

Annual Service Delivery Plan  
Quarterly Monitoring Report  
1 November to 31 December 2013





## Annual Service Delivery Plan Outcomes and Targets – 1 November to 31 December 2013

- denotes a Council Agreed Service Outcome measure
- ◆ denotes a Trust Five Year Business Plan measure
- denotes a Trust Annual Service Delivery Plan measure

### PARTICIPATION

<b>KEY OUTCOME: Improved physical activity through greater participation at the leisure centres</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Improve customer retention through utilisation of TRP software and achieve 75% high risk interactions and 70% effective interaction targets	■ %age of Lifestyles customers at high risk of leaving who are encouraged to stay and do stay (KPI 833)	Group Operations Manager	Monthly	High Risk Interactions LLC – 79.1% AC – 86.4% Effective Interactions LLC – 68.9% AC – 69.8% Q3 incorporates December when historically effectiveness is reduced due to Xmas break in training patterns. Both sites above 70% effectiveness in Oct & Nov.
Increase overall DD/Annual membership totals by 5%	■ Direct debit/annual members across all categories	Group Business Manager/Group Operations Manager	Monthly	2013/14 figures to provide baseline. Under development – reporting to commence Q1 2014/15
Reduce attrition to below 3.5%	■ Attrition rates	Group Operations Manager	Monthly	LLC Q3 Average – 3.7%. Annual cumulative – 2.9% AC Q3 Average – 1.4%. Annual cumulative – 1.4%

<b>KEY OUTCOME: Improved access to coaching and talent development for sports</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Develop base attendance level indicators	■ Attendance at leisure centres	Group Business Manager	31 March 2014	2013/14 figures to provide baseline. Under development – reporting to commence Q1 2014/15

<b>KEY OUTCOME: Increased participation in the facilities by children and young people (both in absolute terms and relative measures , such as percentage)</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Increase number of Swim School customers by 5%	■ Average number of customers enrolled in Swim School (KPI 840)	Group Business Manager/ Group Operations Manager	Termly	LLC Q3 874 TSP Q3 922
Increase Excel membership by 5%	■ Average number of Excel members age 11-18 (KPI 840)	Group Business Manager/ Group Operations Manager	Monthly	LLC Q3 288 AC/TSP Q3 252
Increase KickStart membership by 5%	■ Average number of KickStart members age 0-10 (KPI 836)	Group Business Manager/ Group Operations Manager	Monthly	LLC Q3 170 AC/TSP Q3 187

<b>Outcome: Increased overall participation and, in particular increased participation by young people , over 50s, people on low income and families</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Increase number of Dryside Coaching School by 10%	◆ Average number of customers enrolled in Dryside Coaching School	Group Business Manager/Group Operations Manager	Termly	LLC Q3 Gymnastics 179 / Trampolining 115 LLC Q3 Gymnastics 167 / Trampolining 44

## **AWARENESS**

<b>Outcome: Increased public awareness of the benefits of 5x30 minutes exercise per week to achieve a healthy lifestyle</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
To increase awareness of Trust Vision – ‘More People, More Active, More Often’	● User/non-user survey recognition	Group Business Manager	31 March 2015	Not progressed
Develop 5x30 campaign	● User/non-user survey recognition	Group Business Manager	31 March 2015	Not progressed

## HEALTHY LIFESTYLES

<b>KEY OUTCOME: Delivery of healthy living programmes – reflected by improved health of the population</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Participation in local Health Action Team	● HAT engagement	Chief Executive	31 March 2015	CE attended HAT meeting in Q3
Increased intervention through Mind the Gap action plan	● Mind the Gap action plan outcomes	Chief Executive	31 March 2015	Not progressed
Improved local health indicators	● Annual indicators	Chief Executive	31 March 2015	2013/14 figures to provide baseline. Under development – reporting to commence 2014/15 in liaison with EH.

<b>KEY OUTCOME: Increased participation in GP referral and healthy living programmes to result in reduced obesity and improved health</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Achieve approved NHS target of 400 customers enrolled on weight management programme	■ Number of adult referrals onto weight management programme (KPI 326)	Chief Executive	Quarterly	Annual cumulative – 348 referrals to end of Q3.
Increase number of GP Referrals by 5%	■ Number of GP referrals	Chief Executive	Quarterly	LLC Q3 – 67 Referrals. Annual cumulative 262 AC Q3 – 34 Referrals. Annual cumulative 141
Increase number of weight management referrals upgrading to Lighter Lifestyles DD option to 50%	■ Number of Lighter Lifestyles customers	Group Business Manager	Quarterly	2013/14 figures to provide baseline. Under development – reporting to commence Q1 2014/15

<b>Outcome: Increased engagement with GP referral, weight management and other health related programmes.</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
To introduce PT franchise opportunity in Lifestyles Gym at LLC/AC	◆ Number of PT contracts/Income	Group Operations Manager	31 March 2015	Not progressed
Work with TMBC Environmental Health Service to promote healthy lifestyle opportunities to local business	◆ Number of interventions/participation levels	Chief Executive	31 March 2015	Not progressed

## CUSTOMER SATISFACTION

### KEY OUTCOME: Development of effective customer and community engagement processes through customer forums to enable additional input from the local community

Aim	Measure	Lead Officer	Timescale	Progress
Review of customer engagement processes and development of positive local forums with relevant stakeholders	■ Residents satisfaction with facilities (KPI 829)	Chief Executive	31 March 2015	Not progressed

### KEY OUTCOME: Improve customer satisfaction rates

Aim	Measure	Lead Officer	Timescale	Progress
Undertake 2 MV audits at each facility	■ MV scores	Group Operations Manager	Annual	No MVs scheduled in Q3
Achieve average Viewpoint overall satisfaction score of 80%	■ Overall Viewpoint satisfaction	Group Operations Manager	Monthly	LLC Q3 – 84% / 3.9 AC Q3 – 84% / 4.0 TSP Q3 – 86% / 4.1
Achieve average Viewpoint cleanliness score of 80%	■ Viewpoint satisfaction - cleanliness	Group Operations Manager	Monthly	LLC Q3 – 80% / 3.7 AC Q3 – 84% / 3.9 TSP Q3 – 87% / 4.1

### Outcome: High measurable levels of customer engagement and satisfaction

Aim	Measure	Lead Officer	Timescale	Progress
Introduction of Contact Manager	◆ Implementation of software	Group Business Manager	31 March 2015	Not progressed
Introduction of NPS Closed Loop	◆ Implementation of software/NPS Score	Group Business Manager/Group Operations Manager	31 March 2015	Not progressed

## SOCIAL INCLUSION

<b>KEY OUTCOME: Increased participation from under represented groups including ethnic minorities, disabled, women and those on income support</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Increase number of Leisure Pass holders by 5%	■ Number of Leisure Pass holders (KPI 834)	Group Business Manager	Quarterly	Annual cumulative 777. 11.3% increase on base year 12/13

<b>KEY OUTCOME: Introduction and increasing number of outreach sessions to enable access to activities outside of the facilities</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Review and develop outreach programme	◆ Outreach activities/Participation levels	Chief Executive	31 March 2015	Not progressed

<b>Outcome: Pricing and programming strategies to ensure accessibility and affordability to facilities for all</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Review Sports Halls off peak programme and pricing policies	● Increased off peak Sports Hall income	Group Operations Manager	31 March 2014	Not progressed

## CHARITABLE

<b>KEY OUTCOME: Increased levels of volunteering and club based activity at the facilities to promote a sense of engagement and ownership</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Development of volunteering opportunities for staff and customers	◆ Number of volunteer hours	Chief Executive	31 March 2015	Not progressed

<b>Outcome: Develop and deliver programmes and activities to underpin the charitable ethos of the Trust</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Consider development of charity fund	◆ Level of funding	Chief Executive	31 March 2015	Not progressed
Support national charitable campaigns	◆ Number of engagements/level of sponsorship income raised	Group Operations Manager	31 March 2015	Not progressed

## ENVIRONMENTAL

<b>KEY OUTCOME: Maintain and improve the amount of recycling from the leisure centres and reduction in waste</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Consider recycling strategy and implement recycling targets	● Recycled waste volumes	Group Operations Manager	31 March 2015	Not progressed

<b>KEY OUTCOME: Reduction in energy consumption</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Reduce overall consumption of gas, electricity and water by 5% per M <sup>2</sup> at each facility	■ Consumption of utilities	Group Operations Manager	Quarterly	Q3 billing outstanding following transfer of contracts to TMLT

<b>Outcome: Operate and invest to reduce the environmental impact of the built facilities</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Review Environmental Policy	● Board Report	Chief Executive	31 March 2014	Not progressed
Review Green Team terms of reference and action plans	■ Consumption of utilities	Group Operations Manager	31 March 2014	Not progressed

## QUALITY

<b>KEY OUTCOME: Improve performance through the National Benchmarking Survey</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Undertake triennial National benchmarking Survey at each leisure centre on rolling basis	■ NBS scores	Group Operations Manager	Annual	Not progressed

<b>KEY OUTCOME: Maintain and improve where possible Quest performance over the next five years</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Maintain or improve where possible Quest banding at leisure centres on rolling basis	■ Quest scores	Group Operations Manager	Annual	LLC Directional Review undertaken in December. Not scored – report received and SIAP updated to incorporate improvement actions.



<b>KEY OUTCOME: Ensure the facilities are operated safely</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Reduce accidents per 100,000 visits at each site	■ Accidents per 100,000 visits	Group Operations Manager	Monthly	2013/14 figures to provide baseline. Under development – reporting to commence Q1 2014/15
Undertake biennial health and safety audit at each site and achieve score of 80%	■ External health and safety audit scores	Group Operations Manager	Annual	To commence 2014/15
Reduce number of RIDDOR reportable accidents year on year at each site	■ Number of RIDDOR reportable accidents	Group Operations Manager	Monthly	Q3 – 2 reportable accidents

<b>Outcome: Provide safe services of high quality measured against industry best practice</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Introduction of Entry level Quest Assessment at PWGC	◆ Quest Accreditation	Chief Executive	31 March 2015	Not progressed

## STAFF

<b>KEY OUTCOME: Maintain and improve staff satisfaction to deliver safe and secure services</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Undertake biennial staff satisfaction survey and improve score against previous survey	■ Overall staff satisfaction	Group Operations Manager	Annual	To be undertaken in 2014/15
Reduce sickness and absence rate to below 2%	■ Sickness and absence rates	Group Operations Manager	Quarterly	Q3 Overall rate 2.81%

<b>Outcome: Recruit, select, train and develop staff resources in a consultative, inclusive manner</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Appoint Group Operations Manager	◆ Appointment	Chief Executive	1 November 2013	Commenced 4 November 2014
Appoint Sales Manager	◆ Appointment	Group Business Manager	31 January 2014	Advertisement placed. Interviews planned for January 2014
Consider options for introduction of Sales Commission	◆ Board Report/ Introduction of Sales Commission Structure	Group Business Manager	31 March 2014	To be progressed upon appointment of Sales Manager

Review and introduction of revised corporate induction process	◆ Implementation of revised process	Chief Executive	31 March 2014	Not progressed
Development of Staff Handbook	◆ Introduction of Staff Handbook	Group Business Manager	31 March 2014	Not progressed

## FINANCIAL

<b>KEY OUTCOME: Delivery of a reduced service fee over the term of the Agreement</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
5% reduction in annual service fee net of CPI	■ Service fee reduction	Group Business Manager	Annual	To be measured from 1 April 2015

<b>Outcome: Build a financially sustainable business with a solid revenue reserve. To act commercially as appropriate within a community setting</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Build revenue reserve to approved Business Plan level of £340,000	◆ Level of reserve	Group Business Manager	31 March 2015	To be measured at 31 March 2015
To deliver services within approved budget levels	◆ P&L Account/ Income/ Expenditure Monitoring	Executive Management Team	Monthly	
Review and develop a range of golf membership options	◆ Board Report/Introduction of membership options	Chief Executive	31 March 2014	Under consideration for TMLT Board report in January 2014
Review of golf professional services and letting of new contract	◆ Board Report /New contract	Chief Executive	30 September 2014	Not progressed
Review of Catering Services across TMLT	◆ Board Report	Chief Executive	31 March 2015	Not progressed
Revise sales strategy to increase cross- selling and upselling	◆ Direct Debit Yield	Group Business Manager	31 March 2014	To be progressed upon appointment of Sales Manager

## REINVEST

<b>KEY OUTCOME: Reinvestment of surpluses to deliver improved revenue and customer service at the facilities</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
To influence progress towards development of new facility at Bradford Street	◆ OSG Minutes/ Development progress	Chief Executive	31 March 2015	Ongoing attendance at OSG
To assist in the design, development and delivery of Lifestyles Health Suite at LLC	◆ Scheme completion	Chief Executive/ Group Operations Manager	30 September 2014	Scheme evaluated and agreed at TMBC MT. Progress pending outcome of TMBC budget setting.
To assist in the design, development and delivery of LED lighting scheme in Sports Hall at LLC	◆ Scheme completion	Chief Executive/ Group Operations Manager	30 September 2014	Scheme evaluated and agreed at TMBC MT. Progress pending outcome of TMBC budget setting.
To assist in the design, development and delivery of Games Hut Redevelopment at TSG subject to availability of s106 funding	◆ Scheme completion	Chief Executive/ Group Operations Manager	30 September 2014	Not progressed pending developer contribution.

<b>Outcome: To build a capital reserve to enable future planned investment to ensure sustained and improved facilities and services to customers</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
To review minor capital scheme options and bring forward appropriate schemes for implementation	◆ Board Report/Scheme completion	Chief Executive	31 March 2015	None identified to date.
Maintain capital reserve at £150,000 subject to investment opportunities	◆ Level of reserve	Group Business Manager	31 March 2015	Achieved.

<b>2013/15 Additional Executive Management Team Annual Service Delivery Objectives</b>				
<b>Aim</b>	<b>Measure</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Progress</b>
Review contract terms and conditions for new TMLT employees	● Board Report	Chief Executive	31 March 2015	Not progressed
Undertake a review of service requirements for Legal support service	● Board Report	Chief Executive	31 March 2015	Not progressed

Undertake a review of casual pay scales	● Board Report	Chief Executive	31 March 2015	Not progressed
Review future pension options	● Board Report	Chief Executive	31 March 2015	Not progressed
Launch Health & Safety Committee	● HSC Meetings	Chief Executive	31 December 2014	Report to Board approved trustee membership of HSC. First meeting scheduled for 13 January 2014.
Review suite of policies and procedures	● Board Report schedule	Chief Executive	31 March 2015	H&S Policy and Disciplinary Procedure approved at Trust Board. Grievance Procedure and DBS Policy to be considered at January Board
Implementation of Gladstone mobile application	● Implementation of app/level of usage	Group Business Manager	30 September 2014	Not progressed
Implement access control to Lifestyles Gym at LLC	● Installation of controls	Group Business Manager	30 June 2014	Not progressed
Introduction of tablets for internet sales/Learn 2 use	● Implementation of tablets/software	Group Business Manager	31 Sept 2014	Not progressed
Undertake remuneration review	● Board Report	Group Business Manager	31 March 2015	Not progressed
Undertake a review of service requirements for IT support service	● Board Report	Group Business Manager	31 March 2015	Not progressed
Undertake a review of service requirements for Finance support service	● Board Report	Group Business Manager	31 March 2015	Not progressed
Undertake a review of service requirements for HR support service	● Board Report	Group Business Manager	31 March 2015	Not progressed
Develop a PR strategy for TMLT	● Board Report	Group Business Manager	31 March 2014	Not progressed
Prepare tactive brand launch and standards	● Board Report	Group Business Manager	31 March 2014	Brand launch to be considered at January Board. Draft Corporate Brand Identity and Communication Guidelines and Promotional Plan prepared.
Review PWGC website	● Website launch	Group Business Manager	31 March 2014	Minor amendments completed to reflect change in management and society pricing.
Review use of social media including consideration of Twitter	● Board Report	Group Business Manager	30 September 2014	Not progressed

Launch Staff Intranet – Resource Space	● Intranet Launch	Group Business Manager	31 January 2014	Approved at December Board. Implementation progressing.
Undertake review of Admin/Reception staffing at LLC	● Revised structure/level of saving	Group Business Manager/ Group Operations Manager	31 December 2014	Review complete. Implementation to progress following further staff consultation.
Review terms of reference of Staff Forum	● Relaunch of Forum	Group Operations Manager	31 March 2014	Not progressed
Review PPM arrangements on WAM	● PPM programme	Group Operations Manager	31 March 2014	Not progressed
Respond to Initial H&S Audit	● Action Plan completion	Group Operations Manager	31 March 2014	Action Plan in place.
Review Technical Staff arrangements	● Review Report	Group Operations Manager	31 March 2014	Not progressed
Create action plan related to NBS Importance/Satisfaction ratings	● NBS scores	Group Operations Manager	31 March 2014	Action plan under consideration.