

# ANNUAL SERVICE DELIVERY PLAN

1 April 2018 to 31 March 2019





## **INTRODUCTION**

Tonbridge & Malling Leisure Trust entered a 20 year Management Agreement with Tonbridge & Malling Borough Council to operate the Council's major leisure facilities in the Borough in 2013. Delivery of the service is defined in 5-year tranches with a new Five Year Business Plan and Service Fee approved and agreed to commence on 1 April 2018.

The Annual Service Delivery Plan (ASDP) has been re-designed concurrent with the second 5-year period of the contractual arrangement and is focused on key issues facing the Trust over the next 12-month period. In order to meet the monitoring requirements of the contract and ensure the Council's desired outcomes are achieved the ASDP also outlines a broad range of Key Performance Indicators. These will be managed as a Balanced Scorecard with four interdependent perspectives providing a single score of the overarching performance against the Trust's vision and mission statement outlined in the Five Year Business Plan.

The ASDP will continue to be supported by specific action plans related to Health & Wellbeing, Environmental Management, Marketing and Health & Safety.

## KEY OBJECTIVES

The Annual Service Delivery Plan Key Objectives are contained in the table below

2018/19 Annual Service Delivery Key Objectives	
1.	<p><b>Aim:</b> Implement a Corporate Risk Register</p> <p><b>Action:</b> Develop a risk-assessed approach to identified external risk factors. Introduce a register that identifies, examines and rates risk based on severity and likelihood of individual factors that could threaten the viability and stability of the Trust. Categorise risks and identify an 'owner' at EMT level of each risk factor responsible for ensuring existing controls are effectively managed and additional controls are implemented where possible.</p> <p><b>EMT Lead:</b> Chief Executive</p> <p><b>Timescale:</b> 31 October 2018</p> <p><b>Desired Outcomes:</b> An approved Corporate Risk Register that is reviewed annually. Increased awareness and protection against identified corporate risks.</p> <p><b>Progress:</b> Initial meeting held with SMT. Outline template considered. Revised Business Continuity Plan drafted. Objective moved forward to 2019/20 ASDP</p>
2.	<p><b>Aim:</b> Re-development of the Angel Centre</p> <p><b>Action:</b> Work with architects and development partner to produce options for the phased re-development of the Angel Centre in line with TMLT Five Year Business Plan. Produce a finalised report for the Trust Board and Council outlining development options, business case and identifying funding options.</p> <p><b>EMT Lead:</b> Chief Executive</p> <p><b>Timescale:</b> 31 March 2019</p> <p><b>Desired Outcomes:</b> Phased re-development plan for the Angel Centre agreed and approved by TMBC. Cost certainty design and build contract offer. Funding identified. Full business plan identifying future revenue growth projections. Contract start date identified.</p> <p><b>Progress:</b> Draft proposal identified and prepared by ALS. Study trip completed. Revised plans received from architect and revised budget costs being prepared by preferred contractor. Draft business case analysis considered by Board in Q4 and further revisions under discussion. Finalised report to Board being prepared for Q1 to approve outline of presentation to Council.</p>
3.	<p><b>Aim:</b> Tender for contract to manage Leybourne Lakes Country Park.</p> <p><b>Action:</b> Form working group to respond to tender invitation including legal advice as required. Assess management resources required and potential delivery partners to complete Master Plan proposal. Assess financial and commercial benefits. Identify investment opportunities and funding potential.</p> <p><b>EMT Lead:</b> Chief Executive</p> <p><b>Timescale:</b> Programme determined by TMBC</p> <p><b>Desired Outcomes:</b> Tender win. Integration of LLCP into existing management structure and operational delivery. Delivery of Master Plan. Engage with TMBC in capital investment programme for LLCP.</p>

	<p><b>Progress:</b> Awaiting report to CHAB in July 2018 and invitation to tender from TMBC. Legal argument for direct award rejected by TMBC. Tender documents still awaited – no progress with March deadline not achieved. Unknown when ITT may be issued due to resource issues at TMBC.</p>
4.	<p><b>Aim:</b> Launch of Larkfield Leisure Centre gym and studio re-development.</p> <p><b>Action:</b> Maintain engagement with delivery partner and capital development project team. Engage with equipment suppliers for transition arrangements. Lead internal project team in respect of design and delivery of operational services. Implement sales and marketing strategy. Arrange formal opening.</p> <p><b>EMT Lead:</b> Chief Executive</p> <p><b>Timescale:</b> 1 July 2018</p> <p><b>Desired Outcomes:</b> Project completion on time and on budget. Growth of group exercise programme including Les Mills Immersive programme. Successful gym equipment temporary arrangements and installation. Meet pre-sales target. Successful launch/opening event. Meet overall Year One financial target.</p> <p><b>Progress:</b> Project completed 4 May (Phase 1) and 18 June (Phase 2). Temporary arrangements in place during equipment installation. Official opening 29 June 2018. Launch sales strategy implemented. Group exercise programme incorporates 212 classes per week and will be subject to regular review. Financial performance monitored through balanced scorecard and management accounts.</p>
5.	<p><b>Aim:</b> Develop tactive150 programme</p> <p><b>Action:</b> Review existing Health &amp; Wellbeing Strategy and three-year action plan. Consider growth of health and wellbeing resources related to existing staff maternity leave and revised management arrangements. Develop links to range of external partners. Improve links to TMBC healthy living team and One You programme.</p> <p><b>EMT Lead:</b> Chief Executive</p> <p><b>Timescale:</b> 31 March 2019</p> <p><b>Desired Outcomes:</b> Approved three-year action plan 2019 – 2022. Regular liaison with TMBC healthy living team. Review of GP Referral and weight management services. Development of strategic Partnership Plan. Increased tactive150 programme and attendances</p> <p><b>Progress:</b> Resources increased from Q3 to full time equivalent. Review of Referral programme complete. tactive150 attendance figures being monitored. New three year strategy 2019-2022 in final draft stage with approval from Board expected in Q1 2019/20.</p>
6.	<p><b>Aim:</b> Compliance with General Data Protection Regulations.</p> <p><b>Action:</b> In order to comply with the introduction of the new regulations which come into force on 25 May 2018 it is proposed to utilise external consultants to undertake an audit and provide a report against which an action plan can be produced. It will be incumbent upon the Trust to work with third party suppliers of IT, digital and other services to ensure a robust policy and operational approach.</p> <p><b>EMT Lead:</b> Head of Business Development</p> <p><b>Timescale:</b> 25 May 2018</p> <p><b>Desired Outcomes:</b> An approved Data Protection Policy.</p>

	<p>Transparent and auditable management of data in accordance with the regulations. Staff trained to ensure compliance with the Policy. Confidence in third party supplier compliance.</p> <p><b>Progress:</b> Audit action plan in place. Monthly team meetings to progress. Position at 25 May 2018 compliant. External DPO re-appointed in Q4. Training delivered through MJG Consulting and online Nexus.</p>
7.	<p><b>Aim:</b> Revise pay and contract strategy</p> <p><b>Action:</b> Re-assess ongoing impact of NMW and NLW. Review existing contract arrangements and assess operational and financial impact of removal of variable hours contracts in favour of permanent contracts wherever possible in liaison with specialist legal advice. Review existing casual and permanent pay scales.</p> <p><b>EMT Lead:</b> Head of Business Development</p> <p><b>Timescale:</b> 31 December 2018</p> <p><b>Desired Outcomes:</b> Approved approach to pay and contract strategy for 2018- 2023. Financial assessment of revised strategic approach. Best practice approach to contract arrangements. Improved recruitment and retention rates. Improved staff satisfaction results.</p> <p><b>Progress:</b> Reviewed in Q3 – No further progress.</p>
8.	<p><b>Aim:</b> Review HR function.</p> <p><b>Action:</b> Review and determine current requirements including administrative, strategic and advisory needs. Review market opportunities for outsourced advisory services. Review current resources, qualification and expertise and consider structural review to incorporate permanent role. Investigate HR software options.</p> <p><b>EMT Lead:</b> Head of Business Development</p> <p><b>Timescale:</b> 30 June 2018</p> <p><b>Desired Outcomes:</b> Approved HR strategy for 2018-2023. Access to expert HR advice and legislative change. Improved management of HR administration.</p> <p><b>Progress:</b> HR Manager appointed in Q2. Strategic approach on hold given maternity leave.</p>
9.	<p><b>Aim:</b> Implement new telephony arrangements across all sites.</p> <p><b>Action:</b> Review existing arrangements at all sites. Investigate market and identify potential suppliers. Liaise with IT providers as required. Assess capital cost in liaison with TMBC and capital renewals provision. Identify potential for centralised call centre and/or use of non-geographic numbers.</p> <p><b>EMT Lead:</b> Head of Business Development</p> <p><b>Timescale:</b> 31 December 2018</p> <p><b>Desired Outcomes:</b> Installation of Trust-wide integrated telephony service Improved telephone service for customers. Reduced bills. Consolidated maintenance agreement.</p>

	<p><b>Progress:</b> Review of needs undertaken in Q3. Potential suppliers identified for project implementation from Q4. Referred to TMBC for potential asset transfer. Currently on hold pending review of IT connectivity and hosting suppliers.</p>
10.	<p><b>Aim:</b> Tender insurance contract <b>Action:</b> Review current cover arrangements and benchmark with Sporta/KALT colleagues. Investigate market. Prepare and issue invitation to tender. Evaluate and report to Board. <b>EMT Lead:</b> Head of Business Development <b>Timescale:</b> 1 November 2018 <b>Desired Outcomes:</b> Best value three-year insurance arrangements in place. Relevant cover in place with well managed claims process. <b>Progress:</b> Interviews with potential tenderers completed and x3 contractors invited to tender. Requirements reviewed, information supplied and claims experience circulated to all tenderers. Contract awarded to ZM in Q3 for three year period including addition of Cyber Insurance</p>
11.	<p><b>Aim:</b> Investigate 50-week wet and dry side course programming. <b>Action:</b> Form working group to evaluate a move from current 45-week to 50-week programme from September 2018 using consultancy support as required. Consider customer survey and pool programming implications. Benchmark with other facilities. Consider and consult on teacher contract, recruitment and retention issues. <b>EMT Lead:</b> Head of Business Development <b>Timescale:</b> 1 September 2018 <b>Desired Outcomes:</b> Additional income from coaching activities. Increased customer satisfaction. Improved recruitment and retention of teaching staff. <b>Progress:</b> Initial meeting held to discuss. Currently on hold pending major maintenance project.</p>
12.	<p><b>Aim:</b> Implement Safeguarding Action Plan <b>Action:</b> Roll out Policy across all sites. Identify training plan to incorporate all staff. Maintain updated Action Plan and ensure reporting processes are embedded in operational practice. <b>EMT Lead:</b> Head of Operations <b>Timescale:</b> Ongoing <b>Desired Outcomes:</b> Increased staff awareness and competence around safeguarding. Implementation of Action Plan. Safer customers. Clear reporting procedures Annual report on safeguarding issues to the Board. <b>Progress:</b> Policy approved and action plan in place. Training plan agreed and progressing. Annual report to Board completed in Q2. Training completed for all staff. Action plan ongoing.</p>

13.	<p><b>Aim:</b> Further increase apprentice opportunities throughout the Trust</p> <p><b>Action:</b> Review current contract with training provider. Establish revised strategy around apprentice opportunities. Consider marketing of apprenticeship programme. Consider succession routes for apprentices.</p> <p><b>EMT Lead:</b> Head of Operations</p> <p><b>Timescale:</b> Ongoing</p> <p><b>Desired Outcomes:</b> Increased number of apprentices in all areas of operations. Succession plan for apprentices. Improved recruitment to permanent roles.</p> <p><b>Progress:</b> X3 apprentices in place. No further progression.</p>
14.	<p><b>Aim:</b> Course improvements at Poult Wood.</p> <p><b>Action:</b> Review previous customer research and develop five-year improvement plan in liaison with Golf Professional and Head Greenkeeper. Seek competitive quotations for 2018/19 improvement priorities.</p> <p><b>EMT Lead:</b> Head of Operations</p> <p><b>Timescale:</b> 31 October 2018</p> <p><b>Desired Outcomes:</b> Approved Improvement Plan 2018- 2023. Increased customer satisfaction. Increased golf revenues.</p> <p><b>Progress:</b> Not progressed in Q1/2. To be reviewed based on financial outturn. Survey undertaken in Q4 and decision taken to purchase mini-digger and undertake range of improvement works in-house.</p>
15.	<p><b>Aim:</b> Manage major maintenance programmes in liaison with TMBC including TSP Roof and LLC Boilers/Air Handling projects.</p> <p><b>Action:</b> Attend TMBC major maintenance meetings to assess impact of projects including customer disruption, programming issues and loss of income. Consider marketing of closure events and customer/staff liaison.</p> <p><b>EMT Lead:</b> Head of Operations</p> <p><b>Timescale:</b> Programme determined by TMBC</p> <p><b>Desired Outcomes:</b> Minimise customer disruption. Minimise closure periods. Minimise business interruption and loss of income claim.</p> <p><b>Progress:</b> Deferred to 2019/20 by TMBC. Initial project meeting held in Q3 and some enabling works undertaken. Progress through project meetings with TMBC. Project expanded to include space frame and replacement roof pending funding approval in Q1 2019/20 by TMBC. Draft LOI submitted for inclusion in capital cost.</p>
16.	<p><b>Aim:</b> Improve environmental performance.</p> <p><b>Action:</b></p>

	<p>Review Environmental Strategy and Action Plan. Identify range of potential capital investments and consider investment grade audit. Work with LASER to produce accurate consumption reporting. Consider procurement of water services.</p> <p><b>EMT Lead:</b> Head of Operations</p> <p><b>Timescale:</b> 31 March 2019</p> <p><b>Desired Outcomes:</b> Approved Environmental Strategy 2018- 2023. Identify capital investment opportunities. Improved DEC rating. Improved consumption monitoring. Reduced consumption. Reduced revenue expenditure.</p> <p><b>Progress:</b> Proposed TMBC undertake investment grade audit given exposure to utilities increases. Now using LASER portal to maintain utilities consumption records. Awaiting response from LASER regarding water services.</p>
17.	<p><b>Aim:</b> Operate payroll service in-house</p> <p><b>Action:</b> Investigate cost effectiveness. Investigate purchase of software. Review in-house resources. Implement training for relevant staff. Review existing procedures. Implement in-house payroll service.</p> <p><b>EMT Lead:</b> Head of Finance</p> <p><b>Timescale:</b> 31 March 2019</p> <p><b>Desired Outcomes:</b> Smooth transition from outsourced service to in-house provision. Improved payroll service to Trust staff. Cost savings.</p> <p><b>Progress:</b> Policy decision - deferred to 2019/20.</p>

## **KPIs**

The table on the following page identifies four inter-dependent measures of business success to create a balanced scorecard designed to give an overall measure of business health.

KPIs are identified in the areas of Finance, Customers, Operations and Staff and represent the most impactful measures of business performance.

Each individual KPI is then weighted and scored against pre-determined targets or parameters on a quarterly and cumulative basis. On the balanced scorecard each measure relates to the Trust as a whole however the KPIs are measured at individual sites and this sub data will be appended to the quarterly report to allow drill down into the overall performance and help identify and target specific areas of under and over performance.

The overall balanced scorecard target is 75% or 43/57.

<b>Finance</b>			
<b>KPI</b>	<b>Target</b>	<b>Weight</b>	<b>Score</b>
Overall income in period	Profile	3	3 – target or above 2 – >95% 1 – >90% 0 – <90%
Overall expenditure in period	Profile	3	3 – target or below 2 – <102.5% 1 – <105% 0 – >105%
Overall bottom line in period	Profile	3	3 – target or above 2 – >95% 1 – >90% 0 – <90%
Overall Fitness Income	Profile	2	2 – target or above 1 – >92.5% 0 – < 92.5%
Overall Casual Swimming Income	Profile	2	
Overall Courses Income	Profile	2	
Overall Golf Income	Profile	2	
Overall Staffing Expenditure	Profile	2	2 – target or below 1 – <102% 0 – >102%
Overall Utilities Expenditure	Profile	2	2 – target or below 1 – <102.5% 0 – >102.5%
<b>Sub Total</b>		<b>21</b>	
<b>Customers</b>			
<b>KPI</b>	<b>Target</b>	<b>Weight</b>	<b>Score</b>
Overall Net Promoter Score	50	3	3 – target or above 2 – >45 1 – >40 0 – < 40
Mystery Visitor Score Average	85%	2	2 – target or above 1 – >80% 0 – < 80%
Overall Viewpoint Score	4.0/5.0	2	2 – target or above 1 – >3.75 0 – < 3.75
Viewpoint Cleanliness Score	4.0/5.0	2	
Overall Annual/DD health & fitness membership	+5% YOY	2	2 – target or above 1 – >2.5% 0 – < 2.5%
Overall Annual/DD swim & spa membership	+5% YOY	2	
Overall attendance	+5% YOY	2	
Overall Swim School membership	+5% YOY	2	
<b>Sub Total</b>		<b>17</b>	
<b>Operations</b>			
<b>KPI</b>	<b>Target</b>	<b>Weight</b>	<b>Score</b>
Electricity Consumption	Previous year	3	3 – target or below 2 – <102.5% 1 – <105% 0 – >105%
Gas Consumption	Previous year	3	
H&S Audit Score average	82	3	3 – target or above 2 – >78 1 – >75 0 – < 75
Accidents per 100,000 average	65	2	2 – target or below 1 – <75 0 – >75
DEC score average	110	1	1 – target or below 0 – above target
<b>Sub Total</b>		<b>12</b>	
<b>Staff</b>			
<b>KPI</b>	<b>Target</b>	<b>Weight</b>	<b>Score</b>
Staff sickness overall percentage	2%	2	2 – target or below 1 – <3.2% 0 – >3.2%
BEE Training Attendance	95%	2	2 – target or above 1 – >90% 0 – <90%
Core training attendance	95%	2	
Turnover	20%	1	1 – target or below 0 – above target
<b>Sub Total</b>		<b>7</b>	
<b>Grand Total</b>		<b>57</b>	