

Annual Service Delivery Plan
Cumulative Quarterly Monitoring Report
1 April 2014 to 30 June 2014



Annual Service Delivery Plan Outcomes and Targets – 1 April 2014 to 30 June 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	Q1 High Risk Interactions LLC – 76.9% AC – 76.4% Q4 Effective Interactions LLC – 69.8% AC – 71.9%
Increase overall DD/Annual membership totals by 5%	■ Direct debit/annual members across all categories	Group Business Manager/Group Operations Manager	Monthly	2013/14 reports analysed to create benchmark for DD/Annual Health & Fitness and Swim & Spa membership across all categories all three sites excluding Excel and Kickstart. Q1 year on year increases shown below; LLC H&F – 49.6% LLC S&S – 32.4% AC H&F – 41.2% TSP S&S – 35.5%
Reduce attrition to below 3.5%	■ Attrition rates	Group Operations Manager	Monthly	LLC Q1 Average – 2.4%. Annual cumulative – 2.4% AC Q1 Average – 1.4%. Annual cumulative – 1.4%

KEY OUTCOME: Improved access to coaching and talent development for sports				
Aim	Measure	Lead Officer	Timescale	Progress
Develop base attendance level	■ Attendance at leisure	Group Business	31 March	Baseline derived from 2013/14 usage reporting to include

indicators	centres	Manager	2014	<p>Q4 of 2012/13 at TSP to account for closure due to flooding. No credible usage statistics available for PW prior to 1 November 2013 – currently being compiled.</p> <p>Overall usage 2013/14 as follows; LLC – 504,034 AC – 303,976 TSP – 244,425 Total – 1,052,435</p> <p>Q1 attendance LLC - 122,603 (-7.1%) AC - 70,619 (+11.7%) TSP – 56,258 (-16.4%) Total – 249,507 (-5.0%)</p>
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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 954 TSP 922 Total of 1,876 is an increase of 2.6% on Q1 in 2013/14
Increase Excel membership by 5%	■ Average number of Excel members age 11-18 (KPI 840)	Group Business Manager/ Group Operations Manager	Monthly	Q1 year on year increase LLC – 74.4% AC/TSP – 132.5%
Increase KickStart membership by 5%	■ Average number of KickStart members age 0-10 (KPI 836)	Group Business Manager/ Group Operations Manager	Monthly	Q1 year on year increase LLC – 27.9% AC/TSP – 22.7%

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	Termly	LLC 314 AC

		Manager		224 Total of 538 is an increase of 0.2% on Q1 in 2013/14
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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 Q1
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	New scheme in development in Q1 in liaison with CEHO and utilising Counterweight. Training undertaken for launch in Q2 with revised target of 200 participants in 2014/15
Increase number of GP Referrals by 5%	■ Number of GP referrals	Chief Executive	Quarterly	Q1 year on year decrease across both sites of 2% (3 referrals)
Increase number of weight	■ Number of Lighter Lifestyles	Group Business	Quarterly	As above new scheme to be launched in Q2.

management referrals upgrading to Lighter Lifestyles DD option to 50%	customers	Manager		
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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 LLC/AC	◆ Number of PT contracts/Income	Group Operations Manager	31 March 2015	Existing contract failed – opportunity re-advertised.
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	New Customer Panels held at all sites in Q1 with Trustee representation. NPS Closed Loop ordered and awaiting implementation.

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 TSP (88%) and AC(87%) deferred from Q4 due to flooding
Achieve average Viewpoint overall satisfaction score of 80%	■ Overall Viewpoint satisfaction	Group Operations Manager	Monthly	LLC Q1 – 79% / 3.7 AC Q1 – 87% / 4.1 TSP Q1 – 87% / 4.1
Achieve average Viewpoint cleanliness score of 80%	■ Viewpoint satisfaction - cleanliness	Group Operations Manager	Monthly	LLC Q1 – 75% / 3.5 AC Q1 – 85% / 4.0 TSP Q1 – 86% / 4.0

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. Go live date to be confirmed due to technical issues.
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. Order placed - Scheme still under development

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	Q1 – 300 issued This is a 13.6% increase on the same period in 13/14

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 progressed – no implementation of findings to date.

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	x2 Volunteer Wardens appointed at PW – total 12 hours per week

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	Swimathon supported in Q1

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. Still awaiting Q1 certified usage/billing. Order placed with LASER for future utilities monitoring package.

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	Planned for AC in Q3

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	TSP Directional Review undertaken in June. 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 usage figures analysed to provide baseline. Q1 accidents per 100,000 by site as follows: LLC – 141 AC – 34 TSP – 27 Overall – 85
Undertake biennial health and safety audit at each site and achieve score of 80%	■ External health and safety audit scores	Group Operations Manager	Annual	Order placed with QLM for Leisuresafe Audits in Q3
Reduce number of RIDDOR reportable accidents year on year at each site	■ Number of RIDDOR reportable accidents	Group Operations Manager	Monthly	Q1 – x1 reportable disease

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 Q3
Reduce sickness and absence rate to below 2%	■ Sickness and absence rates	Group Operations Manager	Quarterly	Q1 Overall rate 1.60%

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	Sales commission structure agreed for SM and implemented.
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	Year One Audit completed in June – Draft Statement of Accounts to be reported to Board on 28 July with Final Accounts to AGM on 8 September 2014
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	Completed
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. WS Law drafting contract following liaison with DCGS.
Review of Catering Services across	◆ Board Report	Chief Executive	31 March	PWGC still under consideration. TUPE and property

TMLT			2015	issues subject of confidential briefing from Bevan Brittan.
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 unsuccessful. TMBC to review funding requirement through revised capital plan.
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	Order placed – work scheduled for September 2014
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.
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. Bevan Brittan and WS Law now retained for TUPE and contract issues respectively.
Undertake a review of casual pay	● Board Report	Chief Executive	31 March	Not progressed

scales			2015	
Review future pension options	● Board Report	Chief Executive	31 March 2015	Not progressed
Launch Health & Safety Committee	● HSC Meetings	Chief Executive	31 December 2014	Completed – Quarterly meetings implemented and reported to Board
Review suite of policies and procedures	● Board Report schedule	Chief Executive	31 March 2015	Ongoing review of key health and safety and employment law policies through Board. Q1 included approval of Child Protection Policy and Operational Risk Register.
Implementation of Gladstone mobile application	● Implementation of app/level of usage	Group Business Manager	30 September 2014	Not progressed pending new website.
Implement access control to Lifestyles Gym at LLC	● Installation of controls	Group Business Manager	30 June 2014	Quotation received – under consideration.
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 Q4 to provide contextual background. No further progress to date.
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 ttractive 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 finalised and order placed. Planning permission granted for roadside signage.
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. Full ttractive website review in progress.
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	Initial review completed and implemented in Q1. Further consideration to be given in light of recent resignation.
Review terms of reference of Staff Forum	● Relaunch of Forum	Group Operations Manager	31 March 2014	Programme of biannual CE updates to staff implemented
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	Initial meeting held in Q1
Create action plan related to NBS Importance/Satisfaction ratings	● NBS scores	Group Operations Manager	31 March 2014	Action plan being implemented