

Annual Service Delivery Plan Cumulative Quarterly Monitoring Report

1 November 2013 to 31 March 2014



Annex 1

Annual Service Delivery Plan Outcomes and Targets – 1 November 2013 to 31 March 2014

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

PARTICIPATION

KEY OUTCOME: Improved physical activity through greater participation at the leisure centres				
Aim	Measure	Lead Officer	Timescale	Progress
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	Achieved Q4 High Risk Interactions LLC – 80.9% AC – 87.0% Q4 Effective Interactions LLC – 73.8% AC – 71.7% Cumulative High Risk Interactions LLC – 76.7% AC – 83.3% Cumulative Effective Interactions LLC – 71.8% AC – 70.9%
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 – 3.3%. Annual cumulative – 2.8% Q4 Average – 3.3%. Annual cumulative – 2.9% AC Q3 Average – 1.5%. Annual cumulative – 1.6% Q4 Average – 1.7%. Annual cumulative – 1.6%

KEY OUTCOME: Improved access to coaching and talent development for sports

Aim	Measure	Lead Officer	Timescale	Progress
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

KEY OUTCOME: Increased participation in the facilities by children and young people (both in absolute terms and relative measures , such as percentage)

Aim	Measure	Lead Officer	Timescale	Progress
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 Q4 – 1,002 TSP Q3 – 922 Q4 - 837
Increase Excel membership by 5%	■ Average number of Excel members age 11-18 (KPI 840)	Group Business Manager/ Group Operations Manager	Monthly	LLC Q3 – 283 Q4 – 323 AC/TSP Q3 – 231 Q4 – 297
Increase KickStart membership by 5%	■ Average number of KickStart members age 0-10 (KPI 836)	Group Business Manager/ Group Operations Manager	Monthly	LLC Q3 – 158 Q4 – 166 AC/TSP Q3 – 179 Q4 – 174

Outcome: Increased overall participation and, in particular increased participation by young people , over 50s, people on low income and families

Aim	Measure	Lead Officer	Timescale	Progress
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 / Trampoline 115 Q4 Gymnastics 194 / Trampoline 150 AC Q3 Gymnastics 167 / Trampoline 44 Q3 Gymnastics 166 / Trampoline 48

AWARENESS

Outcome: Increased public awareness of the benefits of 5x30 minutes exercise per week to achieve a healthy lifestyle				
Aim	Measure	Lead Officer	Timescale	Progress
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

KEY OUTCOME: Delivery of healthy living programmes – reflected by improved health of the population				
Aim	Measure	Lead Officer	Timescale	Progress
Participation in local Health Action Team	● HAT engagement	Chief Executive	31 March 2015	CE attended HAT meeting in Q3 & Q4
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.

KEY OUTCOME: Increased participation in GP referral and healthy living programmes to result in reduced obesity and improved health				
Aim	Measure	Lead Officer	Timescale	Progress
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	Achieved. Annual cumulative – 426 referrals to end of Q4.
Increase number of GP Referrals by 5%	■ Number of GP referrals	Chief Executive	Quarterly	LLC Q4 – 93 Referrals. Annual cumulative 355 AC Q4 – 50 Referrals. Annual cumulative 191
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

Outcome: Increased engagement with GP referral, weight management and other health related programmes.				
Aim	Measure	Lead Officer	Timescale	Progress
To introduce PT franchise opportunity in Lifestyles Gym at	◆ Number of PT contracts/Income	Group Operations Manager	31 March 2015	Contract commenced in Q4.

LLC/AC				
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	Review of customer panels complete and reported to TMLT Board. Agreement to use of new Customer Insight Platform and NPS Closed Loop in place to commence in 2014/15.

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	MV undertaken at LLC (90%) and PWGC (78%). Not completed at TSP/AC due to TSP closure. Rescheduled for 2014/15 Q1.
Achieve average Viewpoint overall satisfaction score of 80%	■ Overall Viewpoint satisfaction	Group Operations Manager	Monthly	LLC Q3 – 84% / 3.9 Q4 – 87% / 4.0 AC Q3 – 84% / 4.0 Q4 – 84% / 4.0 TSP Q3 – 86% / 4.1 Q4 – None recorded due to closure
Achieve average Viewpoint cleanliness score of 80%	■ Viewpoint satisfaction - cleanliness	Group Operations Manager	Monthly	LLC Q3 – 80% / 3.7 Q4 – 84% / 3.5 AC Q3 – 84% / 3.9 Q4 - 83% / 3.9 TSP Q3 – 87% / 4.1 Q4 – None recorded due to closure

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	Installation and training completed in Q4. Go live date to be confirmed.
Introduction of NPS Closed Loop	◆ Implementation of software/NPS Score	Group Business Manager/Group Operations Manager	31 March 2015	Agreement reached with TRP to implement in 2014/15 Q1.

SOCIAL INCLUSION

KEY OUTCOME: Increased participation from under represented groups including ethnic minorities, disabled, women and those on income support				
Aim	Measure	Lead Officer	Timescale	Progress
Increase number of Leisure Pass holders by 5%	■ Number of Leisure Pass holders (KPI 834)	Group Business Manager	Quarterly	Achieved Annual cumulative 1,004. 6.6% increase on base year 12/13

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

Outcome: Pricing and programming strategies to ensure accessibility and affordability to facilities for all				
Aim	Measure	Lead Officer	Timescale	Progress
Review Sports Halls off peak programme and pricing policies	● Increased off peak Sports Hall income	Group Operations Manager	31 March 2014	Programme analysis in progress in Q4.

CHARITABLE

KEY OUTCOME: Increased levels of volunteering and club based activity at the facilities to promote a sense of engagement and ownership				
Aim	Measure	Lead Officer	Timescale	Progress
Development of volunteering opportunities for staff and customers	◆ Number of volunteer hours	Chief Executive	31 March 2015	Volunteer wardens advertisement placed at PW.

Outcome: Develop and deliver programmes and activities to underpin the charitable ethos of the Trust				
Aim	Measure	Lead Officer	Timescale	Progress
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	MacMillan Big Quiz and Sport Relief campaigns supported in Q4.

ENVIRONMENTAL

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

KEY OUTCOME: Reduction in energy consumption				
Aim	Measure	Lead Officer	Timescale	Progress
Reduce overall consumption of gas, electricity and water by 5% per M ² at each facility	■ Consumption of utilities	Group Operations Manager	Quarterly	2013/14 to be used as benchmark year. Reporting to commence 2014/15 Q1

Outcome: Operate and invest to reduce the environmental impact of the built facilities				
Aim	Measure	Lead Officer	Timescale	Progress
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

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

KEY OUTCOME: Maintain and improve where possible Quest performance over the next five years				
Aim	Measure	Lead Officer	Timescale	Progress
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.

KEY OUTCOME: Ensure the facilities are operated safely				
Aim	Measure	Lead Officer	Timescale	Progress
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 Q4 – 4 reportable accidents (x2 staff, x2public) Also x2 reports of disease at LLC pre-dating transfer to Trust.

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

STAFF

KEY OUTCOME: Maintain and improve staff satisfaction to deliver safe and secure services				
Aim	Measure	Lead Officer	Timescale	Progress
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% Q4 Overall rate 2.51%

Outcome: Recruit, select, train and develop staff resources in a consultative, inclusive manner				
Aim	Measure	Lead Officer	Timescale	Progress
Appoint Group Operations Manager	◆ Appointment	Chief Executive	1 November 2013	Commenced 4 November 2014
Appoint Sales Manager	◆ Appointment	Group Business Manager	31 January 2014	Commenced 3 March 2014
Consider options for introduction of Sales Commission	◆ Board Report/ Introduction of Sales Commission Structure	Group Business Manager	31 March 2014	Initial consideration commenced.
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

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

Outcome: Build a financially sustainable business with a solid revenue reserve. To act commercially as appropriate within a community setting				
Aim	Measure	Lead Officer	Timescale	Progress
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	P&L reported to TMLT Board meetings.
Review and develop a range of golf membership options	◆ Board Report/Introduction of membership options	Chief Executive	31 March 2014	Membership options launched for 2014/5. Presale commence 13 March and 102 sales to 31 March 2014.
Review of golf professional services and letting of new contract	◆ Board Report /New contract	Chief Executive	30 September 2014	Draft Heads of Terms approved at TMLT Board on 31 March 2014.
Review of Catering Services across TMLT	◆ Board Report	Chief Executive	31 March 2015	P4C indicated serving of notice from 1 October 2014. TMLT Board considered options at Board on 31 March 2015.
Revise sales strategy to increase cross- selling and upselling	◆ Direct Debit Yield	Group Business Manager	31 March 2014	GBM/Sales Manager considering strategy in line with implementation of Contact Manager

REINVEST

KEY OUTCOME: Reinvestment of surpluses to deliver improved revenue and customer service at the facilities				
Aim	Measure	Lead Officer	Timescale	Progress
To influence progress towards development of new facility at Bradford Street	◆ OSG Minutes/ Development progress	Chief Executive	31 March 2015	Awaiting update from TMBC following SSL withdrawal.
To assist in the design, development and delivery of Lifestyles Health Suite at LLC	◆ Scheme completion	Chief Executive/ Group Operations Manager	30 September 2014	Capital funding approved. OSG formed and met twice in Q4. Design & build tender process commenced through DBC.
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	Capital funding approved. OSG formed and met twice in Q4. KCC framework to be utilised. Final design under consideration.
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.

Outcome: To build a capital reserve to enable future planned investment to ensure sustained and improved facilities and services to customers				
Aim	Measure	Lead Officer	Timescale	Progress
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. Signs to be funded from revenue.
Maintain capital reserve at £150,000 subject to investment opportunities	◆ Level of reserve	Group Business Manager	31 March 2015	Achieved.

2013/15 Additional Executive Management Team Annual Service Delivery Objectives				
Aim	Measure	Lead Officer	Timescale	Progress
Review contract terms and conditions for new TMLT employees	● Board Report	Chief Executive	31 March 2015	Sporta HR Survey completed and reported to Board to provide contextual setting for future recommendations.
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 held 13 January 2014. Minutes reported to TMLT Board.
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 approved at January Board. Bullying & Harassment Policy / Whistleblowing Charter approved at February 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	Report on Sporta 2014 HR Survey to TMLT Board in Q\$ to provide contextual background
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	Big Fish appointed as retained PR consultants
Prepare tactive brand launch and standards	● Board Report	Group Business Manager	31 March 2014	Draft Corporate Brand Identity and Communication Guidelines and Promotional Plan approved at Board. Signage proposals approved and schedule prepared – order placed.
Review PWGC website	● Website launch	Group Business Manager	31 March 2014	Minor amendments completed to reflect change in management and society pricing. Membership option incorporated.
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 in 2014/15 Q1.
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.