

ANNUAL SERVICE DELIVERY PLAN

1 April 2023 to 31 March 2024



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 normally defined in 5-year tranches with a Five Year Business Plan and Service Fee approved at each five year anniversary of the commencement of contract. However, due to the impact of the global pandemic and other key issues it has been mutually agreed that a Two Year Business Plan for the period 1 April 2023 to 31 March 2025 is an appropriate way forward and has been approved. It is anticipated that a new Five Year Plan will be published from 1 April 2025.

The Annual Service Delivery Plan (ASDP) is focused on key issues facing the Trust over the next 12-month period. It should be noted that the key objectives are not arranged in any order of priority within the Plan.

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.

KEY OBJECTIVES

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

2023/24 Annual Service Delivery Key Objectives	
1.	<p>Aim: Negotiate revised Service Fee for next 5 year tranche of Management Agreement.</p> <p>Action: Prepare negotiation timeline. Work in liaison with Council to establish key issues including future of AC and contract term. Prepare 5 year budget forecast</p> <p>EMT Lead: Chief Executive/Deputy Chief Executive/Chief Financial Officer</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Agreed 5 Year Service Fee. Contract Extension. Clarity on future investment in AC.</p>
2.	<p>Aim: Implementation of Succession Plan.</p> <p>Action: Embed transition arrangements and confirm final structure for 1 July 2024.</p> <p>EMT Lead: Chief Executive/Deputy Chief Executive.</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Revised management structure agreed. Recruitment strategy in place. Cost neutral outcome.</p>
3.	<p>Aim: Consider investment/business development opportunities</p> <p>Action: Report to Board on priority considerations from Two Year Business Plan. Liaise with TMBC on options and financial impact. Consider opportunities arising in year.</p> <p>EMT Lead: Chief Executive/Deputy Chief Executive/Chief Financial Officer</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Implementation of approved schemes Improved financial outcomes Improved customer service</p>
4.	<p>Aim: Consolidate contractual and operational management of Kings Hill Sports Park.</p> <p>Action: Review Service Fee for 2 year period to 31 March 2026 and agree any profit share arrangement. Implement programme of activity related to capital investment and operational opportunity. Investigate off peak use of 3G.</p> <p>EMT Lead: Chief Executive/Deputy Chief Executive</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Revised Service Fee in place for 2024-26 Profitable catering operation Implementation of revised programmes Letting of 3G at off peak times Overall budget surplus Agreed profit share arrangement in place</p>

5.	<p>Aim: Complete implementation of Workforce Management Software (UKG)</p> <p>Action: Implement Phase 2 & 3 of programme. Complete upload of all data and roll out to all staff.</p> <p>EMT Lead: Human Resources Manager</p> <p>Timescale: 31 October 2023</p> <p>Desired Outcomes: Improved management of HR administration. Reduced costs. Improved support to operational managers. Staff self-service available. Live rota management</p>
6.	<p>Aim: To develop Digital Strategy.</p> <p>Action: Form a working group to identify current practice. Develop strategic approach for best use of digital opportunities. Identify business opportunities to work with partners to improve digital offering. Incorporate new social media policy.</p> <p>EMT Lead: Head of Marketing and Sales</p> <p>Timescale: 31 December 2023</p> <p>Desired Outcomes: Publication of Digital Strategy 2024-26. Improved use of digital technology. Partnership working. Improved use of social media and online customer engagement.</p>
7.	<p>Aim: Development of Human Resources Strategy</p> <p>Action: Development of a strategy covering major aspects of HR Policy to include recruitment and retention, induction, training, performance management and staff engagement.</p> <p>EMT Lead: Human Resources Manager</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Publication of Staff Handbook. Maintenance of full establishment. Reduced staff turnover/increased retention. Improved staff engagement. Training Plans linked to business objectives. Improved succession. Reduced recruitment costs. Improved staff performance.</p>
8.	<p>Aim: Develop an Environmental/Climate Change Strategy</p> <p>Action: Work in liaison with the Council to develop a new strategy linked to Council Climate Change objectives.</p> <p>EMT Lead: Head of Facilities & Compliance/Chief Operating Officer</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Publication of Strategy. Reduction in carbon emissions. Reduction in energy consumption. Award of grant funding through support to Council. Financial savings. Increased staff and public awareness</p>

9.	<p>Aim: Improve recruitment/retention at lowest grades and within catering service</p> <p>Action: Consider current grades at <L7 to determine affordability and viability of creating differential with NLW/NMW and review catering pay structure.</p> <p>EMT Lead: Chief Executive/Human Resources Manager</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Improved recruitment/retention. Improved service resilience. Increased profitability.</p>
10.	<p>Aim: Revised approach to procurement of fitness equipment</p> <p>Action: Consider consultancy based contract with Council to facilitate phased approach to procurement of equipment</p> <p>EMT Lead: Chief Executive/Deputy Chief Executive</p> <p>Timescale: 31 October 2023</p> <p>Desired Outcomes: Agree consultancy contract. Implementation of phased programme of replacement equipment Cost savings Improved customer satisfaction Increased membership sales</p>
11.	<p>Aim: Course improvements at Poult Wood.</p> <p>Action: Review previous customer research and develop five-year improvement plan in liaison with new Head Greenkeeper. Seek competitive quotations for improvement priorities.</p> <p>EMT Lead: Deputy Chief Executive</p> <p>Timescale: 31 December 2023</p> <p>Desired Outcomes: Approved Improvement Plan 2024 - 2029. Increased customer satisfaction. Increased golf revenues.</p>
12.	<p>Aim: Upgrade Leisure Management Software</p> <p>Action: Investigate implementation of upgrade to Gladstone Go (Consumer)</p> <p>EMT Lead: Chief Executive/IT Systems Manager</p> <p>Timescale: 30 June 2023</p> <p>Desired Outcomes: Migration to Gladstone Go (Consumer). Increased online membership sales. Improved access/self-service for customers to Go Learn course software. Cost savings. Improved reporting.</p>

13.	<p>Aim: Increase benefit of new telephony</p> <p>Action: Consider call centre approach and increased use of system benefits/call management</p> <p>EMT Lead: Deputy Chief Executive</p> <p>Timescale: 31 March 2024</p> <p>Desired Outcomes: Cost savings Improved customer experience Reduction in lost calls Improved cross-site knowledge/customer response</p>
14.	<p>Aim: Increased Customer Satisfaction</p> <p>Action: Review existing customer satisfaction measures and consider revised reporting.</p> <p>EMT Lead: Chief Operating Officer</p> <p>Timescale: 31 December 2023</p> <p>Desired Outcomes: Introduction of revised measures. Improved reporting of customer satisfaction. Improved overall customer satisfaction.</p>
15.	<p>Aim: Review of golf membership targets</p> <p>Action: Maintain golf membership numbers under review and determine level at which to cap membership.</p> <p>EMT Lead: Deputy Chief Executive/Chief Financial Officer</p> <p>Timescale: Ongoing</p> <p>Desired Outcomes: Achievement of overall golf income targets. Balance between membership/pay and play income. Maximise tee time occupancy. Maintain casual access to golf.</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.

As a consequence of the pandemic customer targets are based upon pre-pandemic levels rather than year on year performance

The overall balanced scorecard target is 75% or 42/55.

Finance			
KPI	Target	Weight	Score
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 – <102.5% 0 – >102.5%
Overall Utilities Expenditure	Profile	2	2 – target or below 1 – <102.5% 0 – >102.5%
Sub Total		21	
Customers			
KPI	Target	Weight	Score
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%
CEO Standard	85%	2	2 – target or above 1 – >80% 0 – < 80%
Overall Annual/DD health & fitness membership	Previous year	2	2 – target or above 1 – >2.5% 0 – < 2.5%
Overall Annual/DD swim & spa membership	Previous year	2	
Overall attendance	Previous year	2	
Overall Swim School membership	Previous year	2	
Sub Total		15	
Operations			
KPI	Target	Weight	Score
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 – >76 1 – >70 0 – < 70
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
Sub Total		12	
Staff			
KPI	Target	Weight	Score
Staff sickness overall percentage	2%	2	2 – target or below 1 – <3.2% 0 – >3.2%
Core training attendance	95%	2	2 – target or above 1 – >90% 0 – <90%
Turnover	20%	1	1 – target or below 0 – above target
Sub Total		5	
Grand Total		53	