

ANNUAL REPORT

2016 - 2017





CONTENTS

Introduction	4
Services & Business Development	6
Membership Sales	8
Marketing & Communications	9
Group Fitness • Personal Training	10
Gym Floor	11
Healthy Pathways	12
Healthy Places • Healthy Families	13
Supported Services	14
Preparing for Adulthood	16
Enabling Communities	17
Give Well • Active Access	18
Aquatics • Gymnastics	23
Active Education	24
Bikeability • School Swimming Football • Cycling • Netball	25
Operations & Capital Development	26
Energy & Utility Efficiency • Health & Safety	27
Facility Asset Management • Facility Service Management	28
Capital Development	29
Management of School Sports Facilities	30
Resources & Business Management	31
People Management	33
Organisational Transformation	34
Live Well at Work for Us • Customer Focus	35

Introduction

This report articulates the performance of our organisation during 2016-17 broadly against our Corporate Growth Plan objectives.

MARK TWEEDIE - Active Tameside Chief Executive



I am pleased to report that 2016-17 has been one of the most challenging, but equally most successful years in Active Tameside's recent history. I am delighted to acknowledge and congratulate our people for working exceptionally hard to deliver outstanding results.

We have worked closely with our client, Tameside Council, to secure a £20million capital

investment programme to redevelop the facility estate. We have successfully met, and in many areas, exceeded our business development and performance goals, in what is an increasingly challenging trading environment. We have adapted both commercially and operationally to achieve efficiency savings and to respond to market competition, whilst maintaining safe and effective services. Most

importantly, we have continued to design and provide innovative, high quality services to deliver upon our mandate to reduce inactivity and to improve healthy life expectancy. This all means we are successfully supporting Tameside Council to reduce the costs of operating the service, whilst successfully improving services and contributing to reducing the rising demands and costs to the health and social care system in Tameside.

In 2016, UKActive placed a call to action to Government to invest in leisure to make it the new NHS front line, a sentiment originally put forward earlier in 2016 by Simon Stevens (Chief Executive of NHS England). Similarly, Public

Health England (PHE) have strongly encouraged investment in local authority leisure, sports assets and services to reduce inactivity. It is becoming clearer, therefore, that Trusts, like us, have the capability to deliver against wider health and social outcomes and I am pleased to state that Active Tameside's response and commitment is comprehensive, well timed and well organised. It begins with our new company strategy 'Inspiring People to Live Well and Feel Great' which contains a bold new vision 'to conquer inactivity and deliver sustained improvement to healthy life expectancy'.

"I am pleased to report that 2016-17 has been one of the most challenging, but equally most successful years in Active Tameside's recent history."

To deliver our strategy we will continue to sustain and invest in great services that are firmly rooted in Tameside neighbourhoods working closely with our communities and partners. I am looking forward to launching

our new company strategy with events and activities spanning a full year involving all our people, partners and customers.

"Our Corporate Growth Plan objectives are challenging but remain on course, and we are continuing to pursue strategies to strengthen our financial resilience and further generate investment and business development opportunities."

Our Corporate Growth Plan objectives are challenging but remain on course, and we are

continuing to pursue strategies to strengthen our financial resilience and further generate investment and business development opportunities. Within our Corporate Growth Plan, we have committed to delivering against a new outcomes-based framework agreement with Tameside Council from 2017. To ensure we continue to successfully achieve all our objectives, we will further develop our evaluation techniques, promotional work and advocacy. This will enable us to more comprehensively evidence, share and celebrate our unique value, great outcomes and exceptional return on investment for our clients and customers. We are a values-based organisation and through our values we recognise that our people are our most important asset and fundamental to our success. Therefore, our bespoke leadership and workforce development programme will continue to remain a key focus for investment and development. This will involve us continuing to work closely with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and our training partners, whilst also further developing our quality assurance systems and processes to optimise and benchmark standards. I want to make sure we grow our reputation as a great organisation, great employer and great place to visit and work.

Regarding our capital developments, we have come to the end of the first year of three for the £20million investment programme. In less than one year we have successfully completed two industry leading transformational facility developments, both without relying upon an external and costly specialist development partner. Regarding service developments, we have worked hard to generate and strengthen our local organisational and community partnerships involving rich collaborative work so that we can achieve better outcomes for the people of Tameside. It is very important that we do this to optimise the part we play in the rapidly changing public service landscape, underpinned by the need to reform public services. For us this involves Tameside's new Integrated Care Foundation Trust (ICFT) and the new Tameside Care Together Strategy. Specifically, we are adopting a lead role locally with Tameside Council by driving Tameside's Active Alliance.

The Active Alliance is a network comprising of over 15 organisations who contribute to the delivery and advocacy of sport and physical activity services and their development in Tameside. We have also successfully pursued collaborative opportunities across Greater Manchester stimulated by Devolution, also known as GM Devo. Specifically, we are a lead Trust driving the new Greater Manchester Association for Leisure and Cultural Trusts, known as GM Active. Nationally, with our peer organisations and through our national association Sporta, we are also helping to develop national policy to better support our sector to thrive.

"There is no doubt that we are the preferred choice by our client; Tameside Council, thanks to the ingenuity, hard work and dedication of our people."

Although incredibly successful, our journey has not been easy and it will continue to be challenging. Our remarkable progress since 2010-11 has involved the recovery of a significant financial operating deficit whilst simultaneously reducing the revenue contribution (management fee) payable by Tameside Council. In recent years, our management fee has reduced remarkably from 26% of turnover (2010-11) to 14% (2016-17); the need for Active Tameside to become increasingly less reliant upon public funding will be ongoing. To achieve this, we will use a mix of capital investment, scale economy and system improvements, alongside innovation to develop commercial services to optimise efficiency and increase net revenue. There is no doubt that we are the preferred choice by our client; Tameside Council, thanks to the ingenuity, hard work and dedication of our people.

It has been a fabulous year thanks to all our people and I am looking forward to an equally successful 2017-18 and beyond.

Mark Tweedie
Chief Executive of Active Tameside

Services & Business Development

LYNDSEY SIMS

2016-17 has seen significant growth across our services; we have increased our engagement with the local community and supported more people to lead active and healthy lifestyles. Our delivery teams continue to lead high-quality, engaging activities which support inactive people to become active, active people to stay active and enable everyone to achieve personal success.

In particular, we have seen an increase in the number of commercial facilities and services that the Trust operate. It is now more important than ever for us to position ourselves as market leaders and the go-to choice for the local community,

attracting new customers and retaining our existing customer base. Throughout the past year, we have successfully built brand awareness for our established brands; Active Tameside, Hyde Leisure Pool and Sky High Adventure and have launched four new brands; Live Well Tameside, Total Adrenaline, iTrain Gym and iPlay Zone.



To further build brand reputation, we have also obtained external validation from Salford University for our Exercise Referral service, Quest accreditation for our Sports Development service and have been recognised at two national industry awards for our Community & Access services.

Over the past year, the team has continued to establish, develop and maintain effective working relationships with a wide variety of partners to implement new initiatives, bring about service improvement, produce service level agreements and to secure investment and

sustainability of successful programmes.

Through demonstrating the values of our organisation, we continue to focus on understanding and recognising our partners' priorities and shared outcomes. As an organisation, we are also keen to share knowledge and good practice with others to bring about improvement on a wider scale. This had resulted in members of the Senior Leadership Team being invited to represent Active Tameside at local, regional and

national forums. Our involvement in a number of projects has been recognised by external partners and, as a result, Active Tameside has been invited to present at national and regional conferences including; the Association for Public Service Excellence (APSE) national network, Sport & Physical Activity Facilities Forum, PHE Regional conference and CIMSPA national conference.

Over the coming year, we will continue to grow service participation, particularly focusing on the inactive population, supporting them to build new positive behaviours and empowering them to find an activity that meets their needs. There will also be a strong focus on increasing footfall across our commercial facilities and activities, using proven marketing and sales strategies.



Membership Sales

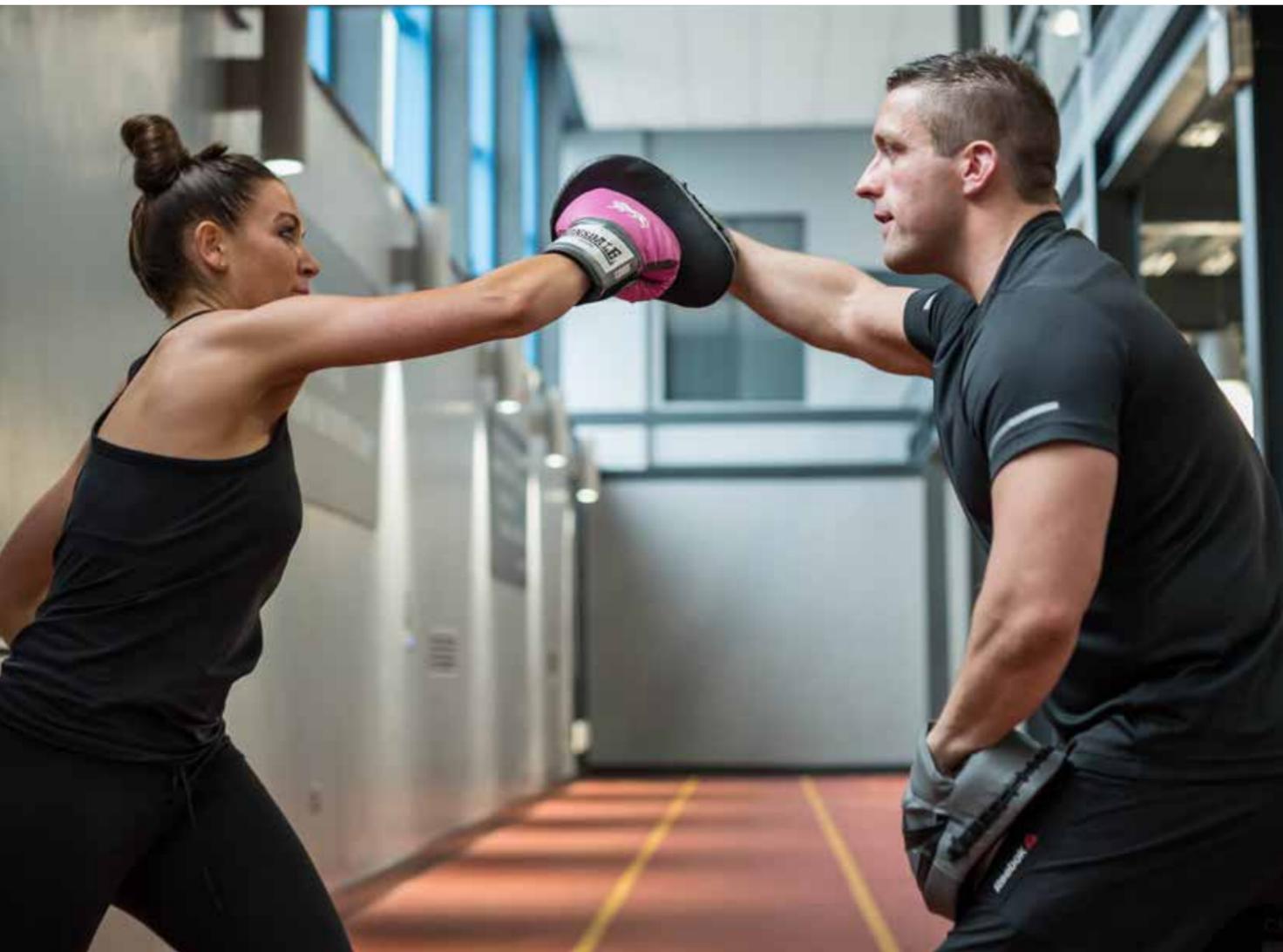
Our membership packages continue to provide members with a great value offer to suit their exercise preferences. In addition to being able to access a range of fantastic facilities and services, gym members can also now access our new 24/7 gym; iTrain to support them to achieve their health and fitness goals.

In November 2016, we transferred the fitness membership sales and marketing services from Pulse Fitness Ltd to Active Tameside.

In preparation for the transfer Active Tameside recruited Membership Advisors from August 2016. The team have been provided with a range of training and development opportunities focusing on; sales process, lead generation and marketing. Since the transfer, we have seen a significant rise in sales activity and an improved marketing reach, resulting in an improved overall financial position against budget.

Sales performance has also benefitted from a highly successful well-planned pre-sales campaign for iTrain Gym, which resulted in over 700 members being signed up before the facility opened. Membership growth has continued to be strong since opening in January with membership reaching 1,600 by the end of March. At the end of 2016-17, levels across all fitness memberships is 9050, demonstrating a 3% increase on like-for-like for membership and 1850 additional members, including the new members at iTrain Gym.

Moving into 2017-18, we will be trialling and embedding effective sales strategies and processes across all areas of our business, with a particular focus on fitness memberships and our family attractions. We will introduce and embed a range of sales tools to increase footfall and membership levels. The key themes of the strategy are; prospecting, packages, people, process and performance.



Marketing & Communications

Active Tameside continues to gain improved brand recognition across a range of media. We were recognised as national finalists at UK Active and Sporta Awards 2016. We have also received national press in; the Sporta E-zine, Inside Soap, Workout Magazine and Leisure Opportunities and regional coverage in the Manchester Evening News (MEN), Tameside Reporter, About Tameside, Families Tameside, Tameside Radio and Key 103.

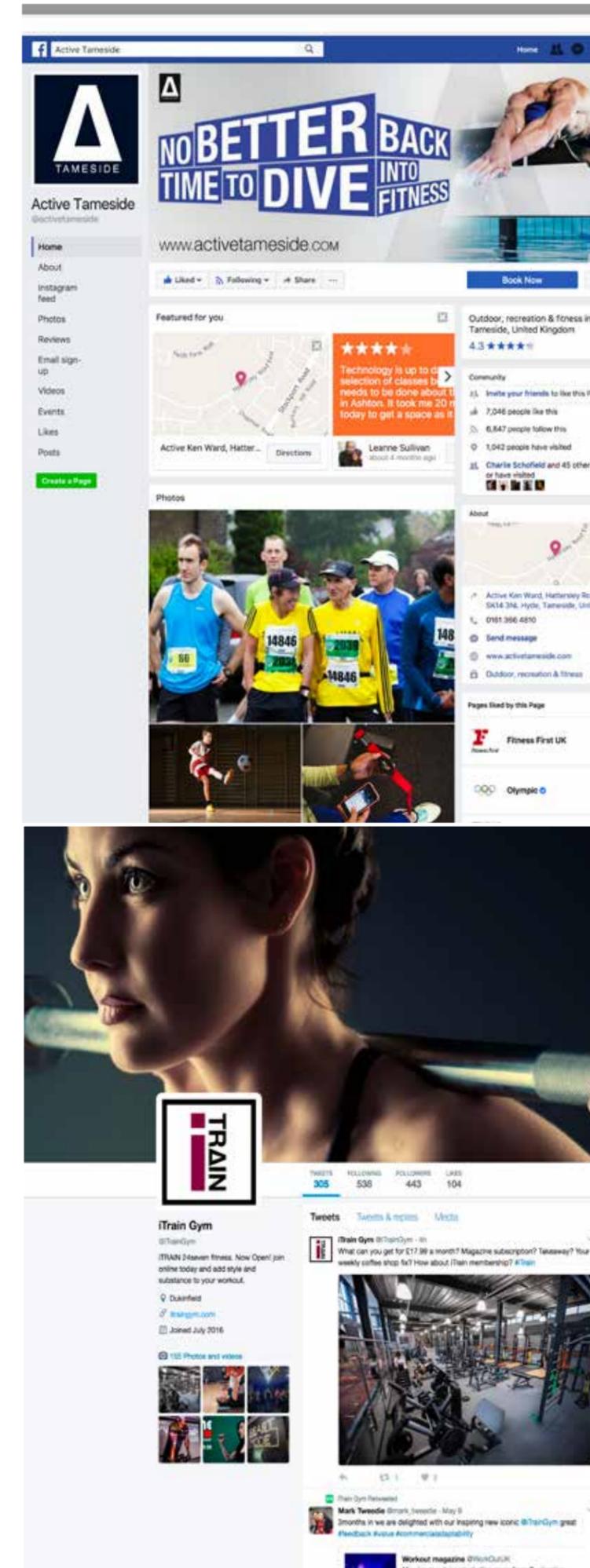
During 2016-17, we developed and launched four new sub-brands, namely; Total Adrenaline, iPlay Zone, iTrain and Live Well Tameside. Each brand has its own brand guidelines, website, digital presence and offline advertising campaigns. The iTrain brand has also been extended to include an audio brand to support radio advertising and videography. The brand launch for iTrain Gym was delivered over a 5-month period and generated high levels of customer interest, which has resulted in strong consumer awareness and excellent sales performance. The learning from this launch will be used to develop and deliver future launches and campaigns.

Every month, we continue to bring our strategy to life with the “Live Well, Feel Great” campaign. Local people are featured on a regular double-page promotion in the Tameside Reporter, sharing their inspiring lifestyle stories with the paper’s readership. We are also featured in the Reporter’s Uncle Ben, weekly page, which is focused on promoting family activity.

Digital marketing has been our most successful marketing approach throughout 2016-17. We have grown our social media connections to 32,000 and the content posted is generating an average daily reach of 18,000 people. We have also refreshed the websites for our main corporate brand, Active Tameside and our sub brands, Sky High Adventure and Hyde Leisure Pool.

In 2017-18, our new Marketing Strategy will focus on utilising a broad range of marketing opportunities and channels to enable us to; capture the imagination, grow our business and build our brands. We also recognise that everything we do has to be remarkable, attention-earning and shareable.

The new strategy also focuses on building strong campaigns and concepts and has been expanded to include the introduction of new marketing approaches including an increased focus on promotional, cause, reverse and article marketing.



Group Fitness

SARAH BERNE

Overall the quality and quantity of the organisation's group exercise programmes are of a strong standard. Occupancy levels are increasing year on year and cost per head has seen a reduction.

The development of the internal Lifestyle Advisor team continues to be significant and, through

improve our position within this area of the business.

23%

Growth in group fitness provision

This year has also seen some additional elements added to the group fitness provision. The team held their first large scale SWEAT event which attracted over 400 attendances within the masterclasses. The presence and strength of the Les Mills launches have also increased within centres.

internal quality assessment audits and customer listen 360 feedback, the internal and freelance team are continually tracking above the 85% quality assurance target. We are committed to provide continual training and improvement within this area to allow us to maintain and

We have also introduced MYZONE technology at a second facility and plan to expand this into a further three centres. There will be an increased focus on the performance of this new addition to ensure we fully exploit all the opportunities the introduction of this technology brings.

Personal Training

The progress within the personal training growth area continues. Within the first year there was a very strong response from both Hyde and Copley resulting in trainers overachieving on targets. Copley's membership base is significant and due to demand it was necessary to restructure the team in order to introduce additional resource; the impact of this is currently being monitored.

Ashton and Medlock have been progressing with the development of the personal training provision, plans are continuing to progress.

With regards to performance monitoring, a more detailed report has been developed to allow a

greater understanding of weekly performance against targets. This has also been coupled with an individual performance plan to ensure Personal Trainers have a clear understanding of where they need to be in order to achieve incentive targets.

With the additional development of iTrain, a second personal training model has been put in place to exploit the commerciality of personal

40%

Growth in all inclusive members

training in a controlled way. This model had been well researched and creates opportunities to further increase the demand for a paid personal training service. Although, in its infancy, this model will be heavily monitored throughout the coming months to seek out growth opportunities across our existing sites.

Gym Floor

The gym floor was recently introduced to the corporate growth plan in order to cover all aspects of the experience from introduction as a new member to the ongoing service and quality experience received throughout each visit.

Progress is beginning to be made around induction policies, procedures and data capture. Following an initial baseline year, a standardised approach will soon be implemented across all sites to provide reassurance that all new members are receiving a quality introduction to our services and thus increasing their likelihood of remaining within the organisation.

Developments have also begun to take shape around the gym floor equipment audits and replacements in conjunction with a newly developed quality assurance framework. Contemporary items of kit have been installed within each of the four bigger centres with additional gym floor restructures planned for the remainder of this year. This will coincide with the installation of MyZone technology across all sites to further engage and retain our membership base.

This year has also seen the development of the iTrain gym which capitalises fully on the commercial gym environment sector. This was a fantastic opportunity to showcase to stakeholders and customers alike the scope of what can be achieved within this market. Although the development is still within its infancy, the feedback and performance so far has been extremely positive.

Finally, there has been additional training and development of the lifestyle advisor team to ensure the organisation is in a strong position ready to expand the remit of the gym floor delivery. Plans are now firmly in place to expand the capacity of the Live Active service through utilising Lifestyle Advisors in the delivery of programmes working with patients with Long-Term Conditions (LTC). This will vastly improve the reach of the service as a whole and allow additional access to facilities for residents in Tameside who are in greatest need.

DO IT FOR YOU
KEEP HYDRATED
NO CHEWING GUM
NO FOOD OR HOT DRINKS IN THE GYM
GIVE 100%
WIPE THE EQUIPMENT AFTER USE
ITRAIN ETIQUETTE
BRING YOUR SWEAT TOWEL
WEAR THE RIGHT GEAR
EARN YOUR SHOWERS
BE NICE TO PEOPLE
TRAIN HARD OR GO HOME
ASK FOR HELP IF YOU NEED IT
KEEP IT DOWN
LET YOUR SUCCESS MAKE THE NOISE
WEIGHTS DON'T LIFT THEMSELVES
PLEASE REPLACE THEM WHEN YOU'RE DONE

Healthy Pathways

Overall performance within the Live Active service this year has been positive and referrals, income and outcomes are well on track to achieve. Total referrals into the Live Active service have been in excess of 1,500 with an average flow of around 110-120 referrals being received consistently each month. Through ongoing work and continual outreach, new referrers are starting to utilise the service as it evolves.

The partnership with Medlock Vale and Lockside working alongside the diabetes clinic is evolving. The service is in the process of utilising these sessions as a locality drop-in, also allowing neighbouring practices to utilise the service during this time. This is in line with the Clinical Commissioning Group's agenda of medical practices working at neighbourhood level and not independently. There is scope to then increase referrals further without the need to increase outreach time.

Most recent partnerships and referral pathways being developed are with the Macmillan cancer nurses at Tameside General Hospital, the Stroke ward and also the community falls teams.

Live Active has worked alongside the Public Health England GP Clinical Physical Activity Champions for the last quarter. The team have supported the delivery

of presentations to Tameside GP's on the importance of promoting physical activity for health. This has had a positive impact on referral numbers so far.

Uptake rate is higher than the expected norm for a similar service; this has been achieved through ongoing work with referring professionals to ensure they fully understand the service in order to send appropriate referrals.

The focus moving forwards is to grow the income and membership options to guarantee the service achieves as close to a zero subsidy as possible without compromising on quality and outcomes. Emphasis will be on growing the membership payments as opposed to casual usage and expanding the capacity of the team by utilising Lifestyle Advisors within facilities for lower level classes and inductions.



Healthy Places

There have been some key developments within this area over the last year, however there is still more to do in order to fully exploit opportunities further.

There have been some key developments within this area over the last year, however there is still more to do in order to fully exploit opportunities further.

The vending contract expired which produced an opportunity to review the service specification and implement healthier guidelines to suppliers. The new service contract commenced in January 2017 and has seen a huge reduction in the number of high sugar and fat foods and drinks being sold across the organisation in favour of a wide range of healthier choices for customers to choose.

Performance of this change is still in its infancy; however early indications show it is a success.

Healthy catering awards have been achieved at

Copley and Hyde centres. Due to recent changes with contracts and the transition of all the catering provision being brought in house, more work is now needed to ensure these awards still remain as we expand our healthy catering provision throughout the entire organisation.

Focus areas for the coming 12 months include additional health and wellbeing Make Every Contact Count training for all of our front-line people in order to increase the number of opportunistic conversations around health and wellbeing, including developing a framework of continued professional development for our people to give opportunities to further expand their health knowledge and qualifications.

Healthy Families

The Healthy Families growth area has seen development throughout the last 12 months. We have continued to work closely with the Early Years Motor Skills Development group and have provided a range of interventions to assist the delivery of the early year's pathway. This has included a mix of venue hire and vouchers for targeted families on the Move and Play programme as well as mainstream activities at two of our centres.

The mainstream activities continue to be well-received, however there is a need to focus more on internal capacity to deliver these and further development of the skillset held across centres.

Developments have also taken place to ensure our fitness provision caters for pregnant women. We now have a dedicated advisor within each of our main centres to offer consultations and advice to newly pregnant women wanting to exercise. This has been coupled with the development of a printed booklet to give safe and effective exercise advice once a woman becomes pregnant in the hope she will continue to exercise safely.

Moving forwards, more focus is definitely needed on this growth area to fully exploit its potential. There needs to be greater emphasis on maximising the Crèche facilities we currently offer and the introduction and quality assurance of a greater number of mainstream early year's sessions across all facilities.

Four centres have a fully qualified pre- and post-natal fitness professional and offer free help and advice to women wanting to remain active throughout pregnancy.

Supported Services

SHAUN HIGGINS

Active Tameside is in its eighth year of providing sport, physical activity and life skill development services to young people and adults with disabilities or additional needs in either school-based, community, holiday club or social care settings.



Our community programmes deliver over 28 hours each week and attract over 362 different clients with a range of disabilities and complex needs; this equates to over 7,000 attendances in 2016-17. During this year we have seen adult day care commissioned places increase from 30 per week to 112 per week equating to 5,600 attendances per year, a rise of 203%. We have also achieved an occupancy rate of 94% across all sessions. These increases are due to the quality provision delivered by our people and the excellent working relationships we have with primary, secondary and further education institutions.

This year we have expanded the service by introducing a new respite service for parents and guardians during either evenings, weekends or school holidays. Consequently, we have delivered in excess of 7,500 hours to some of Tameside's more challenging and complex clients.

Active Tameside now has a training and development programme that delivers essential

and statutory training to all our people to ensure quality of delivery and support for clients. Developed in partnership with Active Tameside's People Management department, Tameside Metropolitan Borough Council (Integrated Children's Services & Adult Social Care) and Tameside special schools, the programme is person-centred and bespoke to individuals' needs, ensuring that professionals and parents/guardians have complete confidence in the service. We have also introduced apprentices and the opportunity for our people to pursue qualifications in adult social care through Tameside and Trafford Colleges.

Another first for Active Tameside saw the introduction of our Supported Internships Programme in partnership with Tameside Council, Tameside College and Pure Innovations; a programme that identifies young people aged 16-24 years who have a disability to support them to attend a work employment programme. Fifteen young people were accepted on to the 39-week programme. Each

week consists of a four day work placement with one day in college. Based on the first year, thirteen individuals successfully completed the programme resulting in paid employment. The current second year has resulted in four paid employment outcomes from an initial eleven participants. Overall, this compares favourably with the national target of 50% into paid outcomes at the end of the programme.

September 2016 saw the introduction of the New Routes to Independence Education programme; a pilot one year project which so far has been delivered to three young people with a range of needs who otherwise would have been educated out of the area. The programme focuses on independence skills, travel, arts, music, media, horticulture and cooking.

Active Tameside in partnership with New Charter Housing opened the community café within Beatrix House in Dukinfield staffed by Supported Services and clients from various user groups for five days per week.

This offers routes to employment for service users and also skills and training and volunteer opportunities.

The next twelve months will see the service go from strength to strength with the appointment of a specific Disability Development Officer that will enable us to work on a new outcome framework and social impact measurement which will include the recording of improvements to the health and wellbeing of individuals. Active Tameside is leading on a business case for the development of Oxford Park to deliver additional services and to maximise the potential of services. If successful this will include a life skills kitchen, multimedia and recording studio, classrooms and a sensory garden. Active Tameside now manages and delivers programmes at four allotments across the borough, this is enhancing delivery and services by supplying our community café and life skills kitchens with fresh produce throughout the year.

Preparing for Adulthood

2016-17 saw the development of our 'Preparing for Adulthood' programme, which covers community youth provision, hard to engage groups and individuals, bespoke projects for the local community and community partners. Each week during 2016-17, Active Tameside delivered free accessible community sessions to over 160 young people totalling 8,000 attendances in the year.



We have now delivered year eight of the Great Sports Programme for New Charter Housing which has seen local young people access sports and physical activity within their neighbourhoods. Over 100 volunteers have been developed by completing coaching and life guard qualifications.

During the year service developments have seen Active Tameside, along with other partner agencies, deliver a new Looked After Children project involving the delivery of monthly sessions including young people and parents, carers and guardians. This service also offers free holiday places (720) and in April 2017, 52 young people will be attending WIZ in London as part of the cultural offer built into the rich and diverse programme.

Over 95% have completed the course

Our work in secondary schools has grown with the introduction of a bespoke intervention programme that is delivered across nine schools to over 300 young people. Over 95% have completed the course and successfully found a route either back into mainstream education or into skills and employment pathways.

Active Tameside also works with secondary schools around the enrichment curriculum by looking at

bespoke programmes for 11-16 year olds and identifying sports and physical activity not available during curriculum delivery. In 2016, this development saw the introduction of our own outdoor education team delivering bush craft, cycling, walking and outdoor climbing to complement all the services currently delivered to over 360 young people gaining vocational qualifications.

With all the new developments it is essential that our people receive the correct training and continuous development to ensure services remain at the forefront; leading not only in terms of delivery in Tameside, but also moving towards Greater Manchester; and this will continue to be developed.

March this year saw a pilot project in Droylsden, which focused on young people at risk of anti-social behaviour and criminality. Active Tameside has played a leading role in the development and implementation of this new approach by bringing in various partners and by developing an efficient and sustainable delivery model.

2017-18 will see a new reporting measure introduced to evaluate the impact from a physical activity aspect plus a social return on investment measure through partnership work with Salford University. It is anticipated that will help sustain funding and support increased leverage of funding.

Enabling Communities

Enabling Communities is a re-configured service introduced in 2016 to enable Tameside's communities and groups to become active in a wide range of physical activities, either in our own excellent facilities or within local community settings.



This service involves working with local neighbourhoods implementing community hubs to identify local needs and through collaboration finding creative solutions to reduce inactivity. Active Tameside's three current community hubs have seen an increase in participation and community cohesion, and have been responsible for the training and development of many volunteers and activity leaders.

Over the last 12 months, community-based activity has seen the development of a number of led walks, runs including 'couch to 5k', Tai Chi, chair-based exercise and a curling league, all resulting in Active Tameside engaging with almost 8,000 additional participants. All participants complete health questionnaires at various intervals of their journey to record increases in activity and improvements to their overall health and wellbeing, at the same time this also identifies people moving from inactivity to activity.

Work with Park Run and Tameside Council has resulted in the successful launch two new Park Run events at Stamford Park and Hyde Park with over 5,000 attendances. April 2017 will see the launch of a Junior Park Run at Hyde Park taking place every Sunday. Also during the year, we have supported the 'Tour of Tameside' and delivered a walking festival to complement the event.

Working in partnership with Transport for Greater Manchester (TfGM) resulted in the development of a new pilot project using bicycles to increase physical activity, the project ran from September 2016 through to March 2017 and delivered seven led rides including family rides, ladies-only rides and back-to-cycling sessions based around Oxford Park, New Charter Academy and the Tameside Cycle Circuit. To date we have seen over 160 different clients, resulting in excess of 400 attendances, trained eight volunteers in leader's awards and maintenance qualifications.

For 2017-18, we have identified that we need to expand our workforce to enable us to upscale service delivery, leading to better outcomes for our communities. We are currently identifying providers to train our people and volunteers in Tai Chi, chair-based exercise and recruiting an additional 40 qualified instructors in cycle leadership. We are looking at a widening range of activities from Tea Dances to community cafes.

Looking ahead, with our Live Active team we are planning a project aimed at older people to reduce the risk of falls and isolation by delivering a range of physical and social activities ranging from specific strength building exercise, dance, sports and cycling to community cafes and coffee shops.

Give Well

Active Tameside was also proud to launch 'Give Well' in order to make a positive contribution through supporting local and national charities and developing a high-quality volunteer programme, which in turn supports the sustainability and growth of Active Tameside's services.

During the year, we have worked with three local Tameside charities in addition to supporting national charities to raise in excess of £3,000 through various initiatives, including 'Cycle to Lapland', 'Road to Rio', Get active Tameside and Macmillan coffee mornings. This has seen a number of our people actively engage in fundraising opportunities, which has not only been very rewarding in itself, but has also brought a community spirit into our facilities and raised the profile of Active Tameside's charitable objectives, both in local areas and borough wide. Christmas 2016 saw a number of centres as drop-off points for Tameside Christmas Toy Appeal bringing new people into our centres for the first time. An area for development is ensuring we have the necessary capacity to meet ambitious targets for fund raising and the hosting of events.

Another part of this service is Active Tameside Volunteer Scheme (VIP), we have actively engaged over 320 volunteers, logging in excess of 1,900 hours or 3,000 sessions, all this equates to circa £23,000 when calculating the economic value of volunteers. It has been an excellent year and looking forward to 2017-18 this service has the potential to grow significantly to optimise impact. Growth and development plans include collaboration with third sector organisations to share opportunities for volunteers and create the opening for a Volunteer Development Officer to drive objectives. The key is ensuring that volunteers not only gain a rewarding experience, but also receive the necessary support in terms of training and development to ensure they can deliver the best results for their groups and communities.

Active Access

Active Tameside's Active Access service involves working with minority and different user groups to identify specific needs and by providing the support required in order that users can successfully remove barriers to participation.

Over the year we have delivered the following:

- Over 720 free holiday places (£10,800 in value) to Looked After Children in the borough
- 52 young people currently in residential care have taken up Active Junior passes (£7,800 in value)
- 22 young people who are care leavers have Revive Active Gym and Swim passes (£3,234 in value)
- 41 young people in foster care have received Active Junior passes (£6,150 in value)

In summary, a total of £27,984 in free or reduced cost access has been provided for Tameside Looked After Children. Other user groups and individuals have received concessions in excess of £13,000.

Active Tameside worked in partnership with Tameside Armed Forces Covenant (TASC) and Tameside Council to employ ex-armed service ambassadors to develop the physical activity and cultural offer for ex-services men and women with the objective of engaging them back into activity whilst increasing health and wellbeing. This has been developed through links with local scout groups, cadets and has been assisted by the development of Active Tameside's outdoor education facilities and the delivery of a more diverse programme.

In terms of future developments, Active Tameside is developing a new initiative with Tameside Council around a cohort of young people who are leaving care. The programme will look at raising aspirations, developing skills and increasing employability. We have delivered a pilot with four young people focusing on their own development and personal journeys. In the last year, three have gone onto full time employment with the fourth leaving the organisation due to a change in direction.

2017/18 will see a new internship for young people who are leaving care and we are initially aiming at a cohort of six young people. Active Tameside has led a partnership approach to support this group within Tameside who are on the verge of leaving care and who are on the journey to independence. Work will result in the further development of essential life skills, the achievement of qualifications, improved employability and employment opportunities.



6.7 million
total reach through social media



7,200



Holiday & respite
hours delivered
per year

83%

- Participants reporting improved quality of life.
- Participants achieving their health related goals through behaviour change at 3, 6 & 12 months.

100%
health
& safety
compliance



2 million
ATTENDANCES
2016/17



26%
MEMBERSHIP
INCREASE



12% Growth
in Annual turnover to
£9.5m



7,000
Young people coached PE
and school sport every week.

£1.1m → **£1.5m**
growth in Value of Commissions & External Grants

51 NPS

- against last year or industry averages (34)

EMPLOYEE SATISFACTION = 93%

EMPLOYEE ATTENDANCE = 98%

5000 YOUNG SWIMMERS & GYMNASTS
EVERY WEEK



1,000
Inactive people with long term
conditions engaged in the
Live Active service



Attendances at
Day Care services
for Adults with a disability
5,600



Aquatics

ANDY DWYER

2016-17 has seen the Learn to Swim membership grow to 4,000 members and averaged 93% session occupancy. General swimming has seen an increase in footfall across the year, and the second year of the newly developed swim-only membership has seen a 31% increase to 334 members.

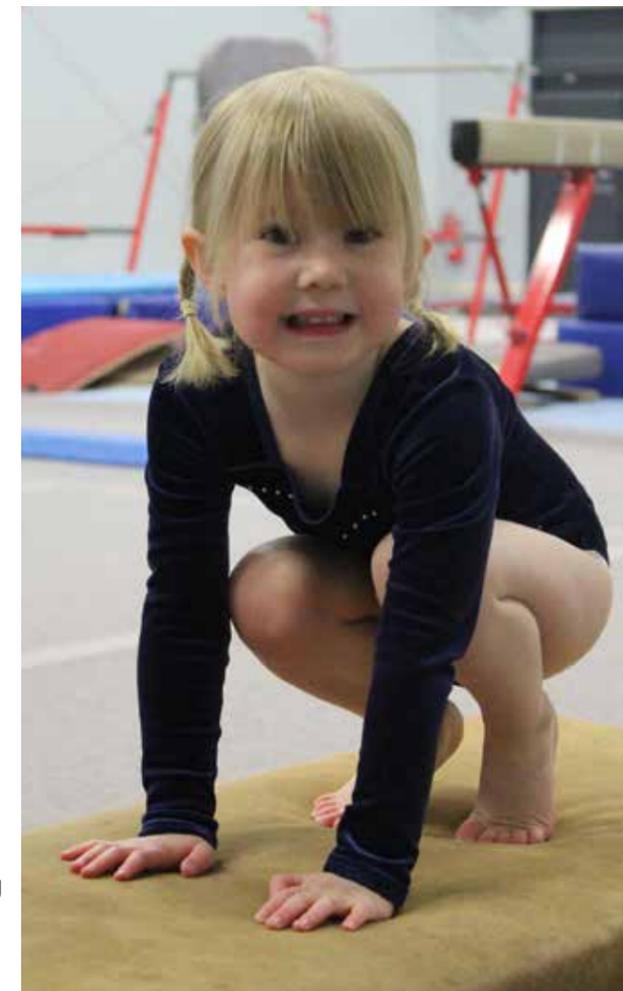
Workforce development has been a priority with a very successful project developed and then delivered in partnership with the swimming trust where we have now trained 20 new people who reside in Tameside to ASA Level 2. This has helped with recruitment and retention of swimming teachers along with providing a career pathway for local residents to become employed by Active Tameside.

Swimming for fitness is an area that is continually being developed with the introduction of the USwim indoors coached fitness swimming sessions complemented by swim fit, we will also see development in 2017-18 of the Go-Tri offer that will help people to train for indoor triathlons based within Active Tameside centres. All centres in 2017-18 will be implementing the new ASA three frontiers strategy to develop marketing, communications and the swimming environment along with attracting new user groups to all swimming facilities. Aquatics will benefit greatly from the new pools to be developed at both Hyde and Denton, which will help to grow participation at all levels from beginner to competitive club swimmer hosted in world class facilities.

Gymnastics

Gymnastics provision within Tameside is on the increase with sessions now being delivered weekly through the hub site; Active Ken Ward and satellite clubs now running at Active Copley and Active Oxford Park.

Gymnastics membership has increased to 1,000 members with an average session occupancy of 94%. This year has seen the introduction of the British Gymnastics Badge Award Scheme across all stages; this has helped to bring more structure to lessons with clear learning outcomes and progression to ensure athletes are getting the best learning experience whilst still retaining the fun element of the sport. The partnership with the Tameside School of Gymnastics continues to flourish with trials now being delivered twice a year to ensure that high-performing recreational gymnasts are given the chance to develop in to club athletes creating a pathway to potential Olympic podium recognition, which has recently seen Eleanor Green being added to the Great Britain squad for her age group.



Active Education

The coaches in schools' programme has been delivered to over 50 Tameside primary schools along with five schools in the High Peak engaging over 7,500 young people weekly in PE and school sport.

The programme still retains its principal of high-quality delivery against PE national curriculum outcomes, which results in it achieving a rating of 100% excellent or good from all school teachers. The scheme has seen two developments; the first being the introduction of Activate at Key Stage 1 (KS1), which is educating early years' pupils around the benefits of healthy eating and physical activity and, secondly, the development of our very own fitness tracker to measure the impact of our scheme and the benefits it has in terms of health outcomes for all Key Stage 2 (KS2) pupils. Children have had baseline, mid-term and end of year tests that have been validated with our education partner; Salford University, to show improved fitness levels underpinned by ideas on how exercise can be undertaken on their own or with friends and family outside the curriculum. Extra-curricular attendances have increased in 2016-17 by over 1,000 totalling 11,000 where young people have taken part in PE and sporting activities; this has been a result of the workforce creating more opportunities through breakfast and dinner time provision.

11,000
Young people attended
after school clubs



Bikeability

Active Tameside commissioned by TMBC have successfully delivered the road safety award at Levels 1 and 2 to 1,672 young people in 65% of Tameside primary schools. The programme was delivered by ten national standard instructors of which five were newly qualified. Bikeability funding has now been confirmed until 2020 by the Department for Transport (DFT). With our partner TMBC we look forward to delivering this award to many more young people.



School Swimming

School swimming has been delivered to 78 Tameside primary schools with the introduction of a new framework from the Swimming Teachers Association (STA). This scheme shows better progression within the badges for our swimmers along with more rewards for completing tasks. 53% of children achieved the national curriculum standard of swimming 25 meters and being able to self-rescue in a hazardous situation, this is higher than the national average of 49%.



Football

Football has seen the development of newly refurbished 3G pitches installed at Active Copley and a partnership created with Cheshire Football Association (FA) to run licensed FA education courses. Active Tameside has delivered Football in the Schools programme supported by a comprehensive programme of community sessions, which has resulted in over 3,000 young people attending across the year.

We have created a partnership with Curzon Ashton Football Club linked to community outreach work and holiday schemes; this will also provide a player pathway into the clubs' community FA charter standard junior section.

Cycling

We have continued with our partnership with British Cycling in to its fourth year. Delivery in school, community and club settings has been developed by our Go Ride cycling coach who has delivered over 3,000 opportunities to people of all ages and abilities. Our host club at the Tameside Cycle circuit, Mossley CRT, has recently been re-accredited to Go-Ride status, which will provide a safe and fun environment for people who wish to take up cycle sport.

Netball

Active Tameside continues to work in partnership with England Netball in a targeted approach to get more adult women back to the sport, this has seen success with the establishment of three sessions per week around the borough totalling over 2,000 opportunities across the year, the Back to Netball programme has also qualified two coaches to Level 1 to make the group sustainable allowing our Netball Development Coach to pursue new opportunities to drive an increase in participation.

Operations & Capital Development

REG PATEL

2016-17 has proven to be an extremely challenging year from an operations and capital development perspective, but as the individual update reports highlight, it has also been an extremely successful and potentially pivotal year.

The two key capital developments delivered this year have possibly been our greatest challenge to date. They have allowed us to further transform the range of services delivered by Active Tameside. The scheme's entire processes from concept to determining the service mix through to

“we are challenging and critiquing all spend to ensure we are optimising the value for money provision we require.”

install have been meticulously managed through the expertise and vision of the collective team. The plaudits received from industry experts and clients alike reinforce the success of the developments, proving that high-quality services can be created without the need of external interventions through third parties, increasing the layer of costs and continuing payments.

The strategic partnership we have developed with new Charter Building Company along with our local contractors has been the primary factor in delivering the schemes within such a tight timeframe, to a high-quality standard and at such a competitive tariff further demonstrating the abundance of skill available rooted within our community.

The benefits of these relationships have also permeated into our daily maintenance expenditure as we are challenging and critiquing all spend to ensure we are optimising the value for money provision we require.

The relationship with our key stakeholder, the council has been critical operationally as our

shared vision to maximise of quality of our physical asset has been paramount. Enabling us to proactively deliver the improvements identified through our asset management plan and shared agendas such as energy frugality.

As a trusted operator of facilities and services, it is essential our standards of delivery are optimised and as such our on-going relationship with Stellard Kane is paramount in ensuring this is achieved as our health and safety audits indicate. This aligned with our improved quality service audit results and net promoter score all point to the fact that the services are successfully developed and delivered.

As a people service it has been enriching to experience our team's adaptability to a challenging financial landscape and develop solutions which ultimately allow us to operate efficiently and effectively with cost reductions without compromise. Their commitment to change and flexibility has assisted us substantially over the course of the year.

“our improved quality service audit results and net promoter score all point to the fact that the services are successfully developed and delivered.”

Over the coming year, further developments of our physical estate to meet new opportunities and challenges are anticipated, whilst ensuring the service standard marries this growth to meet the ever-improving client expectancy. This will be further amplified in our outcome to benchmark our quality provision nationally.

Energy & Utility Efficiency

Our current funding arrangements make it impractical to capture external grants available in the market place. Instead we have chosen to action improvements as opportunities identified through our asset management plan due to general plant deterioration.

This year has seen several investments actioned. These include the replacement of the main pools calorifier at Active Denton in April 2016 along with the more recent replacement of the car park lighting scheme with LED units. Both will have had a positive impact on energy consumption. At present a 4% overall reduction in the total gas consumption at site is being achieved.

The replacement boilers at Active Copley were completed in March 16. We have focused the replacement scope around the activity of energy conservation. The new hot water scheme recently installed will reportedly reduce gas consumption by up to 30% for this activity.

Through the refurbishment of Active Dukinfield into our latest development -ITrain, we have taken this opportunity to replace the entire lighting scheme with a LED solution. This will offer a significant reduction in the overall kWh consumption of the site over the coming years for a fraction of the increased install cost.

Hyde Leisure pool's foyer lighting scheme has presented us with the chance to invest in an LED replacement units as the original fittings have become defunct.

Over the coming year, we will be performing a deeper analysis and measures to highlight our second greatest expenditure, with a view to further improving our energy frugality across our sites. We have managed to gain commitment through the design team for Hyde Leisure pool's extension to install solar PV panels on the flat roof elevation, which will be predominantly south facing.

Health & Safety

We have continued our partnership with Stellard Kane Associates to ensure health and safety operational compliance is sustained and developed throughout our facilities and services.

We ensure this is optimised through a series of processes including the consistent evaluation of our service via six-monthly independent audits. This year the sites have averaged an increased to 93% attained. This is an overall improvement of 3% over the year.



This year we have revaluated several documents including the accident analysis reporting system and introduced non-conforming reports to highlight issues affecting delivery.

Health and safety site training including Toolbox training and legislative standards are all currently monitored and recorded on site. Over the coming year this will be transferred onto our people management platform "Frontier" which will ultimately improve our data monitoring and capture.

We have continued to consult with the industry and critique our position and practises – several practises have been reassessed but none of our processes this year have been amended through industry changes.

Communication on the activity of health and safety is paramount and continues to be discussed in all operational forums from the top down and appears on all agendas.

Facility Asset Management

This year has proven to be an exceptional year with all mutually agreed priority rated works taking place as scheduled from the asset management plan, ensuring the services are delivered effectively, consistently and to the appropriate quality standard.

These works include the replacement of the dilapidated hot water system at Active Copley which has totalled £310,000; a reduction in unit consumption cost by 30% is expected. This benefit will be tempered as the Academy opted to separate from the centre's heating supply so will no longer contribute to the utilities charges.

In July, £120,000 was invested in replacing the Synthetic playing surface, divisional fencing and drainage repairs to the pitches at Active Copley, which had significantly exceeded their life expectancy by over five years. The service is currently operating at over achievement on income by £9,000 this year.

Active Medlock's main halls flat roof replacement works in March 17. The planned spend value of £130,000 has been accepted.

In addition to these works, Active Denton has seen its calorifier, associated gas supply line and related pipework replaced. The combined works charges exceeding £20,000.

Asbestos abatement works have also actioned in an attempt to pragmatically reduce activity from the risk register. The total cost of these works, accumulating to £12,000.

The priority works funded primarily through the NNDR savings and the Trust's maintenance expenditure. All of which improves the hard assets of the estate.

The reactive maintenance works has seen a levelling out in its volume to last financial year's quantity of 1,100 requests per annum.

This will be delivered significantly within the budget envelope of £349,200, due to the competitive rates created with local trades allied by the multifunctional skillset of the in-house team.

We will continue to monitor and assess the estate to ensure the asset management plan remains as effective and accurate as is required. We will also continue to grow our links with our local trades where appropriate to deliver best value.

School Facility Management

We currently operate out of school hours' services for three schools within the borough. We provide a high-quality sports facility management solution that optimises community participation and community Health and Wellness

Most recently we have updated all risk assessments and appropriate health and safety policies for all sites.

Due to the locations of the sites, the closest satellite centre manages the site and offers support and guidance where required to the staff in situ. They will provide emergency cover and management solutions where required. A bank of facilities staff are trained to assist in service delivery at sites for cover purposes.

“We will improve the shared data with each site to ensure we are maximising our opportunities to make us invaluable partners to each establishment.”

Two of the three sites generate a healthy net surplus which is shared between both parties.

We will improve the shared data with each site to ensure we are maximising our opportunities to make us invaluable partners to each establishment. The ultimate aim is that we will increase the number of operator contracts, which will enable us to offer sporting opportunities in local communities where we have previously not been able to do so.



Facility Service Management

We have experienced exceptional service performance through by the facilities this year, fully demonstrating our drive to improve and maximise the outcomes of the Trust through its embedded values.

The year commenced with the challenge to manage Active Dukinfield imminent closure. This involved the morphing of key clubs, schools, user groups and staff into the existing estate and their programmes by the summer.

All eight clubs found new locations with seven delivered internally. All the school sessions, Learn to Swim Scheme and key programmed sessions were all also found new timeslots without fail in order to remove customer dissatisfaction and maximise the income potential.

The relocation of the 351 hours staffing establishment was also a challenge. This was achieved through a temporary moratorium and internal ring fencing across the company. It resulted in 318 staff hours being found before the site officially closed and remainder relocated within the month; thus reducing the company risk of a substantial over-spends.

In addition to this, the teams have been working with development leads and through customer insight have enhanced our range of services by expanding our opening opportunities for fitness studios at Active Copley, Oxford Park and Ken Ward, whilst introducing crèche sessions into our programmes.

Due to substantial financial pressures and the opportunities being created through our facility developments, we have managed to re-engineer our existing operational staffing establishment. We have sought inspiration from within the teams and other providers; primarily the commercial sector. This has culminated in a reduction of 150 hours per week across the sites of our operational function. This has been delivered through re-organising role functionality and maximising the opportunities created through the new developments and their staffing compliments. This has resulted in a staff expenditure reduction against overall expenditure down by approximately 2% in the operational field. This has been delivered without a negative impact on our client's quality of provision or safety.

Our own internal quality assessment Brand Standards Audit has seen an increase taking our estates mean average up by 1% to 75% across the company.

Moving forward by the midpoint of 2017-18, we will have our four key sites attaining the nationally recognised Quest accreditation.

Capital Development

This year has seen our estate take significant steps forward in terms of the range and quality of the services we now have on offer to the community.

The introductions have improved the company's range of services and, as importantly, will positively affect our financial resilience due to the nature of the services being introduced. The finances to deliver the schemes have been generated by £1.3million through TMBC and the in-house funding of £1.6million.

The first of the re-developments to open was the conversion of the vacant Gymnastics Centre into our latest visitor attraction Total Adrenaline, which boasts the Trampoline Zone with agility challenges along with a four-tier soft play centre and Laser Zone, supported through a centralised catering service, spectator zones and party rooms. The Centre brings much needed family opportunities to the local community.

“The first of the re-developments to open was the conversion of the vacant Gymnastics Centre into our latest visitor attraction Total Adrenaline.”

The site opened in November 16 and is starting to establish itself as a family destination centre.

The site was developed using a local construction team within an extremely tight budget of £600,000 for the complete development which was completely funded through the Trust within a nine-week construction and install time line.

“Most recently, the introduction to our first 24/7 fitness centre – iTrain.”

Most recently, the introduction to our first 24/7 fitness centre – iTrain. The site boasts a fitness suite spread out over two floors, a three-lane running track wrapped around the ground floor gym offer. With associated extras including Dance, Cycle and Fitness Studios along with an extensive lounge area,

a Soft Play Centre, a community room and complimented by a cafe. The site is supported through a considerable amount of modern technology including POD access via finger point recognition, considerable contact points; CCTV surveillance along with out of hour's monitored surveillance.

Both concepts were solely conceived and project managed through to opening via the existing in-house team. The use of local trades and specialists has been prevalent again in this build. Both schemes have been delivered with challenging timeframes and cost envelopes. Early indications and feedback suggest iTrain not only strengthens our fitness offer, but should exceed expectations.

Other in-house capital schemes have also commenced; these include provisional plans to extend Oxford Park, creating a much-needed youth and adult service offer amongst other potential growth opportunities.

We have also given our input into the TMBC capital investment plans for new facilities to be created for both Hyde and Denton. Both schemes appear to be delayed against their original reported timelines.

We will continue to seek and exploit opportunities which strengthen our service scope for our community whilst strengthening the company's financial position.

Resources & Business Management

STUART CHILTON

In 2016-17 we have successfully delivered a balanced budget, this is a magnificent achievement in what is a financially challenging environment including further management fee reductions and increased market competition.

We have successfully achieved further efficiencies from what was an already high performing base and have captured further income opportunities through diversification.

This however does not alleviate the pressures of an organization that is operating without any reserves, restricting the ability to further invest and results in the organization operating under a greater risk than would be preferred.

Over the past year the team has further improved the organisational performance information, this has been used to drive our business intelligence and improvement. All key areas are managed within our performance framework and within 2016-2017 we have seen the introduction of a Corporate Growth Plan indicator set, supporting the deliverer intelligence and focus alongside supporting to our Corporate Scorecard.

This year the team have delivered significant improvement in our vision of having a high performing culture with inspirational and highly engaged people. There has been further development of our people through our leadership programme, coaching, My Active Reviews and further embedment of our Active Values in our processes.

Our IT infrastructure has supported an ever diversifying service, we have provided alternative technological solutions and have delivered technological solutions which focus on reducing barriers, increasing efficiency and minimising service disruption. We successfully managed a data transfer of over 7,000 members as part of the membership data transfer managing the significant business risk of transferring both personal and financial data ensuring access for services and income collection. We also supported the implementation of a brand new member management system for the iTrain Gym, the Membr system selected has had to accommodate a new concept of provision for both new and existing members.

The team has played a fundamental part in ensuring all services are supported to maximize both the customer experience and our people being able to carry out their responsibilities. We have successfully implemented the internal infrastructure for the two new facilities and have led and delivered the acclaimed Active Tameside Sports Awards and Team Meet events.

Over the coming year, we will continue to develop our benchmarking portfolio to further evidence our efficiency and to maximize and further cost reductions and income growth. We will also further develop our people and systems to ensure our customer service NPS further improves from its already high performing position.





People Management

SARAH HEATON

A refreshed and revised suite of People Management Policies and Procedures is underway with updates and training planned for all managers in the coming year.

Following a collaborative approach with colleagues across the business, a refreshed Attendance Policy will be introduced with a dedicated phone number for our people to ring should they be unable to attend work. This will benefit the management of attendance, as information will be recorded in the moment so that appropriate advice and support can be given.

In partnership with Tameside College, we currently have two apprentices working for the Community and Access team and are looking to expand on this with a view to looking at further apprentices in different areas across our business.

Our People Management system, Chris 21, provided by Frontier, has seen some developments this year. Work has been progressing well after issues with an upgrade to the system and our server. We are on track to have all holidays, attendance, appraisals and training recorded on Chris 21 by April. This will be a great benefit to all stakeholders.

The company is now an employer partner of the professional development body for the UK's sport and physical activity sector; the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA). We also have some of our people who have joined as individual memberships. We are looking to commit to a 10% uptake within the coming year.

The National Living Wage of £7.20 per hour, was introduced in April 2016 for all working people aged

25 and over. This is over and above the National Minimum Wage which remains for those aged under 25. This will increase to £7.50 in April 2017.

Average Attendance

98%

We continue to work in partnership with BHSF, a market leading not-for-profit provider of health insurance and employee benefits. Our people can access various health insurance schemes, a health cash plan and salary sacrifice schemes.

The salary sacrifice scheme includes cycle to work, computers, mobile phones and child care vouchers. Since commencing the schemes, 17 of our people have purchased new bikes, with eight purchasing mobile phones or IT equipment.

17 People bought new bikes

BHSF also provide an online employee discounts scheme, Network Benefits, which provides access to a wide range of

staff discounts and special offers from well-known brands. There are 10 exciting offer categories for our people to browse through, including high-street vouchers, travel, entertainment and leisure days out, gifts, flowers, home and garden.

Work will continue to ensure that Active Tameside is an Equality and Diversity employer ~ creating a culture which is about promoting and fostering everyone's right to be different, and valuing individual differences and variety for the benefit of society, individuals and the organisation. Statistics will be collected to compare the organisation against local and national trends.

Organisational Transformation

This year has seen some significant events to help us achieve a high performing culture with inspirational and highly engaged people.

Our Active Values are embedded throughout all people services processes including recruitment, appraisals (called My Active Review) and are voted on by our people and recognised at our annual engagement and awards event (called Team Meet).

importance of people management items.

My Active Reviews continue to embed across the organisation. There is still some way to go in using this as a people performance management process and further feedback and training will help to address this in the coming year.

Team Meet was approached in a completely different way this year; it took place on a Sunday evening with minimal costs, and it was well attended and received great feedback, which was particularly pleasing. This year's Team Meet will follow a similar plan building on the successes from last time.

Our National Pool Lifeguard Qualification policy was successfully refreshed and amended this year which has had a positive effect on attendance and compliance.

The 2016 survey of our people (called Your

Leadership development continues and builds on the work started during the previous year. Reach, for aspiring leaders, has been refreshed and re-launched with 17 delegates commencing the programme in February. Stretch (aimed at existing managers) was attended by twelve delegates this year.

This is complemented by the Institute of Leadership and Management's (ILM) accredited qualifications delivered by our partners, Trafford College, who recently gave us a "Commitment to Training award".

Colleague Coaching is taking place as a leadership style at a senior level and is filtering through to others as a development option. Coaches are assigned to delegates on these leadership courses.

The development and implementation of a People Score Card to drive improvements across the business has had some success in raising the

Comments Count) was open during December 2016 and January 2017. The survey had 145 responses which equates to a 51% response rate (a 9% increase in the response rate from 2015). It is worthy to note that the response rate benchmark for internal surveys is 30-40%.

93%
Happy with their job

86%
Happy with their development

Live Well at Work for Us



Our company values and vision lend themselves seamlessly into creating a wellness culture amongst our people.

The following baseline data has been captured via our annual people survey:

- 77% of our people would rate their general health as good or very good.
- 73% would like to see some team challenges.
- 72% would like to see some presentations and workshops around mental health awareness.

This year will see the implementation of a plan of activities/events and interventions. These will include health checks and lifestyle advice for our people, as well as a calendar of events to reflect feedback from our annual people survey.

There is still work to be done to optimise people using active transport to and from work with only 11% currently walking or cycling.

There is a dedicated, branded page on the company website and emails are issued to all our people on topical health and wellbeing topics in collaboration with the One You campaign.

Customer Focus

We are on an ongoing journey in creating customer service excellence in all that we offer.

Our in-house, companywide training (called ProActive) was rolled out across the organisation for all roles in all teams. This has been supplemented with all our Customer Service Assistants, and other key roles, attending monthly workshops with Trafford College in working towards achieving a Level 2 National Vocational Qualification. This has been fully funded.

Our focus on customers and receiving and acting on feedback is key to our ongoing success. Many teams seek feedback in varying ways. There is still some work to do here in ensuring a consistent approach and recording of the results.

51%
Active Tameside NPS score

34%
Leisure sector average NPS score

Our facilities make use of a piece of customer engagement software called Listen 360 which is based around the net promoter score (nps) ethos. Every three months, each active customer is asked "how likely are you to recommend Active Tameside to a friend or colleague"?

An nps score between 50 and 80 is considered very good.

Feedback is tracked and monitored with improvements being implemented at facility level.

Ongoing work this year will include a fresh look at front of house services and systems to enhance and improve the experience of our customers.



Active Champion Together Integrity Value Enthusiasm

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