

## 2010 – 11 Performance Indicators Rossendale Leisure Trust

### Vision:

- **Strong financial performance** against agreed business plan targets, including no reduction in income at the Ski Rossendale site prior to handover and no reduction in income at Haslingden and Marl Pits facilities whilst new facilities are being built.
- Delivery of **quality facilities** which are safe and fit for purpose.
- **Improved health outcomes** as a result of increased levels of physical activity and participation in leisure and culture activities, with a particular focus on males from the most deprived areas, due to their significantly shorter life expectancy compared to those in other areas, females in the Borough and people nationally.
- A consistent approach to delivering quality services for people in Rossendale, resulting in **improved customer satisfaction**

### Fundamental Principles

Outlined below are the fundamental principles of this plan. They link directly into the organisational values and mission statement and mirror those outlined within the '*Be Inspired*' North West Legacy Framework.

**Knowledge:** To continuously develop and maintain a knowledge network for sport, events and health and wellbeing in Rossendale which allows stakeholders to share information and produce evidence of impact assessments.

**Engagement:** To facilitate all stakeholders in Rossendale to work together to deliver shared outcomes and develop methods to coordinate development policy, strategic delivery and resource procurement.

**Sustainable Development:** To make the best use of all resources in the Rossendale Valley. To increase participation in sport, events, physical activity and health and wellbeing. To ensure sustainable development of the community involving economic growth, environmental protection, social inclusion and community cohesion.

**Measurement, Monitoring and Assessment:** To make sure that Performance Management drives the continuous improvement strategy of the organisation, where measurement, monitoring and assessment influences future strategic development and inform future evidence base decision making.

**Social Inclusion:** To promote social inclusion through targeted intervention across socially excluded residents of the Rossendale Valley, developing partnerships and working with a range of partnership agencies to remove barriers to participation through shared resources, cohesive planning and project work.

**Community Cohesion:** To actively promote the use of sports, events, physical activity and health and wellbeing as tools to facilitate solutions to community cohesion issues. Ensuring, wherever possible, that long term benefits of activity within the areas of the Trust's work, providing an on-going legacy and future opportunities to the communities involved.

**Children and Young People:** We will listen and consult with parents, children and young people in designing, planning and developing our services. We will promote children and young people's health and well being.

**Key Measures:**

<b>Service Area</b>	<b>Indicator</b>	<b>Target</b>	<b>Frequency of reporting</b>	<b>Reporting to</b>	<b>Method of audit</b>
Operations	Recommendations for improved governance and operation from the 2009 Leisure Review report are implemented.	January 2012	Quarterly	Trust Board. Overview & Scrutiny.	N/A
Finance	Services are delivered within agreed budgets.	No overspend.	Monthly	Trust Board. Overview & Scrutiny.	Monthly Financial accounts.
Facilities	Facilities are maintained to a safe and useable standard within agreed budgets.	No failure of equipment. Health and Safety maintained	Quarterly	Trust Board. Overview & Scrutiny.	Monthly Health and Safety report.
Health – SCS Outcome 3: By 2018 Rossendale will have one of the most physically active communities in the UK	Number of people who participate in 30 mins of moderate physical activity three times a week.  *Links to RBC Corporate Priority of Encouraging healthy and respectful communities – Outcome 5.2 – Increased physical activity: Working in partnership deliver targeted and innovative programmes aimed at increasing participation in sport.  **NI18 – Increase the number of people who participate in 30 mins of moderate physical activity 3 times a week.	22.2% by 2012	Twice yearly – March and September	Trust Board, Overview & Scrutiny.	Active People survey.

Service Area	Indicator	Target	Frequency of reporting	Reporting to	Method of audit
	***Health and Wellbeing Strategy Aim 2				
Customer satisfaction	Percentage of adults satisfied with sport provision in their area  *Links to RBC Corporate Priority of Encouraging healthy and respectful communities.	58% by 2012	Annual	Trust Board and Overview and Scrutiny	Place Survey
Culture	Encouraging opportunities for engagement in the arts and culture **NI 11 – Engagement in the Arts	TBA	Annual	Trust Board, Overview and Scrutiny and LSP.	Active People

**Sub Measures:**

<b>Service Area</b>	<b>Indicator</b>	<b>Target</b>	<b>Frequency of reporting</b>	<b>Reporting to</b>	<b>Method of audit</b>
Health	GP referrals	400 per annum	Quarterly / Annual Report	Trust Board. Overview & Scrutiny	Clients booked through referral scheme.
	Weight management	289 per annum	Quarterly / Annual Report	Trust Board. Overview & Scrutiny	Clients booked through referral scheme.
	Cardiac rehab	30 per annum	Quarterly / Annual Report	Trust Board. Overview & Scrutiny	Clients booked through referral scheme.
Leisure	Number of visits by facility; Marl Pits Haslingden Swimming Pool Marl Pits Swimming Pool Ski Rossendale Alder Grange Whitworth	Monitor only	Quarterly / Annual Report	Trust Board. Overview & Scrutiny	RL Trust Management Reports

Service Area	Indicator	Target	Frequency of reporting	Reporting to	Method of audit
	Number of Active memberships in the core areas of; Direct debit: Passport to Active Living	1400 500	Quarterly / Annual Report	Trust Board. Overview & Scrutiny	RL Trust Management Reports
	Numbers of Active memberships in core areas of;  Feel good Factory Fitness sessions pay and play Passport to Active Living 1. Adults 2. Junior 3. Disabled 4. OAP	200 800  300 150 40 500	Monthly / quarterly	Trust Board & Overview and Scrutiny.	RL Trust Management Reports
	Armed forces Leisure Pass take up. 1. Number of visits by armed forces personnel 2. Number of visits by accompanying guests	Monitor only	Quarterly	Trust Board & Overview and Scrutiny.	Trust Management Reports
	Number of sports clubs receiving detailed support by Club Development Officer.  2. Total to receive NGB accreditation	25 total  15 NGB accreditation	Monthly/ quarterly	Trust Board / Sport England / Overview and Scrutiny	Sport England M&E CIF Reporting.

Service Area	Indicator	Target	Frequency of reporting	Reporting to	Method of audit
	Total participations in sports development programme, including demographic data 1. Female 2. Male 3. Over 45 4. Under 16 5. Disabled	Monitor	Monthly / quarterly	Trust Board and Overview & Scrutiny.	Trust Management Reports.
	Total participants new to sport 1. Female 2. Male 3. Over 45 4. Under 16 5. Disabled	Monitor	Quarterly / Annual Report	Trust Board Overview & Scrutiny.	Sport England M&E CIF Reporting.
	Volunteers involved in sporting clubs 1. Male 2. Female 3. Over 45 4. Disabled	Monitor	Quarterly / Annual Report	Trust Board and Overview and Scrutiny	Sport England M&E CIF Reporting.
	Coaches involved in sporting clubs 1. NGB Qualified	Monitor	Quarterly / Annual	Trust Board and	Sport England M&E CIF

Service Area	Indicator	Target	Frequency of reporting	Reporting to	Method of audit
	2. Female 3. Male		Report	Overview and Scrutiny	Reporting.
Culture	Indicators from the Culture Strategy will be included when this is completed in October 10.				
Quality services	Adoption of Customer Service Standards	Implement by Dec 2010	Quarterly	Trust Board. Overview and Scrutiny.	Mystery shopper / APSE
	Customer satisfaction survey – representative of all sites	Implement October 2010	Annual Survey	Trust Board. Overview and Scrutiny	Random sample / APSE
	Customer focus groups in place at all sites	Implement by July 2010	Monthly / quarterly	Trust Board. Overview and Scrutiny	APSE
	Policy audit	July 2010	Annual	Trust Board Overview & Scrutiny	HR Audit reporting to Board and Overview & Scrutiny.



Service Area	Indicator	Target	Frequency of reporting	Reporting to	Method of audit
	Review of governance and board including review of Good Practice.	Implement by November 2010	6 weekly	Trust Board Overview & scrutiny	Overview & Scrutiny.

*Reporting requirements*

- Monthly financial meetings with Head of Finance – monitoring against agreed income targets
- Client meetings in advance of reporting deadline for Performance Overview and Scrutiny with Communities Manager
- Report on targets and impact of the service at Performance Overview and Scrutin

## **Context**

### **Risk Management**

Rossendale Leisure Trust recognises that risk management is a crucial part of good management practice and an emerging risk management framework will be developed to assess the delivery of the corporate priorities and objectives.

For the purpose of this plan risk management will be divided into two areas;

1. Strategic Risk
2. Operational Risk

Within the context of this plan it is recognised that there are a number of high risk elements in regard to strategic development. However rather than being risk averse and not attempting the transformation of the cultural offer in Rossendale the key will be in relation to how these risks are being managed and how they are factored into the emerging strategies which deliver each of the strategic developments.

Operational risk management will be driven through the Health and Safety team already established across the facilities and community Lifestyles Team. They will ensure that effective and relevant risk management assessments are in place for all operational activities, including facility operations, events and festivals, staff and procedures.

Strategic risk management will be assessed through the Senior Management Team on a scheduled basis, and identified risks will be cascaded through the organisation to guide the preparation and delivery of Facility and Community Development Team service plans. The process will be directly linked to the performance management within the company. The Corporate Risk Management group will involve the General Manager, Resources Manager, Operations Manager and the Swimming Pool Manager.

A corporate risk register will be reviewed quarterly with all new projects completing a development risk assessment prior to second stage approval. This will involve the input of the Trust's Development Sub Group of the Board of Trustees.

## **Financial Framework**

Financial reporting will be carried out at Board Level on a monthly basis. The reporting system will involve a narrative report followed by:

1. Profit and Loss for the Trust and for individual business units
2. Balance sheet
3. Cash Flow
4. Actual Budget

Budgets formulated within this plan do not include grant funded projects unless these have been confirmed in writing.

The accountancy package used is Sage 50 which has been identified as adequate for the organisation in the medium term.

Direct debits, BACS payments and Payroll will be managed in-house throughout the timeframe of this plan.

Managers will be responsible for managing their own budgets through team ownership of financial decision making. This will entail full support of the financial information provided to the Senior Management Team. All teams will be sufficiently briefed on financial targets and expenditure budgets.

Agreement has been reached that financial reports will be discussed with Rossendale Borough Council's Senior Management Team on a monthly basis as part of the partnership meeting cycle.

It is imperative for the Trust's success that the ownership of financial matters is embedded throughout the organisation. This links directly into the performance and ownership issues within the Company and will be linked directly to senior managers own appraisal and performance success factors.

## **Performance Framework**

Rossendale Leisure Trust will adopt the framework identified through which to manage the performance and growth of the organisation; these will provide the core KPI's which are reported to the Board and Rossendale Borough Council as part of the monitoring process. This framework will be driven across the organisation through the creation of ownership and understanding within the employee base for the need to set achievable targets and tailor activity, to achieve both organisational and personal goals. It is vital that managers and staff understand the importance of Performance Management in establishing an organisation which is truly vibrant and successful.

Efficiency indicators will be benchmarked through APSE in order to assess benchmark levels. Indicators developed will ensure simplicity of data capture and automation, where possible, within the Trust's management information system.

Individual performance frameworks will be developed to feed into the corporate framework this will include:

1. Nine Corporate Measures
2. Three Rossendale Borough Council KPI's
3. Newly developed Balance Score Card
  - a. Five Financial Measures
  - b. Five Business Performance Measures
  - c. Five Service Improvement Measures
  - d. Five Our People Measures

Each Manager will agree a personal performance framework for each member of staff from Duty Managers and above who will work to a framework, which supports the delivery of the service plan. These will be monitored and submitted monthly to the General Manager.

Objectives for each area of activity have been kept purposefully limited in order to link priorities and limited the number of KPI's to be collected.

**Performance Framework**

RLT Priority	RBC Priority Area	RLT Objective	KP1	KPI
Increasing activity	Corporate priority 5 SCS Outcome 3	Increase moderate Physical Activity 3 x 30 2% per annum	CP1	% growth in physical activity levels within Rossendale benchmarked through 'active people'.
Developing sustainable facilities and services	Corporate Priority 5	Deliver fit for purpose long term competitive infrastructure	CP2	Number of developments on line with project plans.
Partnership Development	Corporate Priority 5	Develop a sustainable club and partnership infrastructure.	CP3	% clubs / partners satisfied with the Leisure Trust performance.
Sustainable Growth	RBC Corporate Priority 6		CP4	
Effective communication	Corporate Priority 5	5% increase in awareness within the local community of health, economic, and quality of life and the benefits of sport and physical activity.	CP5	% increase in awareness within the local community of health, economic, and quality of life and the benefits of sport and physical activity.
Workforce Development	Corporate Priority 1	Deliver effective workforce development program.	CP6	% of contracted employees receiving effective training above 3 hours minimum.
Quality Accreditation	Corporate Priority 1	Achieve and maintain benchmarked quality award standards.	CP7	Quest / Aquamark accredited
Equity	Corporate Priority 1 & 5	Improve access opportunities to sport and physical activity within target groups.	CP8	Equity framework for sport accredited. % improvement in access opportunities offered as part of general programming.
Health & Well being	Corporate Priority 5 SCS Outcome 1, 2 & 3	Deliver programs with sustainable health benefits.	CP9	% increase in health related programs.
RBC BVPI 19a	Corporate Priority 1 & 5 RBC	Deliver fit for purpose long term competitive infrastructure.	BVPI 19a	% satisfied with sports and leisure facilities.

RBC BV3	Corporate Priority 1 & 5 RBC	Deliver fit for purpose long term competitive infrastructure.	BV3	& of citizens satisfied with the overall service provided.
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