

TEES ACTIVE PERFORMANCE GRID – 2005-08 BUSINESS DEVELOPMENT PLAN

SERVICE DEVELOPMENT

Target	Outcome	Comments
1. Develop Active Start programme aimed at primary age children – health and physical activity initiative.	Through a combination of TAL funding and external grants we have formed an Active Life team of 5 people delivering tailored physical activity programmes to school groups and individual children referred by parents and doctors. Now reaching approx 2500 individual children each year outwith the leisure centres.	The programmes – including the Young Persons Active Health Scheme – have attracted around £284k in external funding through NRF and The Big Lottery in the past two years with bids in partnership with the local PCT.
2. Expand Active Health programmes working with health authorities on specific initiatives aimed at adults.	The Active Health brand has been developed to include the work of the SBC Sports Development team. It has been expanded to include weight loss programmes, Active Health multi-activity sessions, and work with patients referred through Neurology and mental health services. GP referrals have increased by 28% to the 06/07 level of 1415 patients per year.	Work in this area is very much a joint effort with Sports Development as the links with the local health authorities deepen.
3. Introduce Active Choice scheme as an adaptation and re-branding of the Leisure Saver Card aimed at extending range of payment options.	The Active Choice brand name was not introduced but we redeveloped the Leisure Saver Card and extended the number of payment options available, such as annual packages and increased direct debits. The number of Leisure Saver Cards now in use has increased	

	from 8626 to 25435 since May 2004.	
4. Develop plans to increase capacity of Activ8 gyms in our Active Life centres.	Plans have been completed for the extension of Thornaby and Splash gyms within the capital schemes for those facilities (see asset management). This will increase Activ8 capacity by 50%. Splash will be operational in January 2009 and Thornaby in January 2009.	Billingham Forum Activ8 expansion remains dependant on SBC plans for the development of Billingham Forum.
5. Review supplier deal for fitness equipment and procure new equipment for next five years.	TAL has been through a procurement process and agreed five year supplier deal with the country's leading fitness equipment firm, Technogym.	This represents a £530k investment based on a lease arrangement.
6. Examine business potential for Activ8 gyms outside of existing facilities.	TAL has had discussions on several potential additional locations but plans for further developments have been put on hold until the core leisure centres have been redeveloped.	The fitness sector can provide significant growth potential for TAL to increase our capacity to fund borrowing for larger scale investment. However, it is important not to over reach in this sector.
7. Increase number of swim visits to all TAL facilities by 2% per year (see performance data).	Swim visits have increased by an average of 3.1% per year in the three years of management by TAL compared to a national average of 2.1%.	Sport England participation targets are based on 1% increase per year until 2020.
8. Review relationship with BOSSS (swimming development scheme) in order to better support talented swimmers.	TAL has invested direct financial support for the BOSSS scheme, now to the tune of £10,100 annually, to strengthen the coaching team.	BOSSS is now recognised as one of the foremost swimming schemes in the country with national swimmers and coaches now associated with the club.
9. Form a development plan for ice sports.	We continue to work with the individual groups and sports but have put development plans on hold until the future	

	of the building is decided.	
11. Increase ice skating visits by 2% per year.	Through increased investment in the rink and strong marketing, ice visits have risen from 131,173 in March 2004 to 194,295 in March 2007, an increase of over 48%.	
12. Integrate Castlegate Quay into TAL establishing a robust financial operating plan.	CQWC now has a completely new staff structure and a solid financial structure and is fully integrated into TAL.	
13. Attract and host the North East Regional Development Officer of the RYA.	TAL was successful in attracting this post which is part funded by the RYA for three years.	
14. Organise a sailing instructors course to develop a new crop of instructors.	A modified version of this scheme was delivered through NRF funding.	
15. Target educational establishments, youth groups, corporate business to boost income streams.	CQWC now has contracts with a number of schools to deliver watersports as part of the adventurous activity curriculum. Corporate business is developing in terms of functions in the Ward Room and team building activities on the river.	
16. Develop closer working links with other agencies on the Tees in order to help develop the potential of the river as a leisure venue.	TAL has been instrumental in establishing a regular forum for agencies on the river and is taking an increasing role in developing events on and around the river.	
17. Form a multi-sport academy to support local aspiring athletes with a range of services	In March 2006 the Tees Active Sports Academy was launched with Dame Tanni Gray Thompson as our Academy	The Academy continues to be an excellent vehicle for raising the profile of the company with weekly newspaper

	Champion. We now support 41 athletes covering 13 different sports and have gained regional and national recognition for this unique venture.	articles covering our Academy Athletes, which now includes six potential Olympians.
18. Introduce E-booking system to help SBC achieve E-government targets.	Achieved.	
19. Introduce access scheme for children in care.	Achieved and introduced through SBC Social Services colleagues. All Children in Care (CIC) are now eligible for a free Leisure Saver Card giving free access to individual activities in Active Life Centres. In 2006/7 there were 485 visits by people with a free (CIC) card.	The scheme is a part of the SBC duty of care as a corporate parent.

MARKETING AND PROMOTION

1. Use of multi-media to promote the company and it's products.	TAL has developed excellent relations with local media outlets to reach our target audiences. We now employ a team of two marketing and PR professionals to promote the company.	
2. Develop a range of merchandise to reflect individual brands and develop new income.	Still in development phase.	
3. Launch new Tees Active website.	This is complete, and receives over 250 hits per day. It is managed daily and is now a key element of our marketing strategy.	The website is the vehicle for e-bookings and is to be further refined to be more interactive.

4. Review external signage at all centres.	Small Tees Active signs are in place but larger signage has been postponed until the large capital developments are complete.	
5. Explore viability of a Tees wide leisure publication with other leisure providers.	Other partners were not willing to invest in the project. We are still working on other options which would be self funding.	
6. Produce targeted newsletters for staff and specific customer groups.	The Staff INFORM newsletter is now a quarterly feature and there is an annual E-FORM for council members. Occasional newsletters for customers have been produced but more regular publications are being planned.	
7. Produce promotional plans for key income streams and service areas – Active Life programme, swimming, ice skating, corporate packages, Academy.	New brands have been developed including the 'Bubble the Dolphin' swim scheme. Regular press coverage and increase visitor numbers testify to the success of the plans.	Increased visitor numbers in key areas are the measure of the success of marketing initiatives.
8. Attract £50k sponsorship income per year.	Commercial sponsorship has been difficult to achieve. Only minimal sponsorship has been achieved.	Lack of success in attracting commercial support has been countered by success in attracting other external funding which to date exceeds £380k (Av. over £130k per year)
9. Use sponsorship of external events to raise profile of TAL.	Our main sponsorship deal is £10k per year for the Evening Gazette Sports Awards. In addition we spend a further £5k on various sports leagues and	Our sponsorship strategy has guaranteed us weekly brand coverage in the local press thereby keeping the name of Tees Active in the public eye.

	competitions in TAL venues.	
10. Conduct market research in four key areas: Customer satisfaction annually, non-user surveys bi-annually, ILAM (ISPAL) mystery visitor audits, Mori surveys within council process.	All have been completed.	In addition to these surveys we have conducted numerous service specific surveys in relation to specific issues or developments.
11. Increase involvement in events through sponsorship and event organisation. The aim to raise company profile and help promote particular sports.	We now have a broad portfolio of events with which we are involved.	River based events are organised within the broader context of the development of the river Tees as an events venue attracting visitors and a positive profile to the area.

ASSET MANAGEMENT

1. Develop proposals for an extension to Splash to replace Stockton Sports Centre. Initially estimated at £1.6m.	Plans are now advanced and work is expected to begin on a £4.92m scheme. TAL is funding £120k directly from reserves and £4.2m through borrowing.	SBC are contributing £600k to the scheme which will also see the demolition of Stockton Sports Centre and the development of a new football changing pavilion on that site.
2. Build an addition water slide at Splash.	Completed and opened in November 2005 at a cost of £120k.	
3. Review and improve catering operation including investment in facilities.	Included in the major Splash 2 re-development.	Completed with help of a catering consultant and will be subject to external market testing.
4. Improve signing and display.	New electronic sign adjacent to car park installed in 2005.	
5. Refurbish Thornaby Pavilion as part of Thornfield town centre redevelopment. Initially estimated at £600k.	Work has now started on a £1.44m refurbishment. TAL is funding £140k from reserves and £880k through borrowing.	The scheme was increased when the opportunity arose to reduce the bowls hall from 8 to 6 rinks making way for a new

		Activ8fitness suite.
6. Replace fixed balcony seating At Pavilion.	Deferred in light of the increased investment in the rest of the scheme.	
7. Refurbish male and female changing rooms.	Will be completed as part of the main plan.	
8. Re-line the pool tank at Thornaby Pool.	Work was restricted by the condition of the pool lining but has been completed in a limited manner at a cost of £12k.	In addition a further £30k was spent on redecoration and refurbishment of changing and foyer areas and plant replacement.
9. Assess viability of installing a floating floor at Thornaby Pool.	Assessment completed and not seen as financially viable.	
10. At Castlegate Quay, redesign boat storage, start rolling programme of craft replacement and invest in equipment for the Ward Room conference facilities. Estimated at £30k.	Completed.	
11. Create new staff change area at Castlegate Quay costed at £10k.	Deferred.	
12. Create sinking fund of £60k per year to ensure future maintenance responsibilities can be met.	Achieved.	
13. Create mobile maintenance unit at cost of £35k.	Billingham Forum as become the main focus of maintenance liabilities so this proposal was modified to deal with the Forum. A maintenance post has been created for the facility.	
14. Purchase mobile pool vacuum and jetwash for use across the company.	Achieved.	
15. Adopt the Equality Framework for	Achieved.	

Sport in order to help address access issues.		
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WORKFORCE DEVELOPMENT

1. Achieve 95% completion of annual Employee Development interviews (EDI).	TAL achieved 85% in 2006/7.	A review of the structure of EDIs will follow to assess why it is so difficult to exceed 85%.
2. Integrate Castlegate Quay employees onto TAL terms and conditions.	Achieved.	
3. Review terms and conditions and consultation process.	TAL withdrew from national negotiating machinery in 2006 and negotiated the 2007 pay award through our new, independent negotiating body. TAL staff now have terms and conditions that are subject to independent negotiation.	
4. Introduce a new Employee Consultation Group (ECG).	Achieved.	
5. Review of the Recruitment package.	Deferred.	

FINANCE AND PERFORMANCE

1. Maintain a company reserve of at least £100k.	Achieved.	The reserve is planned to dip below that level in 2008 when the major capital investment schemes are implemented. Projections demonstrate a replenishment of the reserves over the following three years.
2. Review support service costs with a	TAL has reduced annual support service	

view to achieving better value for money.	costs by £27.5k through effective negotiation and challenge.	
3. Regular monitoring and challenging of key purchases, including utilities, to achieve best value for TAL.	TAL has achieved purchasing efficiencies of £228k compared to costs in 2004.	
4. Reduce sickness absence from 13.95 days per person by 2days per year to 7.95 days by 2008.	By March 2007 sickness absence has been reduced to 7.75 days per year.	
5. Projected 3% increase in core income per year.	Customer income has increased by an average of 15% since March 2004.	This is in the context of management fee increases of only 1% per year thereby generating real savings for SBC.
6. Increase visitor numbers by 2% per year.	From March 2004 to March 2007 visitor numbers have increased by 7.5% an average of 2.5% per year.	The full breakdown of visitor numbers in key activity areas is included in Appendix 3 .
7. Projected investment of £2m through investment fund and borrowing by March 2008.	Actual investment to March 2007 has been £552k from the investment fund. A further £5.08m has been committed in borrowing for capital investment plus a further £260k from the investment fund. In addition TAL will be investing £540k through a lease arrangement for new fitness equipment. This makes a total of	

	£6,432,000 guaranteed investment from TAL.	
8. TAL committed to examining a number of quality accreditation standards before deciding on the most appropriate route.	TAL has achieved Charter Mark for the whole service with a standard that has been commended to Cabinet Office as an example of good practice. In addition TAL has achieved the SBC Customer First standard. We are considering Quest as an additional quality standard.	