendale Borough Council representatives
- One staff representative

The Trust is a non profit distributing company limited by guarantee. On transfer the Trust and the Council signed up to a partnership delivery plan which formed the basis of the Trust's three year Business Plan. This plan has been refreshed annually and submitted to the Council. Actual performance of the company against Business Plan targets is the purpose of this report.

The Trust received a grant from the Council for the operation of all services of £429,000 for the period 2006/07.

## **5. OVERVIEW OF THE YEAR**

5.1 2006 was a positive year for Rossendale Leisure Trust. It faced a number of challenges at the commencement of the year, which it negotiated positively, emerging as a stronger and leaner organisation. The main issues are outlined below.

5.2 The organisation concluded at the end of 2005 that there existed a need to re-profile its financial reporting period to ensure that the most productive revenue generating months of January, February and March, lay at the beginning of the financial year. This was to ensure that the Trust had sufficient time to manage variations in income, thus reducing the risk of negative financial reporting. The purpose was to build confidence in the Trust as a company, which could make relevant financial decisions to manage its affairs.

5.3 In April the organisation undertook a complete restructure of staffing with the assistance of the Borough Council and reduced its contractual staffing by 12 posts. These were mainly in management and supervisory positions which were part of the transfer arrangements on Trust set up. The reduction in staffing levels was completed in September.

5.4 In April the Trust invested its own resources on the replacement of fitness equipment at Haslingden Sports Centre and in June it replaced a portion of matting on the main slope at Ski Rossendale. The total for these two investments was £90,918. The investment at Haslingden had an immediate impact on customer satisfaction with membership sales moving from under 300 on April 1<sup>st</sup> to 587 by the end of the financial year. This moved monthly direct debit incomes up from £4,500 to £8,500 which has assisted in underpinning the Trust's financial position. The re-matting at Ski Rossendale had a major impact on the quality of experience for experienced skiers and has helped to re-establish Ski Rossendale as a regional ski centre. Immediate benefits include the attraction of the Welsh Schools Championships in November 2006 and the advanced booking of the facility for the All England Championships in September 2007.

5.5 The Trust entered into agreements with Alder Grange Community and Technology School and Whitworth Community High School to manage out of hours community sports provision. Both Schools opened £1m facilities across the Summer period. This was a new venture for the Trust which has progressed well.

5.6 The Summer provided the Trust with opportunities to engage the community outside the confines of its facilities. The Lancashire Youth Games was once again a huge success and in July the Trust worked hard with its partners to deliver the Rossendale Alive Festival. A central part of the Summer programme was the establishment of the K- Festival, a specialist arts festival for children. It was the first of its type in the North of the UK and was supported financially through Arts Council England and Rossendale Borough Council Community and Partnerships. The K-festival links into the work of the Local Strategic Partnership through the Arts Alliance and it is hoped will become a regular event in Rosendale's Cultural Calendar.

The Autumn period has been focused around the delivery of key strategic platforms.

5.6.1 The first is the creation of a Sports Strategy for Rossendale's Sport and Physical Activity Alliance which will provide a collaborative framework for sporting partners within the Valley. The Alliance is part of the Local Strategic Partnership involving, Schools, PCT, Police, Lancashire Sports Partnership, Youth and Community Services, Groundwork and the Voluntary sector. The Strategy will link the agreed outputs of the Council's recent Strategic Review of Leisure and the White Paper on Leisure published by the Borough Council.

5.6.2 The Trust has also worked with the Amateur Swimming Association, and the Rossendale Swimming Forum to create a strategy for Swimming to link up the work of the local swimming clubs and the resources available to improve the delivery of aquatics in the Borough.

5.6.3 The Trust has continued to work on the concept of the Haslingden Lifestyle Centre which is now supported in Rossendale Borough Council's White Paper on Leisure provision.

## 6. APSE MEASURES

APSE is the National Bench Marking network which monitors how individual facilities perform in areas of efficiency, and quality and. It is pleasing to say that the Trust performed exceedingly well on efficiency, with 45 indicators in the top quartile and 63 in the top 50% of facilities in the Programme. This is out of a total of 75 measures.

The following facilities achieved a ranking within the top five facilities from seventy five participating Local Authorities and Trusts.

<u>Facility</u>	<u>No. P.Is. in Top 5</u>	<u>No. of P.Is. Assessed</u>
Haslingden Sports Centre	10	25
Haslingden Swimming Pool	1	25
Marl Pits Swimming Pool	0	25

APSE did not assess Ski Rossendale or Bacup Leisure Hall, as these facilities are not included within the APSE framework.

## 7. BALANCE SCORE CARD MEASURES

The Balanced Score Card represents the measures used by the Trust to maintain its change management process and monitor factors outside of financial measures. The score card is presented below.

## 8. CONCLUSION

8.1 Rossendale Leisure Trust have worked hard over the past year to improve the service it offers to the community of Rossendale. It has encountered a number of challenges which, with the assistance of its partners, and the hard work of its staff, the organisation has overcome. The overall picture for the Trust is of a company ambitious to fulfill the potential of Rossendale as a good place to live with good sport and cultural facilities.

## 9. RECOMMENDATIONS

9.1 That this report is noted.

## Rossendale Leisure Trust Performance Framework 2006

Customer Perspective	OUTPUTS	TARGET	2006	EVIDENCE
1	Customer Panels meet and report quarterly.	100%		Target met.
2	% of contracted staff engaged on motivation and training programmes.	60%		Set up via Restructure training in Sales, IT, Torex, First Aid, Ski Rossendale Training Program
3	Feasibility study for replacement of Haslingden Swimming Pool.	1 plan		Taken as Part of the PMP Strategic review of Leisure and the Business plan for the creation of Haslingden Lifestyles Centre
4	% growth in monthly membership per site.	65%		Totals achieved 587 members from 297 baseline April 2006
5	Number of approved grant applications supporting "whole sport plans".	4		Cricket, swimming development posts established
6	% income growth from new market segments.	5%		Gymnastics, freestyle ski, pampering evenings, trampoline and tubing
7	Effective database relating to sport, health and art.	Yes		Data Base established Sports, Arts and Swimming Audits completed.
8	Quarterly monitoring of effective database by age, activity, gender and ethnicity.	Yes		Technical issues exist on the monitoring of data via all listed criteria through swipe card system
9	Number of added value promotions introduced per quarter.	4		Freestyle camps, pamper evenings, gold membership, tubing parties.
10	Attrition rate compared to industry average in health and fitness market.	Yes		Attrition rate fell sharply from 108% ub April to 52% in December. Present monthly attrition 4.6%
11	% growth in hospitality revenues.	5%		Ski Rossendale restaurant.
12	% Increase in revenue sales.	5%		Revenue sales growth.
13	Assessment of partnership satisfaction levels.	80%		Assessment not carried out.
14	Number of strategic initiatives driven by Sports Alliance.	6		Lancashire Youth Games, Sports Awards, Sports Strategy, SPAA Pilot, Action plan for Young Volunteer program. Swimming Forum ,
15	Number of strategic initiatives driven by Arts Alliance	4		K Festival.Arts Audit, Newsletter, Engagement of 30 arts deliverers
16	Number of partnerships active across the Trust.	12		Freestyle camps, Gym Mark, ASA, Aqua Mark, Tiggers, Sports Awards, Zurich Health and Safety, Manchester Metropolitan University PCT, SPAA, Arts Alliance, LCDL, LSP.
17	Number of grant funded intervention projects successfully delivering partnership objectives.	4		Pathways to Work, G.P. Referral, Cricket Forum, K. Festival

## Rossendale Leisure Trust Performance Framework 2006

Financial Perspective		OUTPUTS	TARGET	2006
1	Monitor income growth against baseline budget monthly.		100%	Reports to Senior Managers, Board of Trustees
2	Monitor expenditure bottom line performance monthly.		100%	Reports to Senior Managers, Board of Trustees
3	Increase in weekly attendance over previous year.		1%	overall increase in attendance for the organisation was 54,000 visits
4	Business Plan for Health and Fitness Suite, Haslingden Sports Centre.		1 plan	Revised Plan delivered.
5	Business Plan All Multi-Purpose Astrotrurf Pitch.		1 plan	Business plan for multi games area delivered as part of Grant application process
6	Business Plan Ski Rossendale.		1 plan	Plan delivered for operational managemnt
7	Establish financial reserves of £25,000 by March 31st 2007.		£25,000	Budget delivered 2006 surplus insufficient to build reserves.
8	Establish financial reserves of £75,000 by March 31st 2008.		£75,000	Budget delivered 2006 surplus insufficient to build reserves.
9	Monthly Profit and Loss statement on target for each month of this plan.		Yes	Delivered to Board and Finance Sub-Group.
10	£100,000 of assets by 31st March, 2008.		£100,000	Fitness Facility equipment, ski matting, sports equipment.
11	Level of funding received to date.		Yes	Adrenaline Gateway, Barclays Spaces for Sport, Cricket Forum, K. Festival, Awards for All
12	Number of successful grant awards made.		6	Awards achieved, but of low value to strategic development of Trust.
13	Number of grant projects in development.		2	Adrenaline Gateway, BAND project for Bacup Leisure Hall.

Rossendale Leisure Trust  
Performance Framework 2006

Learning and Growth				
	OUTPUTS	TARGET	2006	
1	Number of strategic partners actively involved in the delivery of new projects monitored quarterly.	6		Snowsports England, Lancashire Sport, LCDL, Blackpool Tiggers, ASA, Lancashire County Council.
2	The establishment of a purpose built Health and Fitness Centre at Haslingden Sports Centre by September 30th 2006.			Delayed due to RBC Strategic Review of Leisure.
3	The provision of a Multi-Purpose Astroturf facility at Haslingden Sports Centre by March 30th 2006			Project Group set up, funding applied for.
4	Refurbish main slope of Ski Rossendale by end of May 2006.			40 mats installed Spring 2006.
5	Complete skills audit by June 30th 2006.			Audit completed June 06
6	Establish customer feedback mechanisms and monitor responses monthly.	Yes		In place but not monitored monthly, will be by April 07
7	Produce and display customer panel minutes quarterly.	Yes		All displayed at each facility.
8	Set up customer research programmes linked to innovation programmes quarterly.	Yes		Tied in with SPAA, Sports Strategy, Swimming Strategy.

## Rossendale Leisure Trust Performance Framework 2006

Internal Processes	OUTPUTS	TARGET	2006	
1	Registration for Quest Quality Award by September, 2006.	Yes		Due to turnover of Staff delayed implementation to 2007 currently registered and completed self assessment
2	Review of measured assessment criteria by month.	Yes		Performance frameworks in place at all facilities
3	Roll out of internal quality system by April 1st 2006.	Yes		All processes linking back to QUEST quality format pools under Aqua Mark
4	Level of Quest award achieved at 70% in 2006-2007.	Yes		Deferred due ot Staff turnover self assessment 66%
5	All Trust facilities and teams capable of e-based communications by June, 2006.	Yes		Torex in place linking all sites and teams
6	Meeting schedules reported via Senior Management Teams, monthly. Minutes of meetings circulated to staff.	Yes		delivered through facility teams minuted and filed
7	Establishment of effective web site by December 31st 2006.	Yes		still have procurement issues on line across transactions
8	Number of services available on line, compared to the total assessed as suitable for on-line use.	Yes		information relating to services on line
9	Establish database driven via membership by June 2006.	Yes		Yes hoisted through Torex Management information System
10	Establish core database by target segment by June 2006.	Yes		Segments across Passport to Leisure, GP referral, Gym Membership, Demographic user profiles, usage tyle
12	Completion of Corporate Policy Review by March 31st 2006.	Yes		Complete review required for QUEST project on going as part of continuous improvement
16	Complete organisational review by June 2006.	Yes		Review Completed restructure completed Sept 06



## Rossendale Leisure Trust Performance Framework 2006

RBC Core Indicators		OUTPUTS	TARGET	2006
1	Monitor income from all activities and produce monthly trading statements.	Yes		Trading statements provided monthly
2	Monitor expenditure from all activities and produce monthly trading statements.	Yes		Trading Statements produced Monthly
3	Produce efficiency ratios to calculate net subsidy per user, operational recovery rate.	Yes		APSE measures provide Ratios
4	Benchmark performance against top performing Trusts.	Yes		APSE Provides Benchmarking Guidance
5	Rossendale Leisure Trust will be amongst top performing Trusts by end 31s March 2007.	Yes		Quantitive Measure Place RL1 in top 50% performing facilities for efficiency with 11 indicators top 5 facilities from 75 Authorities in APSE
6	Monitor usage of energy, including gas, water and electricity and examine areas where efficiencies can be made without affecting service delivery.	Yes		Energy monitored monthly, Energy Strategy in development
7	Monitor sickness and manage sickness absence, our aim is to improve upon the average for Lancashire Districts.	5%		Sickness reported to board Monthly 2006 average 9.95 inclusive of long term sickness