



# Rossendale Leisure Trust - Charitable Model and Approach

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# Overview – What’s happening in Leisure?

The Covid pandemic, Brexit, the climate change movement as well as local and national issues have significantly shifted the landscape which the leisure sector is operating in. The following points are some of the key changes and challenges that Rossendale Leisure Trust face:

- 1. People:** The changing landscape has led to a lot of people considering their career and work life balance. The Leisure sector traditionally has quite “unsociable” hours but does offer teams a level of flexibility. The job market is challenging, and it can be hard to recruit to open positions which has been particularly challenging within hospitality, whilst also acknowledging that existing employees are attracted to higher paid roles elsewhere in what is an increasingly competitive open employment market. Employees currently hold a lot of power in terms of opportunities and options. Additionally, increases to the national living wage in April 2022 will add significant pressure to budgets and salary structures in the coming financial year.
- 2. Climate change & Utilities:** Dramatic increase in utility prices, particularly gas is putting huge pressure on leisure organisations, particularly swimming pools which use significant levels of gas to heat the boilers. Leisure centres that are older and less efficient have been hit hardest. Pressure on local councils and leisure providers to tackle their carbon footprint is also increasing, and similarly, this also impacts older facilities more acutely.
- 3. Competition:** The fitness and leisure market continues to be in a state of flux; with rising and falling levels of demand for virtual offers relevant to different demographic groups; the emergence of home fitness solutions from major brands like Apple and Peloton; and new entrants into local markets.
- 4. Health Landscape:** The health landscape is also transforming with the ongoing shift to Primary Care networks; the emergence of Integrated Care Partnerships and the dissolution of Clinical Commissioning Groups. There are also questions posed by long covid, widening health inequalities and the increasing focus on local “place-based” solutions as opposed to national initiatives. The role of and level of funding for preventative initiatives in the future of commissioned services is still unknown particularly in the context of immense pressure on primary and secondary care services.
- 5. Policy Initiatives:** There continue to be unknowns in terms of the national political picture including the role of the levelling up agenda. The local political landscape is also hard to predict as Lancashire continues to consider its future structure options including a combined authority, Lancashire mayor, local unitary authorities and several other potential avenues.

Overall, there are many questions and uncertainties, and as we assess the shifting moods and trends across the sector it will be increasingly important for the Trust to be clear on our purpose, priorities and proposition to potential funders, stakeholders and the public. It will be essential for us to be well organised, well positioned and well resourced to shift quickly and maximise opportunities as they present themselves, and to tackle new and emerging challenges effectively.

# Overview – Important Areas of Focus for Rossendale Leisure Trust

The strategic focus for RLT for the 2022/23 year includes four distinct areas.

- a) **Looking to our future** – developing a long-term strategy through engagement with our team, partners, customers and communities.
- b) **Looking after our finances** – this priority is to continue to rebuild financial viability in three key areas: to maximise income, build the fitness membership base, and manage operational costs. This will include managing increasing wage costs and utility bills.
- c) **Looking after our customers and community** – this priority and focus is about people. RLT will continue to 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 competition.
- d) **Looking after our people** - The year ahead for RLT is one that will continue to focus on change and integration. Whilst we have made significant progress in 2021, there is still more work to do to strengthen governance structures, improve and align policies and process, and build a coherent sense of purpose and approach across the Trust.



# Looking to our future: Developing a Long-Term Plan

*Purpose | Priorities | Proposition*

What kind of  
**PLACE**

do we want  
to live in ?

What kind of  
**WORLD**

do we want  
to live in ?

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# Developing our plan – Questions to be Answered

Over the last 24 months, during the Covid pandemic, both the wider context of the operating environment and our programme and facility mix has shifted considerably. The Trust has made a good start at integrating systems and process across our new assets as well as good progress integrating teams and organisational culture. There is still work to do, and the process is likely to take several years of transition.

As we look to the future, its important that we develop a clear sense of direction and a plan for the next 5-10 years. There are several emerging local policies and plans that the Trust aligns too:

- Rossendale has developed a **Health plan** with key priorities including physical activity and healthy weight, developing facilities and assets that improve health, mental health based in the community, and increasing Rossendale's voice both locally, regionally and nationally. Each of these priorities is likely to align with the Trust current and future work.
- Rossendale Council have refreshed its **Corporate Priorities** which include a thriving local economy, high quality environment, healthy and proud communities, and an effective and efficient council. Similarly, the Leisure Trust does and could continue to contribute to each of these four areas. A key thread throughout the plan is improved leisure facilities and increasing health across the population.
- The local health system is currently going through a **Health Equity Commission** lead by Sir Michael Marmot, which will evolve into a key plan for Lancashire and south Cumbria.
- **Active Lancashire** have launched a new 10 year of movement strategy which links in closely with the **Sport England's 10 year Uniting the Movement Strategy**, which has recently been accompanied with an implementation plan.

## What are the questions?

Considering the changes in recent years, the emerging plans and strategies of our stakeholders and our growing portfolio of work it is important that we consider with our partners and stakeholders:

- What is the Trusts purpose and what are the principles and values that underpin our work?
- What are our priorities?
- How can we effectively communicate our purpose and priorities to the public?
- How can we deliver those ambitions and priorities sustainably, considering the rapidly shifting cost pressures and economic context?





# Overview – Purpose, Principles, Priorities & Proposition

We have four big areas to think about alongside our stakeholders and partners.

## What is our purpose?

As we have grown in recent years the Trust has a number of roles to play within the local system. We are a facility management company with over 200 different services on offer from adventure to swimming, to school activities, fitness, group exercise, sports, arts, culture, training, hospitality and events. We are a health programme delivery organisation. We offer local infrastructure support to other organisations. We work to influence local and regional policy through Together an Active Future as one example. We promote health campaigns that sit across the whole borough like Together We Move. We provide shared services to subsidiary organisations. We lead on culture and arts locally through the team at the Whitaker. We work with children and young people and offer holiday initiatives including food support. We are a charity, a social enterprise and a commercial trading organisation. The list, variety, breadth and reach of our work is significant.

As we consider the growing portfolio, it is right to ask, what is our purpose? Are these all things we should be doing? Are there things we should stop or start doing? Creating a clear sense of overall purpose will help us to articulate our role to both stakeholders and the public more clearly.

## What are the principles we work to?

The culture of our organisation, in terms of the way we do things, our behaviours and practices and the way we connect together is a powerful part of who we are. How we define this “look, sound and feel” of the Trust both internally and externally will continue to be an important part of who we are and a strategy development process.

## What are the priorities?

As we consider purpose, this will lead to a range of things we do, and it will be critical to consider and organise our work into priorities. This will give the teams focus, help us to balance resources appropriately, and understand the most important pieces of work for us to pursue as an organisation.

## How do we present that to the public? What is the proposition?

One of our challenges in recent years is how to communicate effectively what the Trust is all about, our role in the community and how to best engage the public. Consideration will be given to the name, branding, design, tone of voice, key messages and longer-term marketing and communication plan.

# Developing our Plan – What, Who, How?

As we engage with partners its important that the message we are transmitting as well as the perspective we are looking to understand has been well considered.

## What will a successful strategy look like?

- A strategy that has a clear sense of purpose, clear priorities and an implementation plan
- Clear for customers, partners (local, regional, national) and competitors what we are trying to accomplish
- Various formats... document, podcast, video, interactive website, launch events
- A clear sense of brand for the future
- Clarity about how we will achieve financial sustainability (investment?) – contractual relationship with RBC
- A clear sense of how we will measure and monitor success
- A team structure with the right people in the right places to meet the purpose and priorities.
- Deep sense of ownership across the team and partners
- Recognition of the integral nature of the Trust

| Look, Sound, Feel of the engagement process  | How might we do the engagement?   | Who might we want to engage in the process?  |
|--|---|--|
| <ul style="list-style-type: none"> <li>- Open</li> <li>- Authentic</li> <li>- Professional but simple</li> <li>- Understandable engaging language</li> <li>- Smooth</li> <li>- Important</li> <li>- Fun/Exciting</li> <li>- Energetic</li> <li>- Output focussed</li> <li>- Valuable</li> <li>- Personalised/ Tailored</li> <li>- Well informed</li> <li>- Organic and growing throughout the process</li> <li>- Well planned</li> <li>- Good invites</li> </ul> | <ul style="list-style-type: none"> <li>- Start with some scene setting information so that people understand the breadth and the depth of the Trust. Video? Infographic? Website?</li> <li>- Staff engagement events</li> <li>- Existing Platforms and partnerships</li> <li>- Cross Sector discussions/ events</li> <li>- Token/Voting boxes in receptions</li> <li>- Surveys online and in person</li> <li>- Facebook engagement events</li> <li>- Virtual group discussions</li> </ul> | <ul style="list-style-type: none"> <li>- RLT employees/ RLT Board(s)</li> <li>- Customers – members/others</li> <li>- Council Officers</li> <li>- Council Members</li> <li>- Sport England/ Arts Council/ NL Heritage</li> <li>- Local health professionals/ PCN</li> <li>- CCG/ICP</li> <li>- Competitors (Local gyms and fitness providers)</li> <li>- Lancashire CC Public Health</li> <li>- Schools (Primary, Secondary)</li> <li>- Sports Clubs</li> <li>- Chief Leisure Officers Groups</li> <li>- Active Lancashire</li> <li>- Community Organisations</li> <li>- Children/Youth</li> <li>- Local Police and Police Commissioner</li> <li>- East Lancs Chamber of Commerce</li> </ul> |

# Our Purpose – Things we currently do

As it stands our current very broad range of services include the following categories, each of which contain a range of services/products. To usefully review purpose and priorities in strategy feedback sessions, it will be important to set the scene and inform all of our partners about our current workstreams.



# Our Purpose – Things we currently do (detail)

Each of our workstreams can be further explored to identify some of the projects within those key segments:

## Adventure Activities

- Grip & Go
- Laser Tag
- Roller Skating
- Tubing
- Snowboarding
- Airsoft
- Skiing
- Archery tag
- Splash & Slide
- Climbing Tots

## Facility Management

- Adrenaline
- Marl Pits
- Whitworth
- Pioneer
- The Hill
- The Ashcroft
- The Whitaker
- VLA
- Eden Boys
- Pitches
- Pavilion
- Running Track
- Bowling Green (bookings)

## Adult & Junior Sports

- | Adult         | Junior Courses |
|---------------|----------------|
| -Squash       | -Football      |
| -Badminton    | -Hula hooping  |
| -Bowling      | -Gymnastics    |
| -Mini Tennis  |                |
| -Table Tennis | Preschool      |
| -Football     | -Climbing Tots |
| -Basketball   | -Mini Kickers  |
| -Netball      | -Baby Yoga     |
| -Cricket      | -Gym tots      |

## Swimming

- School Swimming
- Learn to Swim programme
- Casual Swimming
- Lifeguard Training

## Schools

- Competitions
- National curriculum sessions
- PPA cover
- Out of hour school clubs
- Holiday clubs
- Health & Nutrition Workshops
- Careers days

## Fitness

- 4 Gyms locations, 4800 members
- 80 Weekly Group Exercises classes
- Passport to Leisure
- Personal Training
- Walking Groups
- Active Network
- Programme Development
- Tailored One to One Support
- Virtual Offer

## Hospitality

- Whitaker Bar & Kitchen
- Cafe at The Hill
- Cafe at Grip & Go
- The Ashcroft
- Weddings
- Corporate Events
- Community Events
- Award Ceremonies
- Celebrations
  - Mehndis
  - Family Occasions
  - Proms
  - Christenings
  - Parties
  - Life Celebrations

## Arts & Culture

- Whitaker Arts & Museum
- Exhibition Programmes
- Lancashire Graduate Award Scheme
- Artist in Residence
- Film Nights
- Master-classes
- Art classes
- Talks
- Poetry
- Children's Activities
- Community groups
- Local history
- Schools Historic Heritage link

## Training

- Lifeguard
- First Aid
- Swim teacher
- Apprenticeships

## Specialist Health Support

- Up & Active
- Weight Management
- Cardiac Rehabilitation
- Health Coaching
- Business Health Matters
- Health Road shows
- Exercise on prescription

## Community Projects

- HAF scheme
- PASTA programme
- Football Tournament
- Award Ceremonies
- Community open days
- Colour run
- Events
  - Kite festival, Well-being Weekend, School Holiday Event Days, Children's Events

## Place Development

- TaAF
- Playing pitch strategy
- Facility feasibility work
- Climate Change
- PCN links
- Health and Well-being Strategy
- LWIP
- Rossendale Connected
- Sports Club links
- Running Track
- Links with External Partners
- External Funding
- Active Network

# Developing Our Plan – Timeline?

Plan  
Jan to Mar  
2022

- Plan the workshops, surveys, and events we want to hold throughout the year
- Finalise the stakeholder groups we feel we ought to engage with
- Establish the calendar of events and timelines

Engage  
March to Oct  
2022

- Conduct surveys, engagement workshops and events
- Collect information and insight - then collate and organise thinking into themes

Reflect  
Nov to Dec  
2022

- Reflect on the learning and insight we have gathered
- Discuss key themes with senior teams, Board and RBC

Decide  
Jan to Mar  
2023

- Develop a strategy that outlines the Trust's purpose, principles, priorities and proposition
- Consider how the plan will be best communicated
- Begin work on the action plan

# Engaging with our Stakeholders

## Engagement Style

| Survey  | Workshop   | Questions  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Online</li> <li>• Printed</li> </ul> | <ul style="list-style-type: none"> <li>• Virtual</li> <li>• In person</li> </ul> | <p>Why are we here? What is our objective? What are our values and principles of operation?<br/>           Which services should be prioritised?<br/>           What is the value &amp; ranking of each of our service segments from a commercial and social value perspective?<br/>           What would happen if we didn't do some of these segments? What impact would that have on communities?<br/>           Are our partners willing to financially support social value services if needed?</p> |

## Stakeholder Engagement Timeline

|  |  |
|--|--|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">ongoing</p> <p><b>Customers &amp; Local Communities</b></p> <p><b>SURVEY</b></p> <p>Email<br/><i>online survey</i></p> <p>In person<br/>distribution<br/><i>printed survey for each reception point</i></p> | <p><b>Workshops March 2022</b><br/>           Board Members &amp; Management Teams – [17<sup>th</sup> March]<br/>           Employees - Quarterly Staff Meeting [26<sup>th</sup> March]</p>  |
|  | <p><b>Workshops April 2022</b><br/>           Employees - Departmental Team Meetings [throughout April]<br/>           PCN - add session for virtual meeting agenda point [April meeting]<br/>           Board Meeting– Strategy Planning [20<sup>th</sup> April]</p>  |
|  | <p><b>Workshops Dates TBC</b><br/>           Open Strategy Meeting to all stakeholders – invitation to include local residents, customers, clubs, funding bodies, community organisations.<br/>           Council Members - strategy workshop at Futures Park for all RBC staff and elected members (tbc).</p> |

# Developing Our Plan – Facility Feasibility Work?

An important part of the plan will be to work closely with Rossendale Council on the leisure facility feasibility work which will conclude in Spring 2022. This will give a clear outline of the facility investment intentions across the borough which will be a foundational piece of our long term financial and operational planning.



# Looking to our future: Building a Solid Foundation *Finance and IT Systems*



# Building a solid Foundation: IT and Finance Transition

As the Trust has grown, the collection, analysis and reporting of information across the business has become increasingly critical. Our IT infrastructure and finance functions via RBC are no longer able to provide the systems, process or capacity needed to accomplish an effective data and finance insight function. During 2022/23 the Trust will look to implement strategies to resolve these issues. The SLA with RBC runs until 2025 and conversations about how the services are funded and transition are ongoing.

## I.T Systems

In 2013 RLT transferred the provision of its IT infrastructure to RBC. Under an agreed SLA (Ending 2025), the Council provide connectivity to Adrenaline and Marl Pits, server hosting solutions, hardware and Microsoft 365 licences to the Trust.

The Trust has since grown, and it is critical that we are able to have standardised access to systems across all RLT facilities. Most importantly is the rollout of Xn systems across the Trusts portfolio.

The council have faced increasing difficulty in balancing the Trusts growing IT infrastructure requirements and feels unable to continue to provide these services.

RLT engaged a local IT provider, NCS, to audit the existing infrastructure and propose a range of options as to how we can move forward. This review was completed in 2022.

A key element of our plan for 2022/23 will be to finalise and implement an agreed IT infrastructure solution.

## Finance and Transactional Services

In 2013 RLT transferred the provision of finance function to RBC. Under an agreed SLA (ending 2025), the Council provide transactional services, management accounting including monthly reporting, preparation of annual accounts, and payroll.

The Trust has since grown, adding additional sites which are not covered by the SLA. Whilst the Whitaker and Ski Rossendale have their own accountancy function, there may be synergies if the accountancy function can be centralised.

The council have faced increasing difficulty in providing the core service to RLT from both a capacity and capability perspective, and the Trusts requires timely information and analysis which the Council are not in a position to provide.

Regular, timeline information and analysis will be critical to the effective management of the business moving forward. It is envisaged that over the coming years the additional cost of a finance team will be self funding through improved information, decision making and financial performance.

RLT propose to appoint an interim finance and information lead to support the transition the finance function to RLT in the next year.

# 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.

From December 2020, there were several developments which 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 also received generous donations from existing customers and worked hard to secure funding from third party sources which also improved the expected position. Year end accounts produced a loss of £61k for the 2020-21 year.

RLT's current forecast for the 2021/22 year is significantly lower than the forecast in the February Council report at around £100k. Financially, progress is good. The forecast for this year is currently at about break even, compared to an originally anticipated forecast loss of £509k, and a worst case scenario loss of £869k. It is important to note that this position includes direct one of Covid funding of £275k via RBC.

However, as we look ahead to 2022/23, there are a range of external factors which are a challenge to the Trust's medium term sustainability. Grant income through the pandemic will cease and we are estimating utility costs to escalate and that staffing costs will increase due to increased in national minimum wage and cost of living challenges. We are also still benefitting from the rental holiday of £151k per annum which RBC granted at the start of the pandemic and repayments are scheduled to recommence in 2022/23. Further work is needed on the longer term forecast as there are many variables to take into account however, it is clear that next year will be a significant challenge financially.

When we consider the collective group position, the ski slope is currently forecasting a break even position, and the Whitaker a trading loss on the year (but important note it was only a partial year that missed the spring summer trading).

# Strategic Risk Register 2021/22

| Risk identification  | Quantitative Rating |              |             | Risk Response  |
|--|---------------------|--------------|-------------|--|
| Risk   | Probability (0-5)   | Impact (0-5) | Score (PxI) | 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 2022/23. | 3                   | 5            | 15          | <ul style="list-style-type: none"> <li>• Very few mitigations that RLT and partners can affect.</li> <li>• RLT CEO to ensure continued close discussions with RBC on Covid, and Rossendale Connected partners to ensure aware.</li> <li>• RLT and partners sites adhere to Covid measures and safety management to contribute to managing Covid cases.</li> <li>• RLT SMT scenario planning for a fourth wave / additional lockdowns, and supporting partners to do so too.</li> </ul>   |
| 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"> <li>• RLT SMT aware of the planned opening of new gyms, and proactively reviewed with their teams, how to improve our customer experience and retention. Identified actions being implemented.</li> <li>• Proactive membership offers launched throughout spring, and continuing through summer.</li> <li>• Focused marketing messages on the wider benefits of RLT e.g. swimming, family, ski &amp; tube, reinvestment of profits, caring for Rossendale, Health Coach and Up &amp; Active referral services etc.</li> </ul> |
| 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"> <li>• RLT and RBC maintaining up-to-date site-by-site maintenance programme, and proactively reviewing, with support from RLT Director, Tony Caine.</li> <li>• RBC with RLT, amending and issuing new leases for Marl Pits and Adrenaline which will help attract funding to support developments.</li> <li>• RBC proactively assessing the facility stock and scoping potential facility developments for the borough.</li> </ul>  |
| Increased National Living Wage and Minimum Wage rates, adding pressure to financial position of RLT.   | 5                   | 3            | 15          | <ul style="list-style-type: none"> <li>• Accurate financial forecasting to ensure RLT is aware of the impact.</li> <li>• Being engaged with the updates and insight provided by the Low Pay Commission.</li> </ul>   |
| Increased utility costs, specifically gas  | 5                   | 3            | 15          | <ul style="list-style-type: none"> <li>• Accurate financial forecasting to ensure RLT is aware of the impact.</li> <li>• Operational focus on reducing energy use where possible.</li> </ul>   |
| Insufficient revenue generation at The Whitaker  | 3                   | 5            |             | <ul style="list-style-type: none"> <li>• Significant marketing campaigns around events</li> <li>• Close management of costs to reduce revenue requirement</li> </ul>   |
| Ineffective internal integration of existing and new staff as part of the RLT Group creation, causing low morale, friction and retention issues.                                       | 2                   | 3            | 6           | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>   |

## Looking after Finances – Key Workstreams

| Aspirations / Objectives  | Actions   | Measures   |
|---|---|--|
| Additional income streams and activities added to the portfolio.                                  | <ul style="list-style-type: none"> <li>- Review existing spaces and identify new activities that could be delivered</li> <li>- Continue to build partnerships with key stakeholders including Star Academies</li> </ul>   | <ul style="list-style-type: none"> <li>- New income streams added during the year tracked through management accounts.</li> </ul>  |
| Fitness income back to pre-pandemic levels by March 2023  | <ul style="list-style-type: none"> <li>- Correctly timed customer/ membership offers that signify appreciation for loyalty to the service provided.</li> <li>- Deliver sales and retention refresher training to all staff.</li> <li>- Invest in small facility enhancements</li> </ul> | <ul style="list-style-type: none"> <li>- Fitness income tracked through the management accounts</li> <li>- Mystery shops assess sales and retention behaviours</li> <li>- Facility improvements at each site.</li> </ul> |
| Reduced costs through efficiencies and investment, particularly focussed on reduced energy usage. | <ul style="list-style-type: none"> <li>- Work with RBC Climate officer to assess energy usage and potential efficiencies</li> <li>- Review staffing structures and deliver savings where possible.</li> </ul>   | <ul style="list-style-type: none"> <li>- Energy usage tracked through utility meters</li> <li>- Salary costs tracked via management accounts</li> </ul>  |
| New grant funding streams secured.  | <ul style="list-style-type: none"> <li>- Continue to develop strong partnerships across health services and commissioner, PCN, lead nurses, both locally and regionally.</li> <li>- Provide funding application training to key team members.</li> </ul>                                | <ul style="list-style-type: none"> <li>- Number and quantum of funding secured tracked through management accounts.</li> </ul>   |
| Increase spend per head across all facilities   | <ul style="list-style-type: none"> <li>- Deliver training on cross-selling and upselling techniques to team members</li> <li>- Build awareness of cross selling opportunities through greater staff training across the group.</li> </ul>   | <ul style="list-style-type: none"> <li>- Spend per head monitored via datahub</li> <li>- Training sessions tracked through management tea</li> </ul>   |

## Focus 2: Looking after our customers and community



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## Looking after our Customers and Communities – Key Workstreams

| Aspirations / Objectives   | Actions  | Measures   |
|--|--|--|
| Well maintained sites with high levels of cleanliness and operational efficiency | <ul style="list-style-type: none"> <li>- Digitise our building checks procedures to get better visibility and accountability around building quality</li> <li>- Hold regular cross group H&amp;S/maintenance groups</li> <li>- Provide refresher training on cleaning and maintenance procedures</li> <li>- Work with RBC to keep buildings in good repair and identify quickly the key issues.</li> </ul> | <ul style="list-style-type: none"> <li>- Buildings checks converted to an online platform measured by assessing data from a new platform</li> <li>- Customer feedback surveys as part of the moving communities platform and social media reviews</li> <li>- Mystery shopper feedback</li> </ul> |
| Excellent customer experience across all facilities                              | <ul style="list-style-type: none"> <li>- Deliver customer service and rapport training with operational teams</li> <li>- Provide regular feedback and reminders to teams on customer service expectations.</li> </ul>  | <ul style="list-style-type: none"> <li>- Mystery shopper feedback</li> <li>- Customer feedback surveys as part of moving communities platform and social media reviews</li> </ul>  |
| Growth of our services and programmes for young people                           | <ul style="list-style-type: none"> <li>- Secure funding for the HAF programme for the next three years.</li> <li>- Secure extension to the School Sports Partnership agreement</li> <li>- Increase the numbers of children on programmes through effective marketing</li> </ul>  | <ul style="list-style-type: none"> <li>- Community programme funding extensions</li> <li>- Numbers of children taking part in activities, measured through Cascade software</li> </ul>   |
| Ongoing delivery of our community health programmes                              | <ul style="list-style-type: none"> <li>- Continue to develop the Active Lifestyle Hub alongside our Pennine Lancashire Partners.</li> <li>- Secure the HAF contract for 2022-25 and deliver a successful 2022 programme</li> </ul>   | <ul style="list-style-type: none"> <li>- Increased referrals to Up &amp; Active compared to 2021.</li> <li>- More children engaged in HAF compared to 2021</li> </ul>  |
| Develop relationships with local school facilities                               | <ul style="list-style-type: none"> <li>- Work with VLA to develop gymnastics and other programmes</li> <li>- Support other schools to open school facilities</li> </ul>  | <ul style="list-style-type: none"> <li>- Visitors at VLA programmes and activities via Xn</li> <li>- Feedback from headteachers</li> </ul>   |

## 2.2 Marketing Overview

During Covid much of marketing focused on building trust with customers that facilities were clean and safe and that RLT were a community focused organization here to support local people. During the next 12 months we aim to build on that emphasis and showcase how RLT are at the heart of the community and all the great work we do both in house and out in the community. There will also be some campaigns that specifically target our key demographics to help us build back the membership base in a targeted way at each site.

| Leisure Facilities   | Adventure Venues  | Activities Across Rossendale   | Culture & Events Programme   |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>• Target marketing to specific demographics.</li> <li>• Developing the group fitness programme</li> <li>• Building a strong community</li> <li>• Collaborating with the Rossendale Connected Network</li> </ul> | <ul style="list-style-type: none"> <li>• Focusing on the need for family, fun activities</li> <li>• Specific targeting to clubs and groups</li> <li>• Bringing back birthday parties and maximising capacity</li> </ul> | <ul style="list-style-type: none"> <li>• Highlight our involvement in activities that are off site.</li> <li>• Build the RLT brand into community activities with TaAF, HAF &amp; Business Health Matters</li> <li>• Build momentum behind the Rossendale Health Plan</li> </ul> | <ul style="list-style-type: none"> <li>• Develop awareness of the excellent culture, arts and events programme</li> <li>• Build testimonials to give confidence to customers</li> <li>• Continue to develop identity of hospitality offer</li> </ul> |

We will collaborate with various committees, customers and stakeholders to understand our place in the community. We'll be able to understand more about what our customers want and how we can deliver a better message for residents to understand, who we are, what we do, and how we can best serve them.

This will be an ongoing piece of work through 2022 and could lead us to a potentially re-brand of the leisure trust.



## 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  |
|---|--|--|---|
| <b>Together and Active Future</b><br>(KM – Lead for People and Place) | Work alongside Pennine Colleagues to deliver £10m strategic Systems Change initiatives.<br><br>Also included on a 5 person Sport England Consultation Panel regarding Whole Systems Approaches to Physical Activity. | £300k secured for Rossendale<br>- Walking<br>- Marketing Campaigns<br><b>Accelerator Phase 2 starts in April 2022</b>  | Continue to work with Pennine Colleagues and Sport England on a National level.<br><br>Pull together local partnerships to co-design workstreams aimed at increasing physical activity levels locally.  |
| <b>Rossendale Strategic Health Partnership (PCN)</b><br>(KM - Chair)  | Collaborative network including local authority, leisure trust, CCG, GPs, Health professionals, CVS.<br><br>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<br><br><b>Built Rossendale's Health Strategy in 2021 to be rolled out in 2022</b>   |
| <b>Rossendale Connected Together we Talk Podcast</b>                  | 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.<br><br><b>Relaunch in 2022 with a new focus from the Health Coach team</b>  |
| <b>Star Academies</b>   | To develop the VLA and Eden Boys School into a thriving community hub of sport and physical activity out of school hours.  | First year of the SLA nearing completion. Working on long term extension with VLA and Star Academies.<br><br>Eden Boys could potentially start in January 2022 | Focused on development areas: funding into the site, establishing a new gymnastics programme for Rossendale, maintaining 3G registered status with the FA. <b>New gymnastic programme at VLA started in Nov 2021. The contract for Eden Boys to be potentially signed in January 2022</b> |
| <b>Rossendale Playing Pitch Strategy (PPS)</b>                        | 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.<br><b>Ongoing in 2022</b>  |
| <b>Holiday Activity and Food Programme</b>                            | 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 Street games.   | 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. <b>Potential funding for 2022 – waiting for confirmation</b>                                  |
| <b>Business Health Matters</b><br>(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<br>- 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. <b>Ongoing in 2022</b>                                |
| <b>Up &amp; Active, and Health Coach team</b>                         | 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

### Governance Arrangements

The lease arrangements with Whitworth and Ski Rossendale have now all been completed. Trading company directors have been recruited and initial conversations have begun. The Whitaker have completed the early stages of conversion to a charity.

In terms of governance integration: next steps include:

- Finalising and launching the User Group Committee and Whitworth Committee
- Completing the Whitaker charity conversion
- Setting up the trading company
- Formally appointing Trading Company Directors
- Finalising Articles of Association, Intercompany arrangements between RLT/TW/VSL

The ambition is to achieve all of these elements by 31/3/2022 so that we can enter the new financial year with the new structure in 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 is an ongoing theme throughout the plan and across facilities - but we also require energy, financial resource and time invested in service integration. Equally these are critical to building a set of resilient and sustainable organisations. Throughout the year, the RLT group are, and will continue, to priorities cross-organisation integration, including:

#### ***1. Creating and embedding a new team structure***

Whilst progress has been made in terms of integrating teams, approach and culture, this is an ongoing process. Teams are coordinating across sites but there is still work to do in this area. The introduction of quarterly whole group team meetings will help.

#### ***2. Integrating the Trust's One by One principles***

As part of the strategy development work, the principles that underpin our approach will continue to be important, and a continued focus on engagement, feedback and coaching will thread through our work to embed core principles across sites.

***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.

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

|   |   |
|---|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Our goals</b></p>         | <ol style="list-style-type: none"> <li>1. Staff report that they are happy and engaged in their roles, and are proud to represent RLТ.</li> <li>2. Staff developing, gaining more experience, qualifications and progressing their careers within or outside of RLТ.</li> <li>3. Good and regular communication throughout the staffing team.</li> <li>4. High scoring staff surveys demonstrating staff wellbeing maintained to a high standard.</li> <li>5. Communicate with staff to ensure they have no safety concerns with returning to the workplace.</li> <li>6. A happy and united workforce that feel valued and supported.</li> <li>7. Clear and consistent lines of communication to ensure staff are up to date and aware of all processes, offers and any business developments.</li> <li>8. Team members setting and achieving goals.</li> </ol> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Our actions</b></p>       | <ol style="list-style-type: none"> <li>1. Recognise and reward staff through monthly one by one awards.</li> <li>2. Ensure all team members have regular one to ones, team meetings, and training to support staff development</li> <li>3. Develop and conduct more regular staff surveys</li> <li>4. Ongoing development of the staff council and ensure quarterly meetings continue</li> <li>5. Improve the induction process for new starters</li> <li>6. Build connections and communication lines between team members and with other team supervisors/managers.</li> <li>7. Regular senior management video updates to teams.</li> </ol>  |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Measuring Success</b></p> | <ol style="list-style-type: none"> <li>1. Reviewing the staff feedback survey with the Staff Council.</li> <li>2. Consistency of distributing team awards every awards</li> <li>3. Proportion of staff who receive an annual appraisal and personal development plan</li> <li>4. The implementation of a new induction programme and monitored effectiveness.</li> <li>5. Case studies with staff reflecting on wellbeing</li> </ol>  |



# The Whitaker Plan



# The Whitaker – Cultural and Arts Overview

## The Story of 2021 so far...

- 14,069 VISITORS 24 July – 31 October – average 375 per day
- Just been part of the Regional Textile Biennial 2021
- Short-listed for Cultural Venue of the year across Lancashire
- Features across Television, Radio, Local and National press
- Offering Activities for all ages and abilities
- Volunteer numbers growing
- Range of community groups we're regularly engaging with (CHAI, Rossendale Rays, Made in Haslingden, Dementia Friendly Rossendale, Parkinson's Café, Belmont Students, Incredible Edible Rossendale, Syrian Refugees, SHINE, numerous Arts/Craft groups).
- 300 school children we've had in for Arts Award in partnership with Simply Schools and Textile Biennial during October and November
- Additional funding secured by Activity Coordinator, £4,000 via simply schools
- Bespoke Christmas theatre experience Handful of Snow, throughout December
- Masterclasses, workshops, artists talks, well-being sessions, monthly film nights, supporting Rossendale art trail, early years sessions and artist in residence

## Ideas, Plans and Aspirations for 2022...

- Fantastic 2 year exhibition plan selected from over 160 entrants covering 2022/23
- Extending our Cultural Thursday evenings in the New Year (to include Opera, Spoken Word, Historical Lectures)
- Focusing on audience development and creating a busy and exciting environment will, in turn, create return visits and many future bookings across the Museum, Arts and Hospitality offers.
- Further integrating the hospitality and cultural offer
- Working up a National Portfolio Organisation bid
- Identifying and applying for additional funding pots to contribute to core costs.



# The Whitaker – Hospitality

The Hospitality department at The Whitaker has been operating for four months, and during this time there have been several key challenges that have affected the performance of the team, including: COVID 19 to nationwide hospitality staff shortages to infrastructure issues such as navigating a new building and new systems and procedures. In September a decision was taken to invest time and training for inexperienced staff which has now been rewarded as the team are working more cohesively and are able to deliver an extremely high standard of food and service.

The lunchtime trade is well established and to maximise revenue streams next year, work will need to be done on establishing attractive offers for quieter periods - morning / afternoons and extending opening hours into the evening. Driving awareness and footfall to the museum during these periods through a targeted marketing campaign and programming events that are connected with the restaurant will ensure further success.

There is still more work to do on the interior “look, sound and feel” of the café/restaurant space that incorporates a stronger sense of collective identity that enhances and complements the museum offer. This is a key piece of work in January-March 2022 and the expertise on the Valley Services Board will be helpful in working through this process.

The team has successfully delivered 3 weddings and 18 other events that include conferences to life celebrations since opening. All feedback received has been extremely positive and the team are in a position to start building on this success.

Moving towards 2022 the team will concentrate on building the Whitakers’ identity as a unique events & wedding venue within the industry and expanding the market it operates within. A events specific sales and marketing plan will be created with strategies such as:

- Creating our own social media presence for events
- Advertising on wedding venue websites
- A series of promo events including a wedding showcase
- PR strategies to connect with corporate, event and wedding professionals
- Working with event suppliers in Lancashire to help promote the venue within the events industry



# The Whitaker –Action Plan

| Museum                       | Looking after our finances   | Looking after our team  | Looking after our customers & community   |
|------------------------------|--|---|---|
| What will success look like? | <ul style="list-style-type: none"> <li>Meeting the requirements of our overall Business Plan.</li> <li>Delivering our full NLHF objectives within budget.</li> <li>Moving into surplus 2023/24.</li> </ul>                       | <ul style="list-style-type: none"> <li>Staff retention.</li> <li>Robust support mechanisms.</li> </ul>  | <ul style="list-style-type: none"> <li>High levels of ticket sales</li> <li>Full Activities</li> <li>Diverse Exhibitions</li> <li>Regular event booking</li> <li>Repeat customers</li> <li>Strong community Partnerships</li> </ul> |
| What actions will we take?   | <ul style="list-style-type: none"> <li>Utilise full support of ‘Valley Services’ Board.</li> <li>Increase profitable events and build in full cost recovery sessions.</li> </ul>   | <ul style="list-style-type: none"> <li>Good staff training offered.</li> <li>Career progression.</li> <li>Feedback sessions.</li> <li>Creative sessions</li> </ul>  | <ul style="list-style-type: none"> <li>Successful Artist ‘Call Out’ completed</li> <li>Well attended Learning Programme</li> <li>Artist workshops</li> </ul>  |
| How will we measure success? | <ul style="list-style-type: none"> <li>Utilise the Governance mechanism</li> <li>NHLF Evaluation.</li> <li>Regular feedback</li> <li>Financial Checks and balances (i.e.. Level of loan, social value, re-investment)</li> </ul> | <ul style="list-style-type: none"> <li>Supervision feedback</li> <li>Volunteer ‘Have your say’</li> <li>Exit interviews</li> <li>Regular, well attended training</li> <li>‘You Said We Did’ sessions</li> </ul> | <ul style="list-style-type: none"> <li>Written and verbal feedback</li> <li>Social Media posts</li> <li>Team reflection</li> <li>Family and friend feedback</li> </ul>  |

| Hospitality                  | Looking after our finances   | Looking after our team  | Looking after our customers & community  |
|------------------------------|--|---|--|
| What will success look like? | <ul style="list-style-type: none"> <li>Creating a profitable operation for the hospitality department.</li> <li>Set monthly budgets and targets are achieved.</li> <li>Expanded revenue streams to maximising financial potential.</li> </ul>                      | <ul style="list-style-type: none"> <li>A trained and knowledgeable workforce that are passionate about the hospitality offer.</li> <li>Positive feedback from the team and that they feel included and listened to.</li> <li>High staff retention rates and progression throughout the organisation.</li> </ul> | <ul style="list-style-type: none"> <li>Operating a hospitality service that is adaptive and inclusive of the local community.</li> <li>Customer feedback is positive and that we are reactive to any negative criticisms when applicable.</li> <li>Increased customer retention</li> </ul> |
| What actions will we take?   | <ul style="list-style-type: none"> <li>Driving revenue through good marketing and sales focus</li> <li>Ensure staffing levels and costs are regularly reviewed to ensure profit margins are achieved.</li> <li>Strong yield management of event spaces.</li> </ul> | <ul style="list-style-type: none"> <li>Regular reviews with staff to discuss roles, identify training needs and setting targets to measure success.</li> <li>Continual training and development focus</li> <li>Recognise staff achievements and reward where possible.</li> </ul>                               | <ul style="list-style-type: none"> <li>Developing regular calendar of community groups using the café/stables.</li> <li>High quality customer experience</li> <li>Good development of menu with regular adjustments to keep the offer fresh</li> </ul>                                     |
| How will we measure success? | <ul style="list-style-type: none"> <li>Monthly financial analysis with regards to staffing, food, drink and equipment costs.</li> <li>Review enquiries conversion rates for events</li> </ul>  | <ul style="list-style-type: none"> <li>Introduction of feedback opportunities from staff to management.</li> <li>Staff achieving targets set</li> <li>Increase in staff retention rates</li> </ul>  | <ul style="list-style-type: none"> <li>Analysis of social media channels</li> <li>Customer feedback i.e. surveys and in person reviews</li> </ul>  |

# The Hill Plan

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# The Hill Overview

The Hill re-opened its slopes in March 2021 with an incredible influx of people wanting to get involved in outdoor activities. We have seen a huge demand for tubing and for our Saturday morning Kids Club whose numbers have also substantially increased.

The merger with Rossendale Leisure Trust has facilitated the 'unlocking' of the business to releasing the potential. The experienced and professional support from the new board and executives at RLT has greatly assisted in this positive start to a new trading period.

The improvements to the centre as a whole are noticeable with the main steps being re-laid along with an overall of the main slope where as much replacement matting being laid as is possible. We continue to improve the site with new fencing being constructed at the bottom of the main slope.

The business continues to perform well with a real sense of optimism for the future.

Engaging with our National governing body has seen the Hill once again step back onto the national stage with national races being held this year for the first time in over 20 years. We have also hosted coach education and training courses for Snowsport England's coaching scheme. With many of our dedicated instructors seeking to further their personal development.

We look forward to the coming year with a renewed sense of optimism and a focus to continually grow with new business ventures being considered for 2022.



# The Hill Action Plan

|                              | Looking after our finances  | Looking after our team   | Looking after our customers & community  |
|------------------------------|---|--|--|
| What will success look like? | <ul style="list-style-type: none"> <li>• Continue to see increased participation.</li> <li>• Responsive to the uncertainty of covid with continual review.</li> <li>• Efficient spending ongoing.</li> <li>• Explore and create new business opportunities.</li> <li>• Snowsport England races and training at the Hill.</li> <li>• Concurrent financial reporting.</li> <li>• Develop retail clothing/ equipment offer.</li> </ul>           | <ul style="list-style-type: none"> <li>• Positive Mental wellbeing,</li> <li>• Further develop a self motivated and committed team whilst recognising individuality.</li> <li>• A supported team with employee benefits.</li> <li>• Continual development of all staff skills and qualities.</li> <li>• Improved facility building pride in the team.</li> <li>• All staff members are recognised for what they do and that they feel they make a difference.</li> <li>• Grow the team as required.</li> </ul> | <ul style="list-style-type: none"> <li>• A family friendly place to come</li> <li>• Exceptional customer service. Exceed expectations.</li> <li>• An exciting activity centre for our community.</li> <li>• Support schools</li> <li>• Deliver our high quality lessons.</li> <li>• Support our clubs who train at the Hill.</li> </ul>  |
| What actions will we take?   | <ul style="list-style-type: none"> <li>• Quality competitive offers.</li> <li>• Best price cost analysis for equipment/repairs.</li> <li>• Project and business planning for new ventures positive risk management.</li> <li>• Continue quality marketing through social platforms and review of web site.</li> <li>• Online booking system.</li> <li>• Continually improve the look of the site for a better customer experience.</li> </ul> | <ul style="list-style-type: none"> <li>• Constant contact through 1 2 1's, team meetings and informal chats around wellbeing for staff and instructors.</li> <li>• High quality mentoring and ongoing training for all our ski instructors.</li> <li>• Programme of matting replacement (the team feel engaged and positive when they can improve the look and functionality of the centre)</li> </ul>   | <ul style="list-style-type: none"> <li>• Training and education of all staff on the core values and how to implement through exceptional customer service.</li> <li>• Work with SSP's to develop schools awareness and opportunities at the Hill.</li> <li>• Club forum meeting held.</li> <li>• Develop mutual beneficial relationships between clubs. Race, Special needs and recreational.</li> </ul> |
| How will we measure success? | <ul style="list-style-type: none"> <li>• The effectiveness and impact of online sales.</li> <li>• Learn how the business is responding to the new post covid situation.</li> <li>• Continual growth and sustainability.</li> <li>• Our reputation with our National governing body.</li> <li>• A position to re- invest through profit gained.</li> <li>• Review of new ventures undertaken.</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Learn more about our team and how better to support them.</li> <li>• Highly trained coaches to mentor new instructors coming through the system.</li> <li>• New instructors taking more lessons.</li> <li>• Want to learn/ know that our improved customer service is recognised and valued by our customers.</li> <li>• A happy team.</li> </ul>   | <ul style="list-style-type: none"> <li>• Learn more about the needs of the community (local and wider).</li> <li>• Feedback from groups and schools.</li> <li>• Facilitate Healthy clubs at the Hill.</li> <li>• Feedback from overall customer experience at the Hill.</li> <li>• Understand the different needs of our wide customer demographic, groups and organisations.</li> </ul>                 |