

**ACTIVE**  
TAMESIDE



**WINNER! UK ACTIVE AWARDS 2018**  
**OUTSTANDING ORGANISATION OF THE YEAR**



# ***Annual Report***

2017 - 2018

# Contents

<i>With thanks to...</i>	4
<i>Mission-Vision-Values</i>	5
<i>Foreword</i>	6
<i>Welcome</i>	8
<i>Executive Summary</i>	9
<i>Who We Are</i>	11
<i>What We Do</i>	12
<i>Customer Focus</i>	16
<i>Our People</i>	17
<i>The Year Ahead</i>	18



# With thanks to...



# Mission-Vision-Values

## Our Vision

The 'go to' organisation to conquer inactivity and improve healthy life expectancy.

## Our Mission

To source and use resources and evidence to design, develop and provide high quality, leading-edge, value for money leisure, sport, physical activity and wellbeing services that empower people of any age or ability to be physically active, live well and feel great.

## Our 'Active' Values

### A

#### ACTIVE

We encourage everyone to be healthy and active. Whatever your current health and wellness situation we are here to support everyone to improve their lifestyle and live well for longer.

### C

#### CHAMPION

We work and adapt so that we can be the best. We will always support you to achieve your maximum potential and achieve your dream.

### T

#### TOGETHER

We are there for people that need our help. If you are struggling, and need advice along your life changing journey, we are here to help!

### I

#### INTEGRITY

We are genuine and honest with people. We will never mislead you and always give you the best advice possible to support your health improvement pathway.

### V

#### VALUE

We respect people's opinions and differences. We will always listen to your thoughts and feelings to help support you on your life changing journey.

### E

#### ENTHUSIASM

We enjoy what we do and act positively and our enthusiasm influences others.



## Foreword

The way we view the provision of health and care services is changing. Changes in our population mean that we need to think quite differently about the role of the health and care services, and what it takes to support our community to stay well and remain well. Some studies estimate that the health and care system is responsible for as little as 10% of the things that keep us healthy. The other 90% is rooted in people's homes, their communities, their daily lives and all that comes with it. Yet when people do need the support of the health and care system they should expect world class care, there when they need it. The increasing prevalence of people living with one or more long term conditions means that we have to think not only about how we treat and manage disease, but how we empower people to manage well when they are not in the direct care of the health and care system.

All of this highlights the importance of reimagining what we mean when we talk about health and care. Ensuring that we consider not only those traditional services, for instance GP practices, hospitals etc. but that in addition we think about the full suite of things that can play a role in preventing ill health, supporting our communities to experience good wellbeing and when people do experience illness that they are supported to manage as effectively as possible. Pressure on the system will only be reduced when we find ways of supporting people in the broadest possible sense, focusing on the social, environmental and economic determinants of health. Partnership is key to this – recognising shared objectives between organisations and harmonising strategy and resource to achieve them. Clearly Active Tameside has an integral role to play, along with other partners in achieving our shared goals of a healthy, vibrant and well community and we are fortunate to have in our locality a leisure provider that thinks beyond facilities, is connected to communities and understands its role in population health.

**Chris Easton**  
Head of Person & Community  
Centred Approaches  
Tameside and Glossop  
Integrated Care NHS  
Foundation Trust



# Welcome from the Chair and Interim Chief Executive

Active Tameside is the UK Active Outstanding Organisation of the Year for 2018 - this industry wide recognition is a source of great pride to all of us!

As a social enterprise, our quest is clear – to conquer inactivity and deliver sustained improvement to healthy life expectancy. On both of these fronts, there is much work still to do. It is a salutary fact that in some parts of the borough, average 'unhealthy life expectancy' at 21 years equates to one quarter of average life expectancy. Whilst this scenario clearly has huge social and economic implications, we strongly believe that we are an integral part of the solution.

The UK Active award is a prestigious and objective validation of both our productivity and the integrity which underpins it. Going forward, we will strive to ensure that despite an increasingly challenging commercial environment, we remain focused on the clearly articulated aspirations of our primary stakeholder, Tameside Metropolitan Borough Council (TMBC). Further, that within the context of ongoing austerity across the Tameside Active Alliance, Active Tameside is seen as the 'go to' organisation for cost effective interventions with demonstrable efficacy.

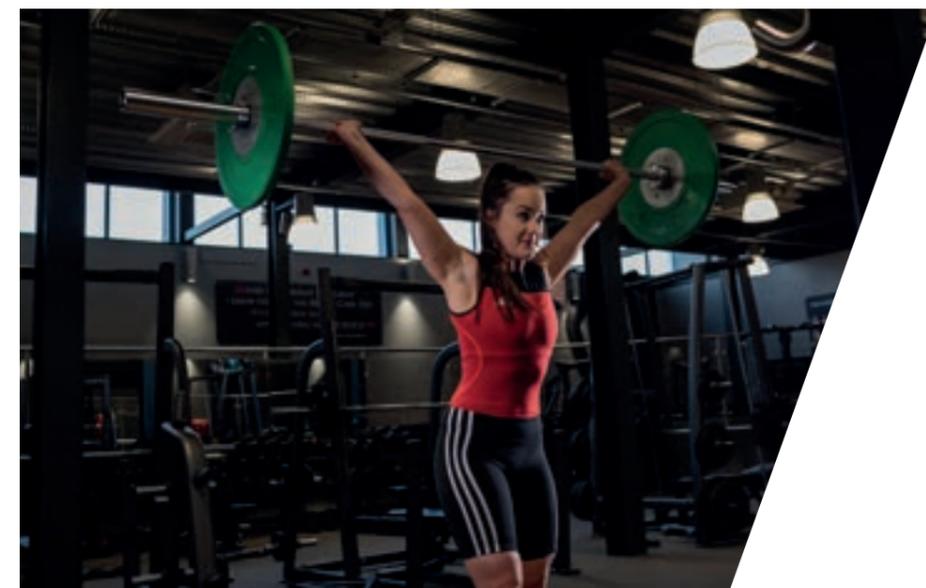
## Executive Summary

2017/18 can be seen as the year in which Active Tameside's ground breaking approach to health inequalities has been fully acknowledged on both a regional and national basis.

It's true that we have; over 10,000 health and fitness members, more than 4000 children and adults on our learn to swim programme and in excess of 1000 children on our gymnastics pathway.

However, it is our commissioned work totalling some £2million that UK Active has validated in terms of innovation, delivery and associated outcomes. Indeed, the growth of 'non-operational' revenues and associated margins is fundamental to both the sustainability of the business and its impact across the borough.

In combination, the diminishing management fee from TMBC, ongoing pressure on disposable income and increasingly aggressive competition represent an existential threat to Active Tameside. Nevertheless, in 2017/18, a balanced budget was delivered though the budgeted surplus did not materialise. The profitability of the newly established attractions portfolio was disappointing. However, there can be no doubt that at Active Medlock in particular, the social return on investment relating to fully integrated programming cannot be over stated.



**Commissioned highlights include:**

- Delivered a diverse range of community programmes to over 400 young people and adults with disabilities or additional needs equating to some 13000 annual attendances – session occupancy is currently running at 95%.
- Developed a training programme in partnership with TMBC and Tameside Special Schools in order to facilitate the consistent delivery of high quality services across the community programmes. Over 12,500 hours of training were delivered during the course of the year resulting in either an NVQ Level 2 qualification in Health and Social Care or a Teaching Assistant qualification.
- Expanded the community support respite service thereby delivering some 17000 hours of care to young people with complex and challenging needs.
- Collaborated with TMBC, Tameside College and Pure Innovations to support internships for young people aged 16 to 24 with a disability. Fifteen internships were made available and 13 young people successfully completed the 39 week programme going on to paid employment (the national target is 50%).
- Initially commissioned but now entirely self-funding, the community café within Beatrix House, Dukinfield is staffed by clients from a variety of user groups and offers a route into mainstream employment - its success is paving the way for similar operations, specifically at Loxley House. Active Tameside manages four allotments and food from these allotments is prepared and served at Beatrix House as will be the case at Loxley House.
- Engaged in a three year partnership with New Charter (Jigsaw) Housing orientated around young people at risk of engaging in anti-social behaviour and/or criminality. Overall attendance at the free sessions exceeded 7000 during the course of the year.

- Oversaw the delivery of almost 4000 volunteer hours through the Active Tameside Volunteer Scheme, equating to a value of over £40K (national benchmark of economic value).
- Taught swimming to the pupils of 78 Tameside primary schools via the newly adopted Swimming Teachers Association (STA) framework – 90% of pupils achieved a 'curriculum award' whilst the number achieving the national curriculum standard which includes the ability to swim 25m was higher than the national average.
- In partnership with TMBC, secured funding from the Department for Transport for the Bikeability Scheme which was delivered to 55% of Tameside primary schools – 15% of the children undergoing Bikeability training now cycle to school with support from their parents/guardians.
- Processed around 120 referrals per month from a variety of health professionals for people presenting with a range of conditions (often multiple) including cardiovascular disease and musculoskeletal issues. Over 69% of those referred adhered to the six month programme and this compares favourably with the national average.

In total, the commissioned and non-commissioned services delivered by Active Tameside attracted over 3 million visits from every corner of the borough and across each and every demographic segment. Underpinned by innovation in terms of physical space, programming and targeted, value for money interventions, uptake at this level bodes well in relation to the pursuit of increased healthy life expectancy for all. Nevertheless, Active Tameside will continue to strive for efficiency and effectiveness across the organisation as a whole in order to ensure that the industry leading outcomes recognised by UK Active are affordable, and by extension, sustainable.

# Who We Are

The Tameside Sports Trust is a charitable company limited by guarantee and was established in 1999 to deliver wide ranging benefits via both its leisure facilities and community programmes. Any trading surpluses are reinvested back into the business in order to sustain and enhance products and services.

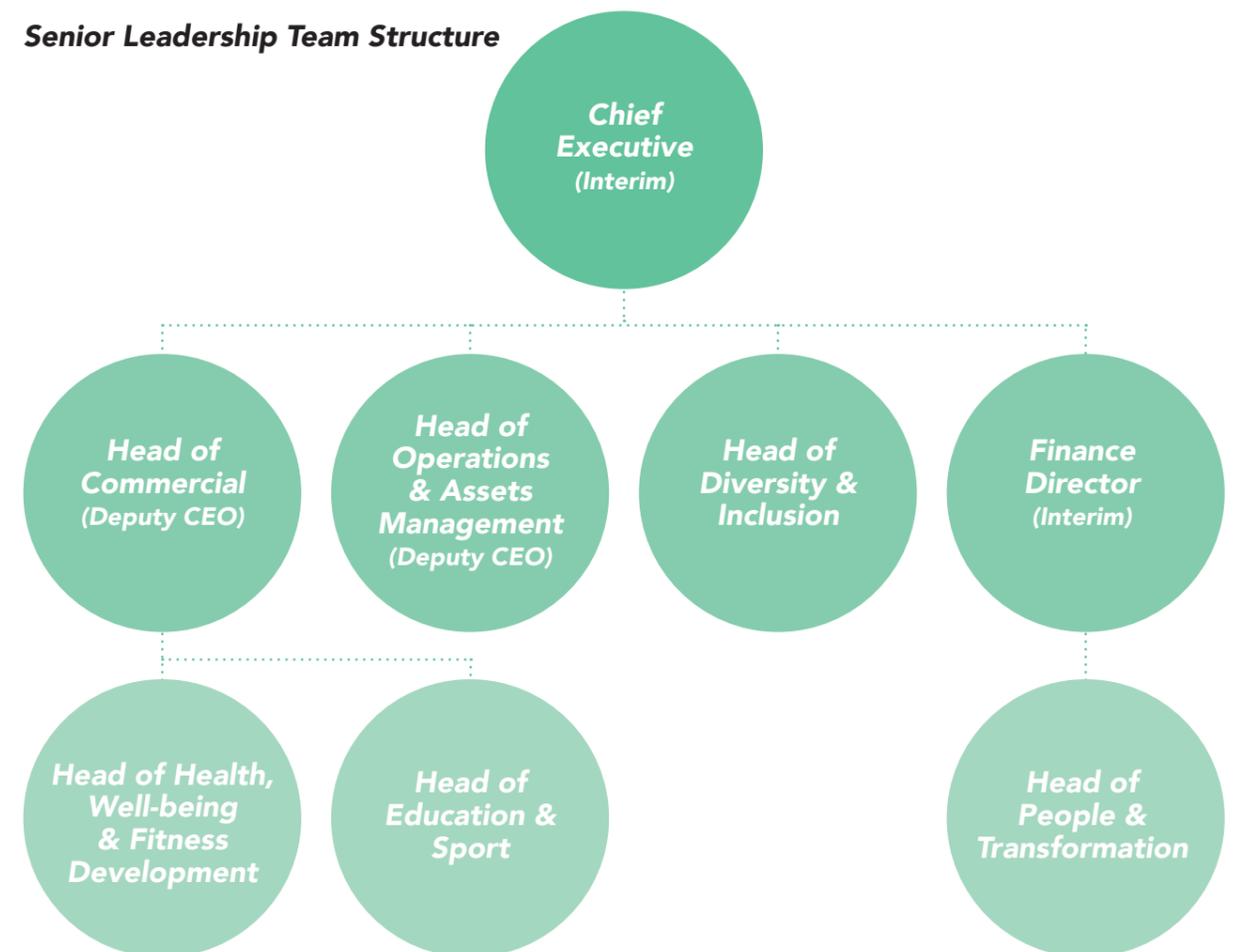
The Trust which trades as Active Tameside has a board of up to 11 voluntary Directors who each provide a unique skill set and contribute to the effective and efficient management of the charity.

The Chief Executive of the Trust (currently Interim) heads up the Senior Leadership Team below and reports to the board on a bi-monthly basis.

The services provided by Active Tameside contribute not only to the health and wellbeing of Tameside residents but also to that of the residents of neighbouring Greater Manchester (GM) boroughs and beyond.

Annual income now exceeds £10 million and comes primarily from paying customers in various guises though commissioned income now accounts for some 20% of this revenue. The management fee from TMBC is also a key revenue stream though this is diminishing year on year in absolute terms and as a proportion of overall income.

**Senior Leadership Team Structure**



# What We Do

Active Tameside manages 11 facilities which house a diverse range of products ranging from swimming pools to climbing walls. The operational management of these facilities is predicated on:

- A strategic approach to planned, preventative maintenance via the Asset Management Plan
- Cost effective and timeous reactive maintenance
- Compliance with all relevant Health and Safety legislation
- Continuous improvement via recognised quality assurance frameworks eg Quest
- A philosophical commitment to the environment underpinned by compliance with all relevant legislation

Operational highlights include:

- Customer Service Excellence accreditation
- Replacement of pool filtration plant at Active Copley
- Replacement of hot water systems at Active Oxford Park and Etherow Bowling Centre
- Replacement of the cold water storage tank at Active Hyde
- Achieved a 'Very Good' Quest rating at Hyde Leisure Pool
- Secured £10,000 funding from Transport for Greater Manchester for a secure cycle storage hub featuring finger point controlled access at iTrain

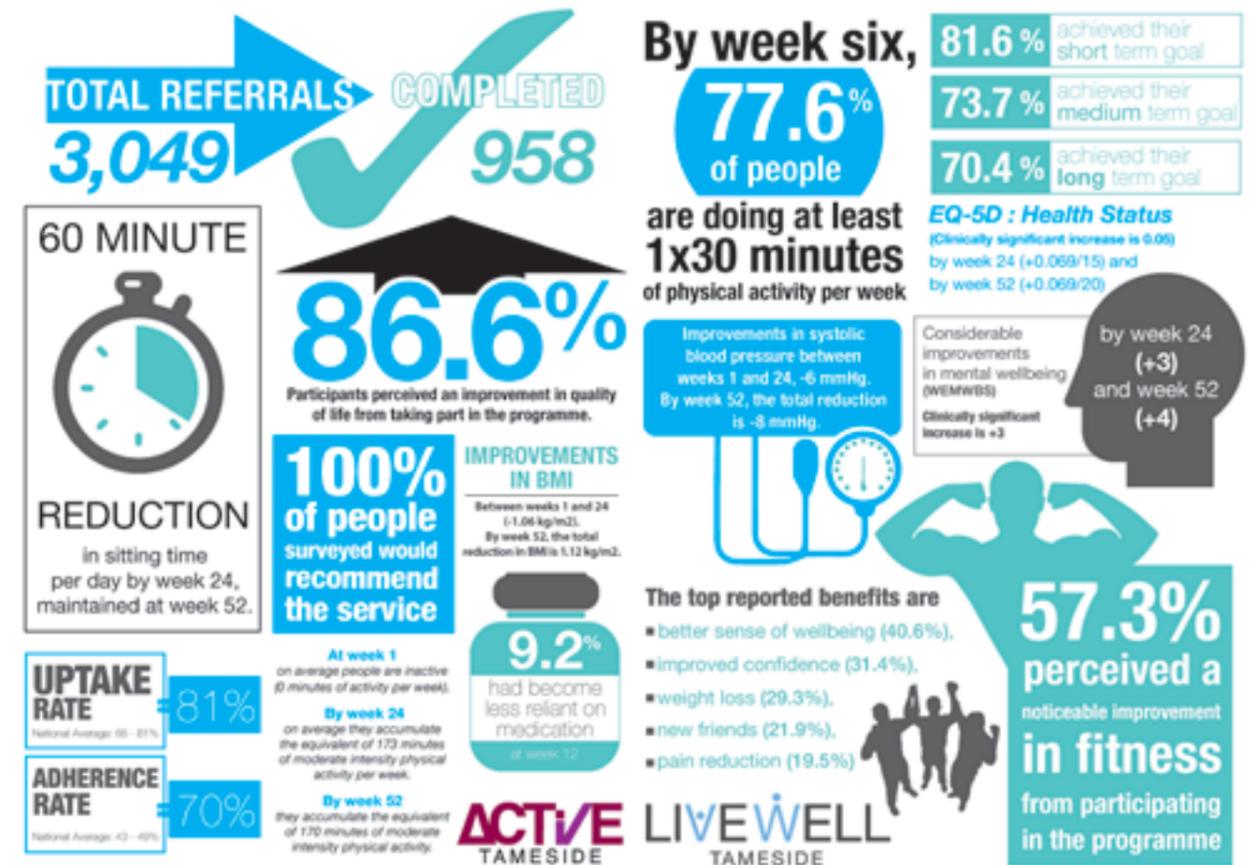
Outside of mainstream operations, Active Tameside delivers a number of branded social, developmental and health related initiatives, key amongst these are Live Active, Everybody Can and Active Education.

# Live Active

Active Tameside's Live Active service has developed an excellent reputation with referring health partners and aims to assist Tameside residents across a broad range of clinical conditions. The service uses behaviour change and motivational interviewing techniques to ensure sustained behaviours and long term adherence to physical activity across a 12 month supported pathway.

Live Active is wholly orientated around individual needs and consequently is highly effective in reducing primary care throughput linked to multiple long term conditions. Additional resources are deployed in areas of high deprivation where health inequalities are most apparent.

A process driven approach ensures optimum efficiency, efficacy and value for money for commissioning bodies.





# Customer Focus

Active Tameside has received Customer Service Excellence (CSE) Accreditation, which is a nationally recognised standard, designed to drive customer-focused change. To gain accreditation, we were scored against 5 criteria, which each contained a number of elements.



communities' and 'clear and effective levels of support for local communities, which go above and beyond what would be expected.'

We will keep the accreditation for 3 years and we will be surveyed annually to assess our ongoing development in customer service.

We also have a Net Promoter Score (NPS) of 51, which is strong against the industry average. NPS is a management tool used to determine the loyalty of an organisation's customer relationships and it acts as an alternative to traditional customer satisfaction research.

Assessor, Andrew Mackey, from the Centre for Assessment in Manchester, visited a range of Active Tameside centres over 2 days, following a desk top review, to assess our customer service activity and the scores were then reviewed by a panel, which awarded the accreditation.

26 of our people also achieved their Level 2 National Vocational Qualifications (NVQs) in Customer Service with our partners at Trafford College.

## Showcasing our work...

Sarah Heaton, Head of People and Transformation at Active Tameside, said:

*"We are proud of the people who work here and we wanted to give them qualifications that back up their experience. We feel that our Customer Service Excellence Accreditation has helped us to showcase the great work that we do."*

During the assessment, we were given two areas in which to develop, while in three areas we met the requirements of 'compliance plus', which evidences our 'excellence' standard. The accreditation summary stated: "It was clear from the evidence provided that the organisation meets the requirements of the standard. The culture of customer service is clearly communicated to staff and reinforced through effective management and training."

## A customer-focused approach...

Our main strengths were identified as: 'maintaining a customer-focused approach to the development and delivery of services'; 'making real and consistent efforts to identify and engage with those who might be considered to be hard to reach or vulnerable'; 'the range and impacts of partnership working, which deliver real and positive impacts for local



National Customer Service Week took place from 2nd-6th October.

The week was all about recognising and celebrating excellent customer service. During the week, we joined others in raising awareness of customer service and the vital role that it plays in successful business practice, for our organisation.

One of the themes for National Customer Service Week was 'the voice of the customer'.

We reminded our customers of the many different ways they can contact us and encouraged them to do so if they had received a particularly positive customer service experience from one or more of our people - they did so in large numbers!

# Our People

Our people are increasingly well supported from starting to departing via initiatives and interventions such as the recently introduced online application process, the new Active Welcome induction and regular My Active appraisals.

Ongoing training in all its facets and at all levels within the business continues to be a focus area as opposite:

Event Title	Total Hours
Pool Lifeguard Training Ongoing	2311.2
ASA - Swim Teacher Level 2	553.5
ASA - Swim Teacher Level 1	363
Team Meet	286
First Aid at Work (3 day)	220
Active Get Together	200
Disability Awareness Training	182
GDPR	168.7
Food Hygiene Safety Award Level 2	156
CyberSecure Training	149.5
Clip and Climb Rescuer	135
NPLQ Re-assessment	118
Safeguarding	116.6
Management of Actual and Potential Aggression	102.2

The Annual People Survey was completed by 129 people this year and the results were overwhelmingly positive:



It is universally acknowledged that high levels of engagement can be correlated with high levels of productivity and these results bode well for the clear and apparent challenges facing Active Tameside in 2018/19 and beyond.

# The Year Ahead 2018 -19

Active Tameside will strive to tackle health inequality and unhealthy life expectancy on every level. Strategic commitments for the coming year include:

- To increase fitness levels at Key Stage 2 (PE and School Sport) to 80% as measured through a field based fitness test
- To deliver Bikeability/Little Bikers in 70% of Tameside's primary schools
- To further develop the disabled swimming pathway by establishing a Tameside Disability Swimming Club
- To increase weekly gymnastics capacity by 100 places in order to fully service latent demand
- To recruit an Early Years Co-ordinator in order to grow the Early Years offer both within centres and the community
- To support 25 new internships for adults with a disability
- To deliver respite services to over 2000 young people and adults with a disability or additional needs
- To deliver two Sport England Active Ageing pilot schemes
- To progress the capital schemes at Hyde Leisure Pool, Active Oxford Park and the new Denton Wellness Centre
- To collaborate with TMBC in the development and delivery of the Sport England Local Delivery Pilot scheme



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[www.activetameside.com](http://www.activetameside.com)