



**PERFORMANCE OVERVIEW & SCRUTINY – LEISURE  
HIGHLIGHT REPORTS**

Project	Rossendale Leisure Trust	Status	Red / Amber / Green
<b>Project Sponsor</b>	Acting Chief Executive – Martin Kay		
<b>Project Manager</b>			
<b>Period of report</b>	1 <sup>ST</sup> January 2010 – 15 <sup>th</sup> May 2010		
<b>Background</b>	Progress report for the Overview & Scrutiny Committee		
<b>Action/progress this period</b>	<p><b><u>Rossendale Leisure Trust Board</u></b></p> <p>Following the Review of Leisure the Rossendale Leisure Trust Board has engaged in the overarching work of recruiting new Board Members to fill three vacancies. A press article and advertisement will go live mid to late May; the skills gaps identified are legal, marketing and education or health. The Board has also welcomed Fiona Meechan (Director of Customers and Communities) as the Borough Council representative.</p> <p>The Chair of the Board of Trustees and the Acting Chief Executive have been working closely with the Borough Council Senior Officers surrounding the three year funding agreement, key performance indicators and the reporting procedures for the overview and scrutiny committee. The Board of Trustees have also agreed to move the Trust's financial year end back in line with the Local Government arrangements subject to agreement with the FSA.</p> <p>The Acting Chief Executives work has centred upon moving the Trust forward into the new agreement with the Borough Council and working hard to ensure that the Trust' work is seen by all stakeholders in Rossendale and when necessary, beyond. An examination of the Trusts Articles has been undertaken plus work around the role of company secretary and working practices.</p>		

	<p>The Acting Chief Executive has also supported the Borough with its identification for the Project Management Team and Quantity Surveyor with respect to the capital investment programme.</p> <p>A 'root and branch' evaluation of pricing policy has been undertaken with a view to the new facilities coming on line in 2012. A new booking form has been released incorporating all facilities and appears to be well received. It is vital that when we move into 2012 prices at both wet and dry sites are in line and cross selling and marketing is accepted as the normality.</p> <p>A training programme is being implemented across both pools and Haslingden sports centre; staff are being given the opportunity to 'skill up' to learn about each others facility management and the way in which the facility operates at all levels. Two senior members of staff are to change employment rolls for a period of three months from May 2010, to shadow the staff within the relevant centres and to offer their thoughts to both the Senior Management Team and facility management. This role change will empower staff within the change management process; help the sharing of knowledge to be disseminated through the relevant teams, ensure that the training programme being undertaken is appropriate to the needs of the facilities and staff moving forward and to guarantee that the Trust is well prepared for the new facilities coming on line from 2012.</p> <p>A new Rossendale Leisure Trust website is to be launched in June 2010. The Acting Chief Executive is very aware that the existing Trust Website is difficult to load for staff and difficult to engage for customers. The new website is being engineered by a Haslingden based company and will be similar in style to the new Ski Rossendale website. The Trust Senior Management Team is looking to include much more useable information, online booking system and more inclusive community pages.</p> <p>The Trust continues to support the Local Strategic Partnership where possible, primarily around the Culture Board and the work being conducted in the production of the Culture Strategy for Rossendale. If the Trust is to continue as vibrantly and as visible as it has been over the past three years across the Partnership then a slightly different way of working needs to be adopted. The Acting Chief Executive is actively looking at that different way of working and will report back to the Local Strategic Partnership and Board of Trustees in due course.</p> <p>The Board of Trustees and Senior Management Team are looking to support staff as much as possible through the transition period coming out of review and through to the opening of new facilities. Whilst these are exciting times, there are staff concerns and the Acting Chief Executive is using the vehicles of Staff Council, notice board memos, duty managers meetings and personal letters as communication with all Trust personnel.</p>
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The Acting Chief Executive is to sponsor the work of the Trust towards accreditation scheme Equity Framework for Sport. Work on the accreditation had commenced just before the review of Leisure it was suspended whilst the review was undertaken. This process will take approximately twelve months to achieve to foundation status but is viewed as an important developmental process and reward for the Leisure Trust services being diligently delivered. A report will be presented to the next Leisure Trust Board Meeting and subsequently the next Overview and Scrutiny Meeting.

### **Haslingden Sports Centre**

The Sports Centre continues to trade strongly with direct debit memberships now standing at 1450 and membership of the Feel Good Factory standing at 125.

A relocation of spinning bikes has taken place and new equipment purchased for the gym to optimise available space.

The Feel Good Factory opened in October 2009 with the refurbishment of the bar lounge area costing £10k. In partnership with Alliance Leisure the Trust agreed to a service level agreement, this Trust is receiving the first £2k of income and the rest split 50/50 with Alliance Leisure as joint profit sharing. The first marketing campaign in October 2009 delivered thirty seven thousand leaflets across Rossendale and neighbouring towns with a further campaign in January 2010 delivering a further thirty seven thousand. These campaigns have been heavily subsidised by Alliance Leisure.

The Feel Good membership stands at 125 in April 2010 and attracting a new market into the sports centre.

The Assistant Manager of Haslingden Sports Centre (Nicola Rawlinson) is transferring roles with the Assistant Manager (Pauline Harker) at Marl Pits Swimming Pool. This is seen as a very important training process as both Haslingden and Marl Pits will become 'wet and dry' sites during 2010. Transferable skills across both sites will offer opportunities to staff whilst ensuring commonality of good practice across both flagship facilities.

Haslingden Sports Centre achieved Quest Accreditation in late 2009 and was awarded 82% increasing from 72% status in 2007.

The Annual Football Tournament is to take place on July 3<sup>rd</sup> and 4<sup>th</sup> and competing teams expected from all over the North West.

New 'wobble boards' have been installed at both Haslingden Swimming Pool and Haslingden Sports Centre in an attempt to increase income, early signs are that they are producing good results which should be made available during the month of June.

### **Rossendale Leisure Trust Lifestyle Team**

The Trust Lifestyle Team continues to deliver against all areas of the Trust Delivery Plans. The Club Development Officer continues to support clubs at grass roots level with a total of 11 clubs now reaching Club Mark status; the two new accredited clubs being Rossendale Rugby Club and Rossendale Golf Club. The team have delivered a festival of sport at Haslingden Sports Centre, a school club link night in conjunction with the Schools Sport Coordinator network at Bacup Leisure Hall plus the ongoing in schools coaching programme and the facilitation of minimum operating courses. The car park cricket in conjunction with Tesco's supermarket was very successful attracting over 50 young women and girls and made media coverage at the Lancashire Cricket Board and English Cricket Boards respectively.

The Trust Lifestyles Team continues to support the SPAA, Football Forum, Swimming Forum and Cricket Forum on a regular meeting basis and continues to work closely with the Children's Trust and Borough Council with respect to summer fun calendar of events.

The Sport Unlimited programme continues to hit high targets of retention and spring programme achieved a total of 88% of young people attending eight of the ten sessions delivered against a programme of sixteen sports. Lancashire County Sports Partnership has requested some case studies from the team to pass across to Sport England National Office.

The summer activities are well planned and will be delivered at venues across Rossendale and including all Trust sites. The Lifestyle Team is also to launch the 'Sit To Get Fit' programme during June and plans are in place to deliver a festival of sport on Marl Pits during the summer.

During December, the Trust learned very suddenly that the Lancashire Cricket Board were to 'call in' the service level agreement held against the support for the community cricket coach for Rossendale, Burnley and Wigan as they realigned funding elsewhere. The Trust and schools sport partnership are working hard together to identify resources to fill the shortfall ensuring that Rossendale continues its very successful cricket development programme.

Work has commenced on the Rossendale 2010 Sports Awards linking the sporting infrastructure of Rossendale into the Pan Lancashire network and through to the National Stage if successful. The Lifestyles Team are also in discussion with the Borough Council Communities Team ensuring that the Pride Awards and Sports Awards are supporting each other.

The Health coordinators continue to deliver to a high level with the annual report back to the Primary Care Trust revealing 600

people through the GP Referral Scheme, the Cardiac Rehabilitation Scheme and the weight management scheme. The schemes are delivered in accordance to the NHS Quality Assurance Framework and offer quality service on the doorstep; headliners on the report show;

1. An increase in overall numbers since 2008 / 2009
2. The percentage of men referred has increased again but still remains significantly lower than women.
3. That the main group for referrals has been the 'white' population. Whilst efforts have been made to connect with minority groups and the scheme operating out of all Rossendale surgeries the take up from minority groups is very low. Work will continue to 'connect' with minority groups.
4. Overall, the take up rate of the service show that the rate has improved significantly since 2005 largely due to the range of sites and activities now on offer, increased knowledge of staff with respect to the issues surrounding certain clients groups or with the success of marketing campaigns, both via hard copy, social marketing and GP practice visits.

The Active Spaces walking project for Rossendale has been introduced via Pennine Groundwork. The Trust and Groundwork are collaborating and supporting each other ensuring that there is pass over from the GP Referral walks and some support from the lifestyles coordinators towards the project.

### **Bacup Leisure Hall**

The Leisure Trust is continuing to support the Leisure Hall and activities as best as possible through the ongoing options appraisal. Events have tailed off significantly from the period March 1<sup>st</sup> 2010 and most events in the diary are now either internal Trust events, indoor bowling, dog shows or small community events. Bookings are still being taken with the caveat being issued that the hall is under an options appraisal until early June where the future will become much clearer.

The Senior Management Team are supporting staff closely through this difficult period, the leisure hall staff continue to work as diligently and as professionally as possible and are thanked for their continued support.

Sport Unlimited is stimulating the Dance, Drama and Cheerleading at afterschool times through the spring with Rossendale Dance and Drama providing the exit route for participants.

The lifestyle coordinators are still encouraging classes and particularly around low impact physical activity events, education classes and signposting.

## **Swimming Pools**

The Trust personnel at both swimming pools continue to support each other with Haslingden staff completely renovating the health suite with newly painted walls, new lockers and a repaired sauna box. This has given the health suite a much improved aesthetic feel and reenergised the sauna box. Staff at Marl Pits have also given the training room uplift and again this has given a new freshness to the room.

The Amateur Swimming Association is to bring the North West PADLE meeting in late May and the swimming pool manager and receptionist continue to support the Swimming Forum on a monthly basis. Leisure Trust staff also continue to support the pool review panel.

Work has also started with the Rossendale schools as we again look to align toward the new facilities in readiness for 2012 with the swimming pool manager writing to all schools with reference to the length of teaching lessons, time of lessons and transport issues and solutions. It is very early into this piece of work but this important communication makes up part of the Trusts communication pattern with its end users.

The Amateur Swimming Association New Teaching Plan is now fully operational with all bar one Rossendale school engaged in school swimming lessons.

Family sessions have been introduced on a Saturday afternoon at Haslingden linking parents to the health suit and swimming pool and both pools are continuing to offer sessions under the GP Referral Scheme

The Rossendale Swimathon was held at Haslingden Pool during April, an event that the Lancashire Evening Telegraph covered and new Hawaiian Pools Discos are being delivered from late May. Schools Swim Galas are taking place throughout the early part of July.

During the Easter Holidays, Kayaking proved a huge success at Marl Pits with the course selling out. School Top Ups have now commenced; these are courses aimed at any child who has not achieved Key Stage 2 Swimming Level by year 6.

Sunday June 6<sup>th</sup> sees the Annual Rossendale Triathlon taking place. Training sessions are underway in the Marl Pits Pool every Tuesday and the Trust is identifying marshals and volunteers for the event.

## **Ski Rossendale**

Winter marketing campaign and new website together with the winter Olympics has ensured a strong start to the year, the new

	<p>website including new marketing techniques and hooks to entice people onto the slope. The new Ski Rossendale website is attracting hits from all around the globe with one week during January realising site hits from 37 different countries.</p> <p>Ski Rossendale will again play host to the Celtic Cup in late May, this will see upwards of 500 attending the slope for a weekend of racing. It will also play host to the summer race league that commences in June. Both these events ensure that we ensure high profile Nationwide.</p> <p>New engagement with Snow Sports England Development Officer Jan Doyle has seen the slope being recognised in national press releases and the partnership is realising some training courses on site for Trust employees.</p> <p>Trust staff have carried out a renovation of the ski lodge turning it into an alpine landscape complete with snow machine and lights. The parties continue to generate good awareness to the slope and in conjunction with the tubing sessions engage with a new market for the Trust.</p> <p>The Trust continues to work through the expressions of interest with the Borough Council in its quest to find investment for the slope and the Acting Chief Executive has attended meetings on behalf of the Leisure Trust.</p>
<p><b>Action/progress anticipated next period</b></p>	<ol style="list-style-type: none"> <li>1. Continued work with the Borough Council toward refreshed Key Performance Indicators, Delivery Plans and reporting mechanisms to the Overview and Scrutiny Committee.</li> <li>2. Continued drive to push through the short term action plans</li> <li>3. Monitoring of financial gain against increased activity timetable.</li> <li>4. Continued drive to up skill staff at Haslingden Sports Centre, Haslingden Pool and Marl Pits Pool.</li> <li>5. Recommence the work towards the Equity Framework for Sport.</li> </ol>
<p><b>Project issues</b></p>	<ol style="list-style-type: none"> <li>1. Short term contracts / short revenue project funding.</li> <li>2. Staff morale at both Bacup Leisure Hall and Ski Rossendale.</li> <li>3. Potential shift in funding as commissioners look toward London 2012.</li> <li>4. Facility disruption through to 2012.</li> </ol>
<p><b>Red Risks</b></p>	

