

## Appendix 1 - Benchmarking of Leisure Trusts

NB. Kirklees, Derwentside and Chester Councils were also invited to contribute

Question	South Lakeland DC	Redcar & Cleveland BC	Stockton BC
<b>Buildings/ Facilities</b>			
How many sites are managed by the Trust?	3	5	5
Which Facilities are managed by the Trust?	Lakes Leisure – Kendal (leisure centre) Lakes Leisure – Ulverston (indoor/ outdoor sports complex) Lakes Leisure – Windermere (Outdoor activity centre)	Eston Sports Academy Redcar Leisure Centre Loftus Leisure Centre Saltburn Leisure Centre Guisborough Pool	Splash Billingham Forum Thornaby Pavilion Thornaby Pool Castlegate Quay (Watersports centre)
What responsibility does the Trust have for repairs and maintenance?	Day to day maintenance. Larger work undertaken by the Council Property Management Service	Internal equipment/ plant All internal repairs and maintenance	Day to day maintenance. Larger work undertaken by the Council Buildings Services
<b>Participation &amp; Excellence</b>			
Programming – Can be provided if required			
Does the Trust have any programmes to support talented sports performers?	Nothing offered through the Trust. The Council runs a talented individual scheme.	FREE Energy Club Membership to local Olympians.	The Tees Active Academy (holistic support package for talented young sports people)
<b>Usage</b>			
Annual throughput of facilities?	N/A	739,536 (2007/08)	Jan 08-Jan 09 1305, 838 - total visits 986,633 – Active participants
How many active members doe the facilities have?	N/A	3520	22,871
Do you have any data	Information not available	Information not available	

identifying participation rates by the following groups;  Young people (0-18) Adults (17-49) Older people (50+) People with disabilities People from BAME communities Women & Girls People socio economically disadvantaged			472,017 – visits          148,376 – visits 10,441 - members
<b>Customer Satisfaction</b>			
Does the Trust undertake any of the following;  Customer satisfaction surveys User Group Forums Surveys of non users Staff Surveys Mystery Shopper visits	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes No Yes Yes Yes
<b>Support to Social Objectives/ Outcomes</b>			
Does the trust have any of the following in place;  Discretionary pricing scheme An Exercise Referral scheme Specific support to include people of all faiths Specific support for people with disabilities	Yes Yes Yes  Yes	Yes Yes Yes  Yes	Yes Yes Yes  Yes

<b>Value for Money</b>			
What is the management fee allocated to the Trust?	£1.2m	£1.2m	£2.5m approx. [please see note at end]
What is the subsidy per head of population?	£11.30 (the area has a massive visitor population)	Information not available	£13.39 approx
What is the subsidy per visit?	Information not available	Information not available	£1.91 approx
Has the Trust been successful in attracting external funding?	Yes	Yes	Yes
If so from which agencies?	Sport England, Cumbria County Council, Cumbria Community Foundation	Sport England/ PCT/ LSP	PCT
<b>Partnership</b>			
Is the Trust proactive in seeking to develop opportunities that contribute to the strategic objectives of the Local Authority?	No	Yes	Yes
Please give details.	This has been one of the difficulties to date with the Leisure Trust. The Trust have not taken a strategic approach to service delivery in recent years. We are now in the 6 <sup>th</sup> year of operation and the Council will be challenging the Trust to expand this area of work this year.	Works closely with the Council's Sports Dev' Team towards priorities around increasing participation, diversionary activities and improving the health of the local community.	The Trust has worked a great deal with the Primary care Trust to deliver programmes aimed at increasing participation in sport/ physical activity and thus contributing to tackling conditions such as Obesity

## Notes (from TAL)

	Tees Valley Leisure (Redcar & Cleveland)	Tees Active (Stockton)
Turnover	£3.2 mill	£6.3 mill
Management fee	£1.2 mill	£2.7 mill
Staff FTE	80 FTE	177 FTE
Visits per thousand population	Approx 5,500	Approx 8,500
Maintenance spend	Under 200k/year	Over 400k/year

Included in the TAL management fee is the Forum theatre, which costs 250k for a management fee to RLL and TAL pay utilities and certain maintenance taking that subsidy to nearer 350k (impossible to be precise because utilities are not separately metered). So if you take out NNDR and Theatre, the TAL fee is probably under £2 million for sport and leisure.

All NNDR savings from 2004 when the management fee was set for TAL's first year are included in the management fee. This has been translated into already almost £1mill investment. A further £9 mill will have been invested by the re-opening of the Forum in Jan 2011. This will mean that TAL will have invested over £10 mill in facilities in seven years, not including the regular maintenance investment. In addition, TAL employ over 30 more local people than when they started and have taken over Castlegate Quay and developed a large outreach team and Academy without any additional cost to SBC.

TVL did not retain NNDR savings – R and C council took these savings into the corporate pot. The only significant investment in recent years has actually been done by the council, not TVL. This has been relatively small scale, a couple of million dealing with issues that TAL handles through repairs and maintenance and its improvement programme.

When the prudential borrowing is sorted out and the schemes complete (Splash & Billingham Forum) TAL will be paying back to the Council approx £700k per year. When all adjustments are made the effective operational management fee for sport and leisure (excluding the theatre) will be more like 1.7 million.

Basically – TAL and TVL are setup completely differently in financial terms. TAL are also almost twice as big as a company. So you will see that a cursory glance at the management fee simply doesn't tell the story. It is actually not difficult to argue that SBC are getting significantly better value for money and significantly more members of the community use the services they are funding. SBC members should take some credit for this as well – TAL was set up to improve services and invest in facilities. TVL was set up to save money for the council. There is a huge cultural difference in that respect.