



Rossendale Leisure Trust - Charitable Model and Approach

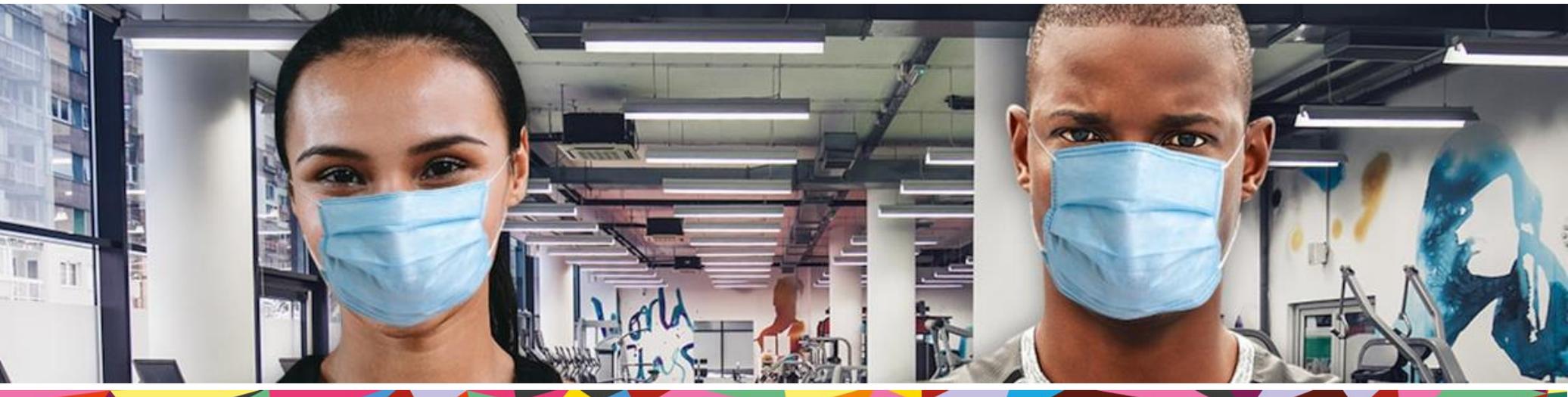
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Overview – What's happening in Leisure?

Whilst leisure facilities have recently reopened, the context and environment of operation has significantly changed. Of the many changes in landscape, there are several shifts that impact on leisure operations in Rossendale.

1. The rise of **virtual workouts** means that RLT can deliver content straight into people's homes and connect with individuals like never before. This gives RLT a new market segment that services are reaching through the virtual only membership and enhances the existing offer. However, the competition is fierce and the virtual/home fitness trend with major players such as Les Mills and Peloton will also draw away historically regular gym users.
2. **Outdoor fitness** has also seen significant growth during the lockdown, with a surge in walking and cycling as well as group exercise in local outdoor spaces. Again, this is a risk to the traditional fitness offer, but one RLT have adapted to quickly and now offer a range of outdoor exercise classes and guided walking groups for example.
3. An **impact of Covid**, for some communities, has been an increased level of disposable income, and RLT is looking to capitalise on this through increased family and adventure activities offer such as Grip&Go, tubing, children's activities, swimming lessons etc. Initial signs have been encouraging.
4. The introduction of a **major new private fitness facility** in Rawtenstall also creates a significant change to the local landscape and RLT need to focus on providing a strong community connection and "above and beyond" customer service/experience to mitigate the inevitable loss of members to the new facility. UK-wide evidence shows that customers can bounceback due to the wider offer and services a trust like RLT provides, but this will happen over 10-12 months, and require proactive work from RLT.
5. The number of facilities within the **RLT group** has increased and good planning, organisation, care and attention will be essential to ensure the facilities are operated efficiently and effectively to be sustainable and resilient, and be of benefit of communities.



Overview – Important Areas of Focus

The strategic focus for RLT for the year, as communities rebuild from Covid-19 impact, can be summarised in three distinct areas of focus, with a simple action plan co-developed and co-designed with the wider RLT management team for each area.

The overall action plan is summarised in this document, with each team working to a more detailed plan specific to their department.

1. **Looking after our finances**– the key priority is to rebuild financial viability in three key areas: to maximise income, build the fitness membership base, and manage operational costs.
2. **Looking after our customers and community** – this priority and focus is about people. RLT will look after teams and continue to build strong internal culture; so that in turn the RLT team will be empowered to deliver an effective customer and community focussed service. This will be critical in mitigating the impact of new gym competition.
3. **Looking after our people** - The year ahead for RLT is one that focuses on change and integration. These will need to be supported by effective partnership governance with Rossendale Borough Council; fit-for-purpose internal governance structures and processes within the trust; and energy driven into cultural integration with the forming and expanding group.



Focus 1: Looking after our finances

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1.1 Financial Performance

Over the past several years Rossendale Leisure Trust has operated at a small trading surplus without cash subsidy from Rossendale Borough Council.

When Covid-19 began, RLT's initial assessment was that the Trust would likely make a significant loss, and forecasts outlined in December 2020 (reported to Council in February 2021) estimated a loss in 2020/21 of £531k with a further loss in 2021/22 between £598k to £869k.

Since December 2020, there have been several developments which have improved the financial outturn for the 2020-21 year. This including additional business rate related Covid-19 grants, better than anticipated Coronavirus Job Retention Scheme (furlough) grant, and central government funding secured and allocated by RBC to support RLT. RLT have also received generous donations from existing customers and worked hard to secure funding from third party sources which has also improved the expected position. Whilst year end accounts are being completed, RLT anticipate the loss will now be around £60k for the 2020-21 year.

RLT's current forecast for the 2021/22 year is at the lower end of the forecast range presented in the February Council report. However, it is important to note that there are a range of unknowns including the rate of return of fitness memberships, ongoing performance of family and adventure activities, and the performance of Ski Rossendale and the Whitworth sites. Full detailed forecast for each site has been prepared and reviewed by RBC officers. Due to the various uncertainties, the year end forecast will be reviewed monthly by the RLT Finance Committee which includes Karen Spencer and Adam Allen.

Summary Financial Performance	2019/20 Actual (Pre-Covid)	2020/21 Actual (Covid year)	2021/22 Forecast (Excl. Whitworth)	2021/22 Forecast (Incl. Whitworth)
Revenue	2,122,385	1,131,618	1,748,430	2,176,830
Staffing Costs	(1,203,542)	(1,182,635)	(1,459,322)	(1,767,392)
Contribution from Covid19 Job Retention Scheme (Furlough) & Gov Grants	-	631,954		
Operational Costs	(946,9542)	(792,121)	(967,652)	(1,283,595)
Trading surplus/(loss)	21,143	(212,184)	(678,544)	(855,157)
Add back operating lease holiday		151,000	151,000	151,000
Add back proposed initial Covid grant from RBC			100,000	100,000
Trading surplus/(loss) taking account of proposed measures	21,143	(61,184)	(427,544)	(604,157)

Financial Forecast 2021/22 Explanation

The financial forecast is a prudent assessment of the revenue impact and operational costs associated with trading the RLT facilities and programmes through the remainder of the financial year and into 2021/22

RLT have taken a line by line approach in building a bottom up model that looks at every line of income and expenditure and makes a realistic assessment of the likely outturn for the year. A summary of the main assumptions underpinning the model are listed below.

The current economy and social situation is extremely uncertain, and this forecast represents a reasonable estimate based on a range of assumptions and based on professional judgement and business data and insight.

Revenue

- Fitness revenue to grow slowly from re-opening levels by 50 members per site per month, returning to 85% of pre-Covid levels by March 2022.
- School swimming income at approximately 85% or previous years levels. This is based on schools having a reluctance to return.
- Significant reduction in Grip&Go income due to capacity restrictions throughout the year due to Covid. Forecast at 50% of 2019/20.
- Reduction of 50% on most indoor revenue streams (badminton etc) as most spaces currently being used for fitness activity. Forecasting a return to more normal operations from autumn 2022.
- Adjustments to grant funding levels to reflect the additional multi year funding secured in the last six months relating to health projects such as Up and Active, the Health Coach team etc.

Salaries

- Staffing costs very similar to previous years with a built in increase of 5% to match annual rises in minimum wage requirements.
- RLT has always operated on a slim operational model providing an efficient number of operational staff to deliver safe and high quality services. RLT have worked hard over the past five years to ensure that excellent customer service can be delivered through an efficient operational model.

Operational Costs

Overall, operating costs are forecast to be similar to previous years in 2021/22 with the following differences:

- Cleaning equipment and supplies increased from approximately £5k per site to £10k per site, due to the increased cleaning protocols with Covid-19
- Additional costs for IT and infrastructure to;
 - facilitate increased and effective home working for the staff team
 - develop RLT's ability to provide online and virtual fitness provision
- Reductions to utility costs due to reduced usage
- Similar levels of repair and maintenance costs as savings from closure period have been offset by painting, decorating, additional signage costs etc.

Strategic Risk Register 2021/22

Risk identification	Quantitative Rating			Risk Response
Risk	Probability (0-5)	Impact (0-5)	Score (Pxl)	Mitigations
Further wave(s) of Covid-19 and or another pandemic, resulting in closure / part closure of facilities, leading to increased pressure on a challenging financial position for 2021/22.	3	5	15	<ul style="list-style-type: none"> • Very few mitigations that RLT and partners can affect. • RLT CEO to ensure continued close discussions with RBC on Covid, and Rossendale Connected partners to ensure aware. • RLT and partners sites adhere to Covid measures and safety management to contribute to managing Covid cases. • RLT SMT scenario planning for a fourth wave / additional lockdowns, and supporting partners to do so too.
Increased market competition for fitness memberships from new providers in the borough or close to borough boundaries, resulting in loss of memberships at RLT sites.	5	3	15	<ul style="list-style-type: none"> • RLT SMT aware of the planned opening of Thrive gym, and proactively reviewed with their teams, how to improve our customer experience and retention. Identified actions being implemented. • Proactive membership offers launched throughout spring, and continuing through summer. • Focused marketing messages on the wider benefits of RLT e.g. swimming, family, ski & tube, reinvestment of profits, caring for Rossendale, Health Coach and Up & Active referral services etc.
Aging facility stock requiring increased frequency and cost of maintenance and remedial works to be carried out by RBC.	5	3	15	<ul style="list-style-type: none"> • RLT and RBC maintaining up-to-date site-by-site maintenance programme, and proactively reviewing, with support from RLT Director, Tony Caine. • RBC with RLT, amending and issuing new leases for Marl Pits and Adrenaline which will help attract funding to support developments. • RBC proactively assessing the facility stock and scoping potential facility developments for the borough.
Ineffective internal integration of existing and new staff as part of the RLT Group creation, causing low morale, friction and retention issues.	4	3	12	<ul style="list-style-type: none"> • RLT leadership team know importance of integration, seeking to be more present across sites, continued focus on openness, discussion, co-design, autonomy and shared decision-making. • Leadership team openly discussing with SMT and sharing position for 21/22, and the co-developed aspirations in the Annual Plan leading to a new strategic plan being created.
Increased National Living Wage and Minimum Wage rates, adding pressure to financial position of RLT.	5	2	10	<ul style="list-style-type: none"> • Accurate financial forecasting to ensure RLT is aware of the impact. • Being engaged with the updates and insight provided by the Low Pay Commission.

1.2 Looking after our finances – Goals, Actions, Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Seeking additional income streams and activities. 2. Growing and retaining our customer base. 3. Working to strict targets and budgets. 4. Setting and achieving membership targets. 	<ol style="list-style-type: none"> 1. Locating new and securing funding streams. 2. Where, appropriate, support conversion to memberships. 3. Programme budgets are met or exceeded. 	<ol style="list-style-type: none"> 1. Increasing the number of children on holiday clubs and junior courses 2. Creating a development pot of funding for the coaching and community programmes' progression and diversification. 3. Regular flow of bookings each week. 	<ol style="list-style-type: none"> 1. Converting customers in to members who access all services across all sites.
Our actions	<ol style="list-style-type: none"> 1. Work with and train staff to improve sales and retention 2. Seek to install a combined heat and power unit installed to reduce energy costs at Marl Pits 3. Explore additional income streams such as adult training courses and music events, and develop smaller income streams 4. Control and proactively review running costs 	<ol style="list-style-type: none"> 1. Collecting relevant/accurate data to pass onto commissioners, meeting or exceeding their KPIs. 2. Ensuring sound financial recording and reporting processes. 3. Continue to develop strong partnerships across health services and commissioner, PCN, lead nurses, both locally and regionally. 	<ol style="list-style-type: none"> 1. Focus online advertising for community and coaching programmes. 2. Speaking with parents/teachers directly to gain feedback. 3. Prioritise advertising available club slots. 	<ol style="list-style-type: none"> 1. Building confidence to upsell services in all customer interactions on all platforms. 2. Continued team meeting updates on financial position and forecasting to give a 'bigger picture'. 3. Correctly timed customer/membership offers that signify appreciation for loyalty to the service provided.
Measuring Success	<p>Making data-led decisions:</p> <ol style="list-style-type: none"> 1. Track membership sales and retention 2. Monitor expenditure, staffing, energy costs etc 3. Understand our local demographics and communities who are using the facilities and how can we cater for all. 4. Commissioner KPIs are met on all grant funded programmes 5. Customer reviews - what has been successful & why. 6. Numbers completing programmes. 7. Number continuing onto full memberships. 8. Fully booked programmes and activities. 9. Reduced occurrences of till discrepancies. 			

Focus 2: Looking after our customers and community

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2.1 Looking after our customers and community – Goals, Actions and Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Customers feel like a part of the RLT community 2. Ensuring staff absences are covered and no activity is cancelled. 3. Keeping the site to a high standard, clean and maintained. 4. Supporting community events through ticket sales and booking events. 	<ol style="list-style-type: none"> 1. Increase in self referrals through positive word of mouth. 2. Strong customer feedback. 3. Reaching capacity, having to offer more. 4. Engaging those in greatest need 5. Sustainable exit routes are identified 	<ol style="list-style-type: none"> 1. Have a storage that is clean to store our equipment. - being able to help children that are suffering after being in lockdown 2. Community programme customers come to the centres 3. Provide extra information, guidance and support to make customers feel confident in the environment 4. Extend care beyond facilities. 	<ol style="list-style-type: none"> 1. Increased customer retention. 2. Customer/ community pride in services provided – testimonials/customer ambassadors.
Our actions	<ol style="list-style-type: none"> 1. Establish the Community User Committee of RLT Board 2. Proactively engage with customer, actioning their feedback, and feed back into team meetings. 3. Doing what we do best and openly chat with customers. 4. Provide a high standard of service at all times. 	<ol style="list-style-type: none"> 1. Feedback forms & evaluation 2. Integrating new sessions to meet customer needs. 3. Deliver programmes borough wide. 4. Ensuring every participant is supported into next steps / actions they could take (exit routes) 	<ol style="list-style-type: none"> 1. Take part in training that on children’s emotional and physical wellbeing during the pandemic 2. Ensure programmes meet needs of customer and the community. 	<ol style="list-style-type: none"> 1. Building rapport with customers and members. 2. Action customer feedback – actively learn what customers/members want to inform the creation of a customer/member focused programme. 3. Hold community events. 4. Clear and open communication internally and externally.
Measuring Success	<ol style="list-style-type: none"> 1. Measure customer retention 2. Actively encouraging customer comments and feedback., and feeding that into staff meetings etc. 3. Work with other sites to improve customers experiences. 4. Members achieving their personal goals. 5. Number of referrals coming through Vs number of completed. 6. Reaching out to individuals in the community about their experience. 7. Successfully help children we work with to feel better about themselves and want to join in. 8. Proactively analysing and utilising customer engagement – social media analytics, Feedback, customer comments. 			

2.2 Marketing Overview

The marketing overview overleaf, outlines some key activities and promotions that will take place this year, and help RLT to respond to trends that happen within the year ahead. These range from half term holidays, the ski season starting, the Government's reopening road map from Covid-19, and some specific details of when RLT release planned offers for members and potential members and customers.

Underneath this overview, sit site or programme specific marketing plans.

The marketing overview comprises our planned activities across our leisure facilities, adventure venues, activities across Rossendale, and events programme.

On a day-to-day basis the RLT group has continued marketing which includes:

- Upselling and cross-selling activities to customers across multiple facilities;
- Developing exit routes for participants on our commissioned programmes e.g. Up & Active;
- Continuous development to enable our employees to deliver an excellent customer experience; and
- Daily social media presence to create a strong brand with-in the community, including increased used of Instagram stories led by the onsite teams to promote activity, show 'real' customers and increase social media reach.

As part of the wider marketing strategy, RLT understand the key trends and seasonal changes within the leisure industry and therefore the trust utilises business data (collated through Xn and DataHub) to help guide decisions on offers, courses and current participant trends including uptake and drop off.

In addition, RLT will progress and complete the rebranding of The Riverside in Whitworth. This will be an exercise designed to enable the community space to have an identity and standout in the market, which will significantly support the financial rebuild of the site from Covid-19.

The proposed new name is The Ashcroft, which will work well with weddings, events branding and sales. The name Ashcroft has a strong local connection which will place the space at the heart of the community. Christine Ashcroft, who sadly passed away in 2019 was the driving force behind the CLAW Board from the beginning. Since the 1970's Christine was involved with both the Riverside and Leisure Centre and was a strong advocate for the rebuild of The Riverside after the fire. Renaming of the venue to The Ashcroft, is a fitting tribute for Christine's years of hard work and will resonate with the Whitworth community.

The new branding will complement The Whitaker's new brand, which helpfully works well alongside RLT's colour scheme and tones. The draft brand can be seen:



Marketing overview – April to July

	Leisure Facilities	Adventure Venues	Activities Across Rossendale	Events Programme
Leading up to April	<ul style="list-style-type: none"> Launched the 'Re:Connect, Re:Energise' campaign across Rossendale Membership offer with no joining fee 	<ul style="list-style-type: none"> Grip & Go Social Media Campaign 'Re:Open' The Hill – social campaign with a focus on tubing, taster sessions and ski lessons 	<ul style="list-style-type: none"> Email campaign to customers regarding junior courses starting back in April Easter holiday activity promotion with social distancing promoting venues and The Whitaker 	<ul style="list-style-type: none"> The Riverside - Focusing on bookings for a potential reopening in June. Looking for family occasion events like weddings, christenings.
May	<ul style="list-style-type: none"> Special offer on an annual membership to align with last year's annual offer to capture the market. 	<ul style="list-style-type: none"> Grip & Go – email campaign to existing customers regarding group bookings. The Hill - focus on tubing, taster sessions and learn to ski/snowboard Half term focus for 31st May-4th June. 	<ul style="list-style-type: none"> Summer holiday brochure to all schools in Rossendale Relaunching the Health Walks programme Relaunching Couch to 5k programme 	<ul style="list-style-type: none"> The Riverside – potential rebranding exercise and re focus on family occasions. Focus on advertising ready for the wedding season commencing The Riverside - End of year school party focus and may bank holiday events
June	<ul style="list-style-type: none"> Indoor classes resume in accordance with the government road map. Advertising through existing member emails and social media campaigns. 	<ul style="list-style-type: none"> Grip and Go – focus on half term bookings for the first week in June The Hill – campaign to customers about 'summer' skiing, tubing, taster sessions and learn to ski. 	<ul style="list-style-type: none"> Potential introduction to indoor activities – email campaign to existing customers about hiring space Adult indoor sports resumes at the end of June in accordance with the government road map. 	<ul style="list-style-type: none"> The Whitaker reopening and launch – promoting group wide opportunities Leisure – kite festival at Adrenaline The Riverside – wedding season
July	<ul style="list-style-type: none"> Health and fitness campaign with a no joining fee. This is to parallel the Government's road map for easing measures. 	<ul style="list-style-type: none"> The focus will be around summer holiday activities for Families, for both G&G and The Hill Marketing to clubs and schools regarding group bookings 	<ul style="list-style-type: none"> Holiday club advertising and the coupled with the ongoing Holiday Activity Fund project Adult indoor sports resumes at the end of June in accordance with government road map. 	<ul style="list-style-type: none"> Leisure – talks about an outdoor rounder's festival and potentially a music festival, guidelines dependant. The Riverside – promoting wedding season

Marketing overview – August to January

	Leisure Facilities	Adventure Venues	Activities Across Rossendale	Events Programme
August	<ul style="list-style-type: none"> A retention offer where customers can get a month free if they refer a friend 	<ul style="list-style-type: none"> The focus will be around summer holiday activities for Families, for both G&G and The Hill 	<ul style="list-style-type: none"> Advertising for summer activity clubs 	<ul style="list-style-type: none"> The Riverside – promoting Christmas bookings, promote Christmas wedding, and focus on family gathering events whilst putting on in-house entertainment evenings
September	<ul style="list-style-type: none"> Health and wellbeing campaign as the summer holidays end. 	<ul style="list-style-type: none"> The Hill – the campaign for the winter season begins, focus on the 6-month memberships for the skiers. 	<ul style="list-style-type: none"> Advertising for after school clubs and groups. 	<ul style="list-style-type: none"> The Riverside – Look to book Halloween events in, focus on Christmas bookings and in-house events.
October	<ul style="list-style-type: none"> General leisure advertising 	<ul style="list-style-type: none"> October half term advertising 	<ul style="list-style-type: none"> Analysis on clubs and groups with advertising 	<ul style="list-style-type: none"> Halloween events across the facilities.
November	<ul style="list-style-type: none"> Black Friday Fitness Offer 	<ul style="list-style-type: none"> Analysis on participants and specific focus areas 	<ul style="list-style-type: none"> Analysis on clubs and group participants, review the trends and adverts 	<ul style="list-style-type: none"> The Riverside Christmas market
December	<ul style="list-style-type: none"> General leisure advertising 	<ul style="list-style-type: none"> Christmas themed events and adverts 	<ul style="list-style-type: none"> Analysis on clubs and groups with advertising 	<ul style="list-style-type: none"> The Riverside – New Years Eve family party, and breakfast with Santa
January	<ul style="list-style-type: none"> Potential offer once business analysis has been done on the current position. 	<ul style="list-style-type: none"> Trend and business analysis to determine marketing strategy. 	<ul style="list-style-type: none"> Trend and business analysis to determine marketing strategy. 	

2.3 Getting involved in the Community

Alongside RLT's work in facilities and community programmes, there are a number of wider strategic and grass routes partnerships which the trust contribute to on behalf of Rossendale and the community.

Project	Purpose	Status	Next Steps
Together and Active Future (KM – Lead for People and Place)	Work alongside Pennine Colleagues to deliver £10m strategic Systems Change initiatives. Also included on a 5 person Sport England Consultation Panel regarding Whole Systems Approaches to Physical Activity.	£300k secured for Rossendale - Walking - Marketing Campaigns	Continue to work with Pennine Colleagues and Sport England on a National level. Pull together local partnerships to co-design workstreams aimed at increasing physical activity levels locally.
Rossendale Strategic Health Partnership (PCN) (KM - Chair)	Collaborative network including local authority, leisure trust, CCG, GPs, Health professionals, CVS. Develop Health and Wellbeing Strategy for Rossendale alongside RBC and Community Colleagues	Engagement sessions, conferences and working groups have led to outline priority areas, working towards a full written Plan.	Continue to develop plans and collaboration within the priority areas
Rossendale Connected Together we Talk Podcast	Connecting communities together in a conversations about key health and wellbeing topics, issues and challenges	Season 1 (8 episodes, over 3200 views) complete, planning for season 2.	Launch and deliver season 2 of the podcast.
Valley Leadership Academy	To develop the VLA into a thriving community hub of sport and physical activity out of schools hours.	First year of the SLA nearing completion. Working on long term extension with VLA and Star Academies.	Focused on development areas: funding into the site, establishing a new gymnastics programme for Rossendale, maintaining 3G registered status with the FA.
Rossendale Playing Pitch Strategy (PPS)	Administrative support and engagement in the Rossendale PPS owned by Rossendale Borough Council.	Implementation group formed and task and finish groups established to work on 5 priority areas identified in the PPS.	Move forward with the individual work streams.
Holiday Activity and Food Programme	DfE funded programme (£209k) to support children who receive free school meals (FSM) with food and activity through 5 weeks of the school holidays (summer and Christmas).	In set up phase with RBC, LCC, Rossendale partners and Streetgames.	Significant and complex programme seeking to engage 35% of the 2,306 children in receipt of FSM in Rossendale. Continue to progress towards first stage of delivery in the summer holidays.
Business Health Matters (Lancashire wide)	Working with Rossendale businesses to support employees to remain in work, with improved health and wellbeing. Two, 3-year, projects: ISCF (health screening) and ESIF (workplace health champions).	- ISCF underway from April 2021, delivery phasing from autumn 2021 - ESIF waiting on the Grant Letter from the EU. Proposed delivery start in summer 2021.	Continue to build the delivery team and structure; working with Lancashire partners; establishing M&E, referral pathways with Chamber of Commerce; set up financial processes and internal governance arrangements; staff training.
Up & Active, and Health Coach team	Existing Public Health funded project working on enhancing physical activity and healthy weight within communities across East Lancashire.	Converted to a healthy weight commissioned programme, commissioned through Lancashire CC public health team. £25,000 secured for three years.	Developing an integrated preventative health 'Active Lifestyles Hub' led by our Health and Wellbeing Manager. Growing the delivery team to include Health Coaches as early interveners. Partner funding secured from PCN, and further bids in to recruit more delivery staff.

Focus 3: Looking after our people

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3.1 Internal integration focus within RLT for 2021/22

Entering a new financial and business year, provides refreshing opportunities following a year of challenge with Covid-19 and organizational change. Alongside the need for effective legal and governance framework with RBC, RLT Board have identified a need for good governance practices to continue to be implemented at RLT. In addition, the RLT Executive team are prioritising cross-organisation integration due to the changes taking place. Arguably, the legal part of the leisure and culture consolidation programme is the 'easiest' part, with the true integration of services, workforce and delivery practices, the most challenging and important elements.

The sole focus behind the consolidation programme, is on building resilient and sustainable leisure and cultural services for Rossendale. Building resilience and sustainability directly reflects sections 1 and 2 in this Annual Plan i.e., financial viability and service delivery, but also requires energy, financial resource and time invested in service integration. Equally these are critical to building a set of resilient and sustainable organisations. Throughout this year, the RLT group are, and will continue, to prioritise cross-organisation integration, including:

1. *Creating and embedding a new team structure*

- A new Executive structure has been created which comprises of the Chief Executive, Head of Operations, Head of Partnerships, Whitaker Director (non exec.) and Head of Hospitality. Weekly meetings ensure that peers are supported, decisions are shared and discussed, opportunities and threats are reviewed, and the group financial position reviewed. In the coming year, each Executive member will have a senior responsible officer role within the group structure.
- The Senior Management Team has naturally expanded, to include the site managers at Ski Rossendale, Whitworth Leisure Centre, The Riverside, and the Whitaker's Creative Director. The focus behind SMT is to ensure they have autonomy and responsibility, yet supported with a peer team and Executive team. This needs cementing and reviewing the coming year.
- Develop effective cross-group team meetings designed to provide support, share resources, ideas and solutions.
- Effectively utilising the opportunities of a group structure - opportunities to be embedded for staff development and training, greater experiences, peer support, sharing solutions to challenges, and reward.

2. *Integrating the trust's One by One principles* into all organisations, their processes, and ensuring they are at the heart of everything the group does.



3. *Continuing the principle of co-design* and communication with the whole staff team. Organisational recovery from Covid-19 has been a whole organisation programme of work – involving RLT (including Whitworth) and Ski Rossendale. This approach will continue.

4. *Working to ensure RLT's governance is fit for purpose.* Good governance is a key pillar to organisational success. RLT will complete the recruitment process to rebuild of a skills-based RLT Board throughout May and June; initiate recruitment in June, for new Directors for Ski Rossendale Ltd; and develop the Terms of Reference with CLAW for the newly forming Whitworth Committee.

Looking after our staff team – Goals, Actions and Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Staff report that they are happy and engaged in their roles, and are proud to represent RLT. 2. Staff developing, gaining more experience, qualifications and progressing their careers within or outside of RLT. 3. Good and regular communication throughout the staffing team. 4. Supporting new aspects of the business where we can. 	<ol style="list-style-type: none"> 1. Staff retention & progression within the leisure trust. 2. Positive appraisals. 3. High scoring staff surveys. 	<ol style="list-style-type: none"> 1. Staff wellbeing maintained to a high standard. 2. Communicate with staff to ensure they have no safety concerns with returning to the workplace. 	<ol style="list-style-type: none"> 1. A happy and united workforce. 2. Feeling valued and supported. 3. Clear and consistent lines of communication to ensure staff are up to date and aware of all processes, offers and any business developments. 4. Setting and achieving goals.
Our actions	<ol style="list-style-type: none"> 1. Recognise and reward staff. 2. Create opportunities to work across sites to build rapport and increase knowledge of other sites. 3. Regular one to ones, team meetings, and training to support staff development 4. Allowing for loss of knowledge or routine after not been in work. 	<ol style="list-style-type: none"> 1. Regular team meeting & one to ones. 2. Offering staff PDPs, ongoing training. 3. Progression pathways (succession planning.) – developing a secondment model where possible 4. Staff surveys 	<ol style="list-style-type: none"> 1. A monthly wellbeing seminar 2. An in-centre team or partner, to help with mental health 3. Staff continuing to work from home when possible 	<ol style="list-style-type: none"> 1. Implementing consistent team and one to one meetings to recognise achievements, acknowledge milestones, and create a space for discussion around development and team standards of work. 2. Build connections and communication lines between team members and with other team supervisors/managers.
Measuring Success	<ol style="list-style-type: none"> 1. Reviewing the staff feedback survey with the Staff Council. 2. Understanding staff development, qualifications role progression. 3. Proactively arranging training sessions on essential and progressive topics. 4. Proactively asking what staff need or would like. 5. Instigate a mental wellbeing workplace programme of support. 6. Feedback Procedures – Collate data and communicate compliments and criticisms to staff. 7. Reaching agreed team/individual goals achieved through adherence to the agreed working standards. 			

Working RLT Group People Structure

Executive team



Head of Operations & Development

Phill Holden
(0.4 FTE)

Operating Procedures
Health and Safety
Facility Development
Together an Active Future



Chief Executive

Ken Masser
(0.6 FTE)

Stakeholder Mgmt
Strategy Dev.
Communications
Financial Planning
Rossdale PCN Chair
SRO – RLT & The Hill



Head of Partnerships

Cate Atwater
(0.6 FTE)

Partnerships
Intra-Group Governance
Health & Wellness
Community Dev.



Director (non exec.)

Carl Bell
(1.0 FTE)

Cultural Programme Development
Leisure / Culture Integration
SRO – TW



Head of Hospitality

Beth Carpenter
(1.0 FTE)

TW Café
Riverside
Hospitality Events Development
SRO – Trading Co

Rossdale Leisure Trust

Ski
Rossdale
Ltd

The
Whitaker
CIO

Trading
Co
Limited

SMT



Aquatics Manager

Lesley Wells



Facility Operations Manager – Marl Pits

Mark Kay



Facility Operations Manager – Adrenaline

Ross McCowan



Facility Operations Manager – Whitworth LC

Haydn Whyatt



Marketing Manager

Michelle Fletcher



Business & Administration Manager

Frances Ferguson



Facility Operations Manager – The Hill

Dave Fuller



Health & Wellbeing Manager

Jodie English



Sports, Coaching & Pitches Manager

Paul Gallagher



Cultural Director

Gaynor Seville



Whitaker Head Chef

Mel Morris



Riverside Manager

Aimee Walker

Team Leaders

Team Leaders

Team Leaders

Reception Team Leader

Admin Officer

Admin Officer

Fitness Team Leader

Volunteer Coordinator

Activities Coordinator

3.2 Effective partnership governance with RBC

Due to the changing nature of the RLT group, the need for prudent and functional governance increases. This need is accompanied by the significant and valued support provided by RBC over the previous, challenging year. RLT and RBC have an incumbent responsibility to ensure that the legal documents and frameworks that surround the partnership are fit-for-purpose, transparent, accurate and protect public money.

Therefore, a priority for 2021/22, is to complete the required governance amends and tasks already discussed with RBC.

Leases

- The final leases and repair & maintenance schedules remain outstanding for both Whitworth Leisure Centre and The Riverside. RLT have been granted Tenancies At Will for both sites, which continues to expose RLT to significant financial risk.
- Both Marl Pits and Adrenaline have leases that expire in 2027, and both sites require amends. The footprint of both sites has changed significantly due to extensions and facility developments. These changes need amending in new leases as currently the leases are inaccurate.
- **Priority actions with RBC**
 - To complete the leases and maintenance schedules regarding Whitworth Leisure Centre and The Riverside.
 - RBC to complete the lease amends with The Whitaker CIC to enable the merger to be agreed by RLT Board and The Whitaker Board on 9 June 2021.
 - To review and agree amends to both Marl Pits and Adrenaline leases.
 - To extend both leases past 2027 to ensure security of tenure, evidence the strong partnership whereby liabilities sit on both parties, and align to the group structure with Whitworth, Ski Rossendale and the Whitaker.

Agreements:

- There are Agreements from 2004 relating to services signed between RBC and RLT. In 2015/16, Paul Walker and Phil Seddon of RBC with RLT, agreed to discuss Agreement revisions and a letter of Variation was created, but never signed. Two Agreements need updating and agreeing – both of which were highlighted as needed actions by KKP:
 - The provision of support services provided by RBC to RLT
 - The funding and delivery of leisure services.
- **Priority actions with RBC**
 - Discuss, agree and sign the required amends to the Agreements.

3.3 Effective integration of services and facilities across the borough

Throughout 2020 and 2021, a significant element of securing the future of Rossendale’s leisure and culture services, were the ongoing and deepening partnerships between RLT, CLAW, Ski Rossendale and The Whitaker. The RLT and Ski Rossendale merger, and the RLT and CLAW merger, completed (subject to the points raised on page 20). A final priority for this year is completing the merger programme with The Whitaker.

For the Annual Plan, the focus is on effectively integrating Ski Rossendale Ltd and the transferred assets and team members from CLAW, within the RLT Group. The Riverside and Whitworth Leisure Centre are fully absorbed into RLT's accounts, operations and staffing structure, and are therefore inherent throughout this Annual Plan. Ski Rossendale also, but with the organisation remaining an independent entity part of the RLT Group, further specifics are provided below.

Ski Rossendale –

The initial financial outturn for April 2021 alone evidenced a strong position of £28,000 income. This is compared to an average of £14,500 over previous Aprils. This is a positive position from which the Ski Rossendale and RLT team can build.

For the year ahead, Ski Rossendale's focus is on:

1. **Rebuilding the customer base** – creating and launching strong and continued marketing campaigns; developing new activities e.g. different ski school combinations; implementing software that captures customer data and insight, leading to data-led decisions and proactive customer engagement.
2. **Growing income to reinvest and build a cash position** – relaunching the ski and snowboard schools and tubing with expanded offers and competitive pricing; redeveloping the retail shop offer; assessing operational costs and reductions where prudent, along with identifying new activities to drive new income.
3. **Developing an excellent customer experience** – proactively investing in a maintenance and upgrade programmes to provide high quality experiences; developing online booking through Xn; integrating telephone systems with RLT; carrying out 'fussy customer' visits and progressing identified actions; integrating the reception team within RLT to peer learn and share; proactively capturing and responding to customer feedback.
4. **Building a Ski Rossendale Ltd Board of Directors** – completing the recruitment planned to start in early June; appointing skills-based people from diverse backgrounds and experiences; implementing effective good governance processes.



The Developing RLT Group Corporate Governance and Committee Structure

Rossendale Leisure Trust (Parent Company) Community Benefit Society: IP29747R HMRC Charity Number: XR80333 (Meet Quarterly)		
Chair: Roger Fulton	VC: Keith Pilkington Whitaker	John Yates Legal & Company Sec
Peter Wilmers	Tony Cain H&S/ Facilities	Peter Terry Finance
Maxine Hayman Employee Rep	Cllr David Foxcroft Conservative Group Rep	Cllr Adrian Lythgoe Labour Group Rep
Iain Taylor Whitaker	Sue Jubb Whitworth	Karen Ruane Whitworth
Vicky Ackerley	Shelley Kemp	Shahan Lais

The outline below articulates the governance structure that is being proactively created. This is to ensure that the forming RLT Group, is effectively governed to ensure statutory obligations are adhered to, be transparent and provide assurances to RBC, and vitally, to ensure that RLT are delivering services that meet local needs, are resilient and sustainable.

RLT Finance Committee (Meet Monthly)		
Board Lead: Peter Terry	Board Member: Roger Fulton	Board Member: Peter Wilmers
RLT CEO: Ken Masser	RLT Head of Ops: Phill Holden	RLT Head of Par/ship: Cate Atwater
RBC Communities Director: Adam Allen	RBC Head of Finance: Karen Spencer	RBC Accountant: Sandra Grimshaw

Group H&S / Facilities Committee (Meet Quarterly)		
Board Lead: Tony Cain	Board Member: Vacant	Head of Ops: Phill Holden
Adr Facility Mgr: Ross McCowan	Marl Pits Facility Mgr: Mark Kay	WLC Facility Mgr: Haydn Whyatt
The Hill Facility Mgr: Dave Fuller	Head of Hospitality: Beth Carpenter	Museum Mgr: Gaynor Seville

Group User Committee (Meet Quarterly)		
Board Lead	Head of Pships: Cate Atwater	Committee Member: Vacant
Committee Member: Vacant	Committee Member: Vacant	Committee Member: Vacant
Committee Member: Vacant	Committee Member: Vacant	Committee Member: Vacant

Group Employee Council (Meet Quarterly)		
Board Lead:	Head of Ops Phill Holden	Steve Culshaw The Hill
Megan Chippendale Marl Pits	Leah Ogden Adrenaline	Robbie Whitworth
Gail Kenyon Whitworth	Scott Tattersall Pioneer	Jo Tomlinson Up & Active

Ski Rossendale Limited (Wholly Owned Subsidiary) Ltd by Guarantee 07497215 (Meet Bi-Monthly)		
Senior Employed Officer: Ken Masser Secondary Officer: Dave Fuller		
Roger Fulton Chair	Keith Pilkington	Tony Cain
Clare Mahood	Vacant	Vacant
Vacant	Vacant	Vacant

The Whitaker Limited (Wholly Owned Subsidiary) CIC 08802662 Converting to CIO (Charity) (Meet Bi-Monthly)		
Senior Employed Officer: Carl Bell		
Iain Taylor	Keith Pilkington	Jackie Williams
Julian Williams	Joy McCarthy	Yasmine Choudry
Vacant	Vacant	Vacant

Rossendale Leisure and Culture Trading Company (Wholly Owned Subsidiary) Ltd by Guarantee (TBC) (Meet Bi-Monthly)		
Senior Employed Officer: Ken Masser Secondary Officer: Beth Carpenter		
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant

Whitworth Committee (Meet Quarterly)		
Senior Lead Officer: Phill Holden		
Sue Jubb	Karen Ruane	Vacant
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant