

Appendix 4

Quarterly Reporting Rossendale Leisure Trust

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|------|------|---------|----------------------|
| Year | 2011 | Quarter | July - November 2011 |
|------|------|---------|----------------------|

Vision:

- **Strong financial performance** against agreed business plan targets.
- 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**

About Rossendale Leisure Trust

For any new members of the Overview and Scrutiny committee and for those unsure of the structure of our organisation it is important to note the Rossendale Leisure Trust is a not for profit Social Enterprise Company registered as an Independent Provident Society. In simple terms we promise that every penny we make will be invested back into our local communities to make them a better place to live.

The Trust was established in June 2004 and is seeking at all times to provide best value service in all areas of our Borough. We are especially focused in ensuring that the investment in facilities is maximised in income generation terms and ensuring that we promote our services to individuals of all ages and backgrounds ensuring an affordable leisure offer, this is reflected in our mission statement.

‘To provide and develop affordable and equitable activities to improve the health and wellbeing of our communities’

The Trust operates through a Board of Voluntary Trustees who have played a leading role in developing and ensuring that the Trust is a strong business organisation and that our Social Enterprise purpose is discharged effectively. The Trustees bring a vast range of experience and expertise with them that include competencies in: legal, financial, sport development, project planning, success in local and international business and political awareness.

The Trust operates a wide mix of sports and leisure services across Rossendale ranging from the ‘*state of the art*’ gym at Haslingden Sports Centre and the shortly to be commenced facilities at Marl Pits Sports Complex, to the Art Deco, 1936 Haslingden Swimming Pool, the Healthy Lifestyle Coordinators and the Sports Development Offer. The Trust operates on a socially inclusive approach to ensure equality of opportunity for all sectors of our local community and we openly value diversity in order that everyone may enjoy the benefits of participating in sports and physical activity.

The Trust recognises that moving forward that there should be a greater focus on identifying our brand strengths and that we must be accountable in our social trading performance areas by encouraging and inspiring our communities.

Rossendale Leisure Trust continues to implement the recommendations of the Knight Kavanagh & Page Leisure Review 2009 and continues to benchmark itself against other Trusts and Public Sector Leisure Services. The Trust continues to achieve national accreditation across the organisation.

The Trust is committed to work in harmony with Rossendale Borough Council and all other dedicated partners to achieve a long lasting legacy for the community of Rossendale. The Trust is grateful to its many dedicated partners and funders who share the Trusts priorities and have committed their time and resources in helping deliver them

Key Achievements' this quarter

- At the recent Annual General Meeting of the Board of Trustees of Rossendale Leisure Trust, Mr Norman Hauserman stepped down from the Board after seven years as its Chairman. Mr Roger Fulton was elected as the new Chairman with Mrs Yvette Cairns elected as Vice Chair. Mr Hausermans resignation leaves a vacancy at Board Level and the position will be advertised in due course.
- Rossendale Leisure Trust continues to trade strongly against the agreed budgets.
- The Trust has continued to prepare its delivery operation with respect to part one and two of the 2009 Leisure Review Document and the capital facility investment by Rossendale Borough Council. Key personnel have now undertaken training which will allow the Trust to successfully deliver against the Marl Pits business plan for 2013 and beyond. Key areas include;
 - a) A skills audit of all Trust employees to identify strengths and weaknesses in all the service delivery areas;
 - b) Re training and refocusing of staff performance frameworks where necessary based on the above findings.
 - c) Recruitment of a football activator (under the apprentices scheme) with support from Lancashire Football Association with a view to strengthening the football delivery and development that will link the football forum, clubs and facilities allowing the Trust to support a football delivery strategy, support the women and girls football offer and to sweat out the income from the new five a side football facility.
 - d) Retraining of Lifestyle personnel to allow them to deliver activity classes and sessions in the facilities of both Haslingden and Marl Pits.
 - e) Recruitment of an experienced leisure centre manager to take the vacant role at Haslingden Sports Centre. The new manager has both public and private experience and has joined the Trust from DC Leisure in Rotherham.
 - f) Successful delivery of Rossendale Sports Awards.
 - g) The Trust continues to work closely with *Life Fitness* and user groups ensuring that the new gym facility at Marl Pits will be state of the art and fully inclusive under the Inclusive Fitness Initiative. It is hoped that the new equipment and the equipment at Haslingden Sports Centre will be linked to a self monitor wellness system allowing all users to monitor and develop their activity and programmes using social media and bespoke office software.
 - h) Under the Trust internal restructure the Senior Management Team is refocusing upon grant applications. Ken Masser has joined the Trust from KPMG and will support the drive to re engage with all grant possibilities whilst helping to support the General Manager on potential facility improvements, business improvement and the drive towards new innovation and new income streams.

- i) Marketing and Promotion to both internal and external audiences has been lifted in accordance with the current business plan. The Trust accepts that to plan for the opening of new facilities in the summer of 2012 and to plan for the major events such as the 2012 Olympics and its legacy. Together with internal and Borough events, a clear delivery strategy needs to be supported by good traditional media outlets and to embrace the new social media. A new promotional drive and strategic communications plan is being produced. This plan will ensure joint communications, particularly with the Borough Council and dedicated partners are undertaken, for the purpose of completeness the plan includes; printed marketing material, a more personalised website, use of social media including facebook and twitter; text messaging and retention management communications together the use of local radio and written media outlets.
- j) The Trust continues to connect with identified forums at Regional level with other Trusts and Local Authorities in the continued search in the continued search for best practice, innovation and accreditation.
- k) The Trust is to engage with the Neighbourhood Forums more fully going forward.
- l) The new facility build has a slight delay in its commencements due to necessary utility diversionary work. The Trust continues to work closely as part of the project team whilst final arrangements are being developed.
- m) The Trust is working hard to refresh its current business plan for 2013 and beyond.
- n) The Trust is in the process of producing new marketing plans for Alder Grange and Whitworth dual use leisure facilities.

Haslingden and Marl Pits Swimming Pools

- Footfall for general swimming and the health suite at Haslingden has shown a significant dip through September and October. The Trust has attempted to make clear that the pool is still open for business following the Full Council decision surrounding the new pool build, and new sessions and activities will continue as normal. This downward trend follows similar tendencies surrounding Marl Pits in 2008/2009 when negative press coverage resulted in a dip in footfall also. The increased Trust sales, marketing and public relations drive is two fold 1. To prepare for new investment and protection of existing business lines and 2. To readdress some of the negative reporting and to lift the pool numbers to what has been consistently achieved over the past five years.
- The Trust will continue to work closely with the Borough to identify ongoing maintenance issues and agree a maintenance schedule with respect to Haslingden Swimming Pool.
- Marl Pits is delivering its most successful year with regards to footfall and income since the creation of the Leisure Trust.
- The Summer Holiday Programme saw the pools working alongside the Lifestyle Team to offer a varied programme of fun activities including water polo, an inflatable obstacle course and mats & ball fun sessions throughout the 6 weeks. As part of the course monitoring the Lifestyles Team recorded 186 swims and at Marl Pits there were 60 swims.
- The pool disco at Haslingden held a Hawaiian theme and had 29 children attending.
- Marl Pits Pool saw 2,269 child and infant general swims during the holiday period and Haslingden Pool saw 1,021.

- Teenage Activities on offer during the holiday period included Teenage Girls Sauna at Haslingden and the latest craze, Aqua Zumba was introduced at Marl Pits, the Trust are trying to promote these activities as family activities.
- Fun Sessions were held throughout the holidays with a special offer price of 50p every Monday, intensive Swimming Lesson Courses for beginners are proving popular at Haslingden.
- The requests for 1 to 1 Swimming Lessons is increasing and these are now being offered at both pools throughout the year. These lessons help children gain confidence so that they can then progress to joining in group lessons.
- The new Water Polo sessions have now started and interestingly the adult sessions proving more popular than the juniors. The Kayaking have once again proved to be extremely popular and courses were booked up well in advance for throughout the summer.
- Working in conjunction with the national promotion currently being run by the Amateur Swimming Association and British Gas, the pools introduced the Big Splash scheme which encourages people to swim for 30 minutes or more and rewards them with 2 free swims when they have filled up their 10 session attendance card.
- A new Swim Fit scheme has been introduced, which enables people to sign up to a pool based workout programme with categories for Health, Shape Up and Tone, Fitness and Competitive Swimming, with a qualified swimming teacher/coach on hand to give advice, this has been released as part of the joint Trust marketing plan directly targeting gym members who may not take up the offer to swim. This scheme could be extended to be used as a conditioning programme for aspiring elite athletes should demand require.
- Two members of the pools staff completed their ASA level 2 Swimming Teacher qualifications and 5 members of staff undertook a Defibrillator course, it is nice to report a 100% pass rate. As part of the continuing cross fertilisation of Trust staff a member of the pool staff is attending a level 1 gym instructor course.
- The Royal Lifesaving Society carried out an inspection of both pools during week commencing 1st August, and determined that both pools are still appropriate to continue holding NPLQ staff training and lifeguard courses. The new display plaques will be on display in both pools within four weeks.

Haslingden Sports Centre

- The Trust has engaged the services of Mr Paul Gardner to fill the vacancy of facility manager at Haslingden Sports Centre. Paul comes into the Trust with experience of managing both wet and dry facilities and within both public sector and private sector delivery.
- The Trust gym membership trades strongly at circa 1475 memberships and is above the benchmarked national average for a facility of its size and above the national average figures for members per piece of equipment.

- The Trust is working with both the Borough Council and Life Fitness with a view to some new equipment installations in early 2012 in order to protect Haslingden Sports Centre income streams and to ensure that the Trust continues to provide private sector quality at an affordable membership cost.
- The Trust will continue to look for new cost effective innovations to support Haslingden Sports Centre through 2012 and beyond. New classes such as Kettle Drums and Zumba continue to be successful, a lifestyle team member has been up skilled and transferred into centre to add new freshness and reduce casual labour overheads. By expanding the aerobics class programme and reemphasising the fact that we offer good quality, value for money fitness activities, we have kept our membership and retention figures high.
- Gym staff are in the process of completing their personal trainer courses which will be offered to members as a membership benefit. Customer care training and other operation training identified through the skills audit is also being completed.
- The centre prepares for it QUEST re accreditation taking place in November 2011. Staff at all levels have been preparing for the re accreditation. QUEST accreditation has changed dramatically over the past nine months but its underpinning principles of examining whether the facility is safe and effective whilst offering value for money remains the same. Haslingden Sports Centre will be one of the first inspections under the new guidelines.
- Rossendale Leisure Trust Annual Football Tournament saw over 200 teams from all over the North West competing at Haslingden Sports Centre in July. The competition was again seen as a huge success and has now established itself as one of the major footballing events to be held annually in the North of England
- New and improved training has been introduced for the feel good factory staff, it is hoped that this training will offer a new stimulus to staff that remain driven and show empathy with the women's only gym.
- The Trust is preparing an internal facility investment plan with respect to maintenance now that the capital investment plan has changed. Décor and remedial work that would have been picked up through the new build now requires added budget.
- Rossendale Leisure Trust continues to look to expand its range of activities and diversify our programming and over the next 12 months we are looking at introducing junior netball, free running, freestyle football, line dancing as well as keeping up to speed with any latest fitness craze and fads. All the activities are making up the new winter activity programme.

Sales marketing and PR

- A concise short and medium term action plan has been developed with a view to lifting the profile of the Trust and its activities within the local community, Elected Members and Borough Council Officers and surrounding areas. Responsibility for this continued drive lies with the internal marketing group with includes staff representatives from all areas of delivery. This plan contains the elements of;
 - √ Extended column inches in local written media.
 - √ Better connection with local radio
 - √ A more personalised and interactive website, developing the success already achieved.
 - √ A more visual Leisure Trust across the valley via promotions and visits.
 - √ A driven and consistent corporate identity development plan.
 - √ Better promotion of the successes for the Trust, within facilities, and community outreach work.
 - √ Via Health champions and sporting ambassadors.
 - √ Better signage around and within the facilities – working with the Borough Council to maximise exposure for both organisations.
 - √ Joint promotions using Borough, Regional and National events.
 - √ Better use of available market segmentation tool available.
 - √ Better connection with social media websites including facebook and twitter.
 - √ More intensive and personalised use of the retention management systems.

Red Risks identified
(Are there any risks or issues to highlight that have a significant impact on delivery)

- That confidence is kept within the Business Plans going forward, particularly with respect to the facility investment.
- That innovation and new business lines are created at Haslingden Sports Centre to ensure the continued growth of market share and revenues.
- That an agreed maintenance plan is produced for all three sites.
- That the staffing levels and skill sets now reflects the requirements for a three site operation from summer / autumn 2012.
- That the Marketing and PR campaigns keep the Leisure Trust activities within the considerations of the local community and commissioners.
- To ensure that Rossendale Leisure Trust remains commission ready for any potential commissioned opportunity.

Action being taken to mitigate risk/s

- Continually reviewed strategic planning and programming for the capital investment.
- The continued search for innovation and new income lines including secondary spend at facilities albeit with restricted space available for the secondary spend areas.
- Facility improvement plans to be refreshed.
- Ongoing staff and skills audit.
- That the produced marketing and PR is recorded and reproduced in the most effective and targeted positioning. That the produced data and gathered intelligence is used in the appropriate manner and to its maximum effect.
- To ensure that all service areas remain fully trained and up to date with operating procedures, ensuring that the Trust operates within agreed budgets and that the business plans for all service area continue to develop and stay focused.

Performance Indicators:

| Service Area | Indicator | Target | Achieved this quarter | Achieved to date | Update on progress | Red/ /Amber Green |
|--------------|-------------------|---------------|-----------------------|------------------|---|-------------------------|
| Health | GP referrals | 400 per annum | 115 | 224 | Referrals and completions continue to provide an area of good practice for the Trust. It is hoped that a number of health champions will be identified to help highlight the good work taking place in this service area. | |
| | Weight management | 289 per annum | 76 | 145 | Referral numbers are still growing but evidence shows that the referrals for the pure GP referral scheme and weight management schemes are still being cross referred. | |
| | Cardiac rehab | 30 per annum | 18 | 36 | Closure of Rossendale General Hospital had an impact on referrals whilst the referral review was undertaken. The new referral system is still in its infancy and still has some problem areas but the numbers of cardiac referral has increased through the second half of the reporting cycle. | |

| Service Area | Indicator | Target | Achieved this quarter | Achieved to date | Update on progress | Red/ /Amber Green |
|--------------|--|--------------|-----------------------|------------------|---|-------------------|
| | | | | | | |
| | Number of visits by facility; | | | | Progress report complete until the 30 th of September 2011. There are variable which could point to numbers not being accounted for in times when the internet has dropped and front of house management systems not quite detailing deep enough when electronic gates fail. | Monitor only |
| | Haslingden Sports Centre | | 13.609 | 76.769 | | |
| | Haslingden Swimming Pool | Monitor only | 6.394 | 39.558 | | |
| | Marl Pits Swimming Pool | | 11.251 | 76.769 | | |
| Leisure | Number of Active memberships in the core areas of; | | | | Membership levels at 30th September 2011 across the Trust. | |
| | Direct debit: | 1400 | 21 | 1477 | | |
| | Passport to Active Living | 500 | 56 | 1215 | | |
| | Numbers of Active memberships in core areas of; | | | | Membership levels at 30th September 2011 across the Trust. | |
| | Feel good Factory | 200 | | | | |
| | Fitness sessions pay and play | 800 | 23 | 942 | | |
| | Passport to Active Living | | | | | |
| | 1. Adults | 300 | 41 | 333 | | |
| | 2. Junior | 150 | 26 | 209 | | |
| | 3. Disabled | 40 | 4 | 44 | | |
| | 4. OAP | 500 | 22 | 629 | | |

| Service Area | Indicator | Target | Achieved this quarter | Achieved to date | Update on progress | Red/Amber Green |
|--------------|---|--|--|--|--|--|
| Leisure | Armed forces Leisure Pass take up. 1. Number of visits by armed forces personnel 2. Number of visits by accompanying guests | Monitor only | 322 0 | 599 0 | These are membership cards swiped via the front of house management system identifying usage across all sites. | Monitor only |
| | Number of sports clubs receiving detailed support by Club Development Officer. 2. Total to receive NGB accreditation | 25 total 15 NGB accreditation | 60 0 | 60 14 | | |
| Sport Dev' | Total participations in sports development programmes. 1. Female 2. Male 3. Over 45 4. Under 16 5. Disabled 6. new to sport | Monitor via the Sport England CIF | 30.275 39.917 17.313 39.125 609 8.818 | 30.275 39.917 17.313 39.125 609 8.818 | Data collated since May 2009 until September 30 th 2011. | Monitor only |
| | | Volunteers involved in sporting clubs 1. Male | Monitor via the Sport | 1.518 | 1.518 | Data collated since May 2009 until September 30 th 2011 |

| Service Area | Indicator | Target | Achieved this quarter | Achieved to date | Update on progress | Red/Amber Green |
|------------------|--|------------------------|---|---|--|-----------------|
| | 2. Female 3. Over 45 4. Disabled | England CIF | 1.191 1.132 41 | 1.191 1.132 41 | | only |
| | Coaches involved in sporting clubs 1. NGB Qualified 2. Female 3. Male | Monitor | 848 454 764 | 848 454 764 | Data collated since May 2009 until September 30 th 2011 | Monitor only |
| Quality services | Adoption of Customer Service Standards | Implement by Dec 2010 | Re accreditation of QUEST Nov 2011 | Ongoing | Customer service standards are already in place. Assessed externally by Quest and Aquamark on an annual basis. This year the Sports Centre was highly commended with 80% and the Pools received Premier status which is the highest status. | |
| | Customer satisfaction survey – representative of all sites | Implement October 2012 | Ongoing – delayed for 2011 whilst builds in process | Ongoing – delayed 2011 whilst builds in process | The Trust uses the APSE surveys which were completed in June 2011. To compare %'s the highest in the leisure service is 79.93%. The Trust's results are: - Haslingden Sports Centre = 73.22% Haslingden Swimming Pool = 71.01% Marl Pits Swimming Pool = 73.51% | |
| | Customer focus groups in place at all sites | Implement by July 2010 | Ongoing | Ongoing | Meetings are held quarterly at all sites and provide feedback from users and suggestions for improving the service. | |

28th October 2011

| Service Area | Indicator | Target | Achieved this quarter | Achieved to date | Update on progress | Red/ /Amber Green |
|--------------|--|---------------------|--------------------------------------|---|---|-------------------|
| | Policy audit refresh | July 2011 | Refreshed | On shared area | Completed | |
| | Review of governance and board including review of Good Practice an skill sets. Refresh 2011 | Implement July 2011 | Refreshed via AGM. One Board vacancy | Required skill set to be examined in Nov 2011 | One Board Member resigned at 2011 AGM therefore leaving a vacancy to be filled Nov / Dec 2011 | |