

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



Annual Service Delivery Plan Outcomes and Targets – 1 April 2014 to 30 September 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% Q1 Effective Interactions LLC – 69.8% AC – 71.9% Q2 High Risk Interactions LLC – 81.0% AC – 76.4% Q2 Effective Interactions LLC – 65.9% AC – 70.1% Cumulative High Risk Interactions LLC – 78.8% AC – 76.4% Cumulative Effective Interactions LLC – 68.0% AC – 71.1%
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. Cumulative Q2 year on year increases shown below; LLC H&F – 15.0% LLC S&S – 30.4% AC H&F – 17.9%

Reduce attrition to below 3.5%	■ Attrition rates	Group Operations Manager	Monthly	TSP S&S – 26.5% LLC Q1 Average – 2.4%. Q2 Average – 3.4% Annual cumulative – 2.9% AC Q1 Average – 1.4%. Q2 Average – 1.0% Annual cumulative – 1.2%
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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	Baseline derived from 2013/14 usage reporting to include 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. Overall usage 2013/14 as follows; LLC – 504,034 AC – 259,215 TSP – 243,950 Total – 1,007,199 Cumulative to Q2 attendance 2014/15 LLC – 256,012 (-3.3%) AC – 128,672 (+11.8%) TSP – 139,157 (-9.4%) Total – 523,841 (-1.8%)

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	2013/14 baseline figure 1,827 Q2 LLC 956 Q2 TSP 965 Total of 1,921 to end of Q2 is an increase of 5.1% on

				2013/14
Increase Excel membership by 5%	■ Average number of Excel members age 11-18 (KPI 840)	Group Business Manager/ Group Operations Manager	Monthly	Cumulative Q2 year on year increase LLC – 47.2% AC/TSP – 58.8% Total Number – 624. A 52.2% increase year on year.
Increase KickStart membership by 5%	■ Average number of KickStart members age 0-10 (KPI 836)	Group Business Manager/ Group Operations Manager	Monthly	Cumulative Q2 year on year increase LLC – 9.9% AC/TSP – 5.7% Total Number 322. A 7.7% increase year on year.

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	2013/14 baseline figure 537 Q2 LLC 323 AC 223 Total of 546 to end of Q2 is an increase of 1.7% on 2013/14

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	tm150 bid to Sport England via Make Your Move unsuccessful. Will re-submit in Q4.

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. Q2 Cancelled
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	Scheme live from Q2 with revised target of 200 participants in 2014/15
Increase number of GP Referrals by 5%	■ Number of GP referrals	Chief Executive	Quarterly	To end of Q2 year on year decrease across both sites of 19.8%. Affected by weight management programme?
Increase number of weight management referrals upgrading to Lighter Lifestyles DD option to 50%	■ Number of Lighter Lifestyles customers	Group Business Manager	Quarterly	New scheme launched in Q2. Upgrade to DD not yet measurable.

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 with training planned for Q3.
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 Q2 – 84% / 3.8 AC Q1 – 87% / 4.1 Q2 – 83% / 3.9 TSP Q1 – 87% / 4.1 Q2 – 86% / 4.0
Achieve average Viewpoint cleanliness score of 80%	■ Viewpoint satisfaction - cleanliness	Group Operations Manager	Monthly	LLC Q1 – 75% / 3.5 Q2 – 79% / 3.6 AC Q1 – 85% / 4.0 Q2 – 81% / 3.9 TSP Q1 – 86% / 4.0 Q2 – 85% / 3.9

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 outstanding 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. Training now planned in Q3.

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 Cumulative to end of Q2 – 574 issued to date This is a 13.3% decrease on the same period in 13/14. Noted that only 274 were issued in Q2 compared to 398 the previous year.

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 MacMillan Quiz supported in Q2

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. Q1 billing still in query – unable to report figures for 2014 at present. 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. LLC achieved Excellent status in Q2.

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. 2013/14 accident rate per 100,00 as follows; LLC – 120 AC – 29 TSP – 38 Overall – 77 Cumulative to Q2 accidents per 100,000 by site as follows: LLC – 130 AC - 31 TSP – 29 Overall – 79
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 Q2 – no reportables

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% Q2 Overall rate 1.54%

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 2013
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 – Statement of Accounts reported to AGM on 8 September 2014. £189,000 moved to revenue reserve.
To deliver services within approved	◆ P&L Account/	Executive	Monthly	P&L reported to TMLT Board meetings.

budget levels	Income/ Expenditure Monitoring	Management Team		
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. Ongoing – expect Board approval and award of contract in Q4 to commence 1 April 2015.
Review of Catering Services across TMLT	◆ Board Report	Chief Executive	31 March 2015	PWGC still under consideration. TUPE and property issues subject of confidential briefing from Bevan Brittan. Notice served on Par 4 Catering 1 August. Advertisement placed for new contractor to commence 1 January 2015. WS Law progressing lease/management agreement.
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	Project deleted following SSL withdrawal. TMBC undertaking land/asset review for report in Q4.
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	Installation completed September 2014 but outstanding issues including switching and lux levels to be addressed with contractor.
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	Scheme aborted by TMBC following flooding. CE considering way forward for catering on Racecourse Sportsground.

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 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	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. Q2 included Recruitment& Selection, Volunteer and Flexible Retirement Policies
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. Board approved TMLT pay award in Q2.
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	● Board Report	Group Business	31 March	Not progressed

requirements for Finance support service		Manager	2015	
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 finalised and order placed. Planning permission granted for roadside signage and installed in Q2. Further Internal and external signage installation progressing.
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 tactive 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 to additional sales resource.
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. Second meeting held – GOM/BFM to report to SMT
Create action plan related to NBS Importance/Satisfaction ratings	● NBS scores	Group Operations Manager	31 March 2014	Action plan being implemented