

TONBRIDGE & MALLING BOROUGH COUNCIL

LEISURE and ARTS ADVISORY BOARD

10 June 2014

**Report of the Director of Street Scene & Leisure and the
Cabinet Member for Leisure, Youth and Arts**

Part 1- Public

**Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken
by the Cabinet Member)**

1 LEISURE FACILITIES – LEISURE TRUST UPDATE

Summary

This report updates Members on the management and operation of the Council's leisure facilities through the agreement with the Tonbridge and Malling Leisure Trust. The report presents details of the Trust's Annual Service Delivery Plan, results from recent mystery shopper visits, an update on Customer Panels and updates on the refurbishment of Tonbridge Swimming Pool.

1.1 Background

1.1.1 Members will be aware from the report to this Board on 9 December 2013 that a new Leisure Trust has been operating independently from the Council since 1 November 2013 managing the Council's main leisure facilities.

1.1.2 Regular communication between the Council and the Trust has continued to take place since the transfer, supported by set monthly meetings and a more formal quarterly meeting. The Trust supplies the Council with a set of monitoring reports and Key Performance Indicators, as detailed in the Management Agreement and the Annual Service Delivery Plan.

1.2 Annual Service Delivery Plan

1.2.1 The first Annual Service Delivery Plan produced by the Trust covers a period of 17 months in line with its first two trading years.

1.2.2 The Plan has been produced as a response to Agreed Service Outputs that have been identified and agreed through Schedule 1 to the Management Agreement. The Trust has developed its headline priorities within its Five Year Business Plan, which was approved as Schedule 6 to the Management Agreement and these are reflected in the Annual Service Delivery Plan.

- 1.2.3 A number of Key Performance Indicators (KPIs) have been set to measure outcomes against each aim and are detailed within the Plan together with Specific, Measurable, Achievable, Realistic and Timebound (SMART) targets.
- 1.2.4 The latest Cumulative Quarterly Monitoring Report includes Quarter 4 for the period 1 January to 31 March 2014 and is attached at **[Annex 1]**. This report will be further enhanced with baseline figures able to be determined for future reporting from the last year's trading, including attendance levels and health improvement indicators.

1.3 Performance to Date

- 1.3.1 Since the last report to this Board on 12 March 2014 the Trust has continued to perform well. Trading at the end of February showed a positive position of £117k above profile and £156k profit. I will update Members at the meeting on the most up to date financial position against profile.
- 1.3.2 The Trust is working with the Council on the approved Capital Plan schemes at Larkfield Leisure Centre (Upgrade of Health Suite and Energy Saving Measures) and a separate report can be found later in the papers.
- 1.3.3 The levels of overall customer satisfaction and cleanliness recorded through the Viewpoint system at the leisure centres met the required target of 80%. Customer comment cards have not highlighted any serious complaints.
- 1.3.4 The Trust's Chief Executive, Martin Guyton, will be attending the meeting and will make a short presentation before taking any questions from Members.

1.4 Mystery Shopper Visits

- 1.4.1 Members may be aware that over the last few years mystery shopper visits have been undertaken at the Council's main leisure facilities. The Trust is committed to undertaking two visits per site annually as an Agreed Service Outcome measure for Customer Satisfaction.
- 1.4.2 The visits are undertaken by Right Directions Ltd, as the Company's report format is closely allied to the Quest award criteria.
- 1.4.3 The mystery shopper rates the facility against a range of criteria including cleanliness, housekeeping, maintenance, customer care and supervision.
- 1.4.4 The accepted "pass mark" for the mystery visits is 60%, and this has become recognised across the leisure industry as an acceptable standard. However, in recognition of the desire to continuously improve our services a performance target of 82% has been set for the indoor leisure facilities and 75% for Poulton Wood Golf Centre.

1.4.5 The scores for each facility are listed below:

Facility	Score (%)
Larkfield Leisure Centre	90
Angel Centre	87
Tonbridge Pool	88
Poult Wood Golf Centre	78
Average	86

1.4.6 Members will note that the pass mark of 60% was achieved for all visits, and the overall average for all the facilities was 86%.

1.4.7 Members may recall that, whilst Poult Wood Golf Centre is measured against the same criteria as the indoor sites, the criteria is designed for leisure centres and adapted for the Golf Centre. In some areas this makes the scoring more challenging and therefore makes the continued high level of scoring for the Centre especially pleasing, with all four sites' scores in the industry upper quartile.

1.4.8 Copies of the full reports will be available on the evening and by request, detailing feedback on key strengths and areas for improvement for each site.

1.5 Customer Panels

1.5.1 The issue of Customer Panels was reported to the TMLT Board in January and it was agreed that the panels would be re-launched biannually from 1 April 2014. Trustee representatives were elected to cover Larkfield Leisure Centre, Poult Wood Golf Centre and a joint panel covering Tonbridge Swimming Pool and the Angel Centre. Dates have been arranged for all sites and a poster campaign is in place to attract more customers.

1.6 Tonbridge Swimming Pool

1.6.1 Reinstatement works to Tonbridge Swimming Pool are now complete with final costs in the region of £340,000. There was also approximately £6-7,000 of Building Revenue Repair Expenditure Plan (BRREP) expenditure attributable to betterment/flood mitigation including the raising of some items of plant equipment damaged in the flood. Some additional maintenance works were also carried out taking advantage of the building being closed, which would otherwise have been undertaken in future years.

1.6.2 The cost of the reinstatement is being met in full by the Council's Insurers. The loss of income resulting from the closure will be met by the Insurers representing the Leisure Trust.

1.6.3 Whilst, as mentioned in previous reports, it is clear that the flood defences already assisted greatly in protecting the pool, further consideration continues to be given to possible additional modifications in case of future flood. An independent flood

risk assessment report has also been undertaken with the results being considered with the Council's insurers.

1.7 Financial and Value for Money Considerations

- 1.7.1 The Transfer to the Leisure Trust has made a significant contribution to the savings to be identified and implemented as part of the 2014/15 budget cycle.
- 1.7.2 The cost of undertaking the mystery shopper visits are met by the Leisure Trust.
- 1.7.3 A £100 excess is payable in relation to the Council's insurance to cover reinstatement works for Tonbridge Swimming Pool, with the exception of instances of betterment which are being met through the Council's Buildings Repairs Expenditure Plan.

1.8 Risk Assessment

- 1.8.1 Risk assessment issues related to the establishment of the new Trust were considered in the report to the December 2012 meeting of this Board.
- 1.8.2 Reinstatement works for Tonbridge Swimming Pool were risk assessed individually and additional hazards that the works and flood created were monitored and assessed regularly to ensure control measures are effective.

1.9 Equality Impact Assessment

- 1.9.1 See 'Screening for equality impacts' table at end of report.

1.10 Policy Considerations

- 1.10.1 Asset Management, Community, Healthy Lifestyles, Young People.

1.11 Recommendations

- 1.11.1 It is **RECOMMENDED TO CABINET** that:

- 1) the Tonbridge & Malling Leisure Trust Annual Service Delivery Plan - Cumulative Quarterly Monitoring Report for 1 November 2013 to 31 March 2014 be noted;
- 2) the results of the mystery shopper reports for all sites be noted; and
- 3) consideration be given to possible additional modifications in case of future flood at Tonbridge Swimming Pool in liaison with the Council's Insurers and the Leisure Trust.

The Director of Street Scene and Leisure confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Stephen Gregg

Nil

Robert Styles
Director of Street Scene & Leisure

Maria Heslop
Cabinet Member for Leisure, Youth and Arts

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.