

APSE Service Delivery Model Advisory Group

29th February 2012

ROCHDALE BOROUGH-WIDE CULTURAL TRUST
'LINK4LIFE'

Tony Hilton, Performance & Strategy Manager

David Weldon, Finance & Business Support Manager

Link4Life



For the life you want to lead | 01706 924928 | link4life.org

IN PARTNERSHIP WITH
ROCHDALE
METROPOLITAN BOROUGH
COUNCIL

- Rochdale - one of the most deprived areas in the country
- 24,000 local people live in most 3% deprived wards in the country (16 SOA's)
- 3rd most deprived LA across Greater Manchester
- Population 205,000
- 4 Townships with devolved / influenced services
- Low economic growth, poor life expectancy, higher crime level, poor physical environment

- Ageing leisure and culture stock
- Failing internal service
- Financial performance – significant overspend
- No capital investment
- Low customer satisfaction levels
- Perceived 'Cinderella' service

Rochdale MBC vision

- Community focus
- Protection of services
- Capital investment
- Renewed focus on social objectives of the service
- Provide quality services that demonstrate continuous improvement
- Financial savings NNDR, VAT
- Strategic partnership
- Develop new and innovative cultural facilities
- Attract external funding

Strategic solution for leisure and culture? Options appraisal

- Trust model – a growing market

Rochdale MBC Cabinet – November 2005

The Rochdale Boroughwide Cultural Trust was launched in 2007 under the name of 'Link4Life'

Arts & Heritage; Entertainment; Fitness & Health; Sport & Leisure

Charitable Company Limited by Guarantee (CLG) *including a trading subsidiary*

Social Enterprise – trading for social purposes

15 year Partnership Agreement with Rochdale MBC / Concordat

Contract fee for services – Performance and Payment Mechanism

Governance – Memorandum and Articles of Association; Charity Commission; Trust Board, Board Sub Committees

- Project Team
- Workstreams – Finance, HR, Property, Legal, ICT, Marketing, Operations
- Legal framework – Partnership agreement and supporting schedules
- Property Leases
- TUPE and Trade Union
- Brand
- Charity and Trading companies
- Finance – Bank accounts, VAT and Corporation Tax registration, Finance system,
- Payroll, FRS 17 (surplus / deficit), Gift Aid
- External Audit and filing of accounts (complying with SORP and Cos Act)
- Insurance arrangements
- Statutory returns – Companies House, Charity Commission, FSA, NSO

- NNDR relief – Pre and post Trust
- Proposed changes to NNDR
- VAT appraisal
- Trust vs Local Authority model
- Partial exemption (Standard or Special method)
- Non business activities
- VAT treatment on efficiencies

- Business case – Replace and modernise facilities
- RMBC/L4L Capital programme - £35.28m
- Sources of Funding:
 - Link4Life efficiencies
 - RMBC Capital Programme
 - External Funding (Sport England, Football Foundation, NDC)
- Financial modelling – over 25 years delivering £20m efficiencies
- Financial assumptions

Analysis of income 2007/08 vs 2012/13

	2007/08 Budget	2012/13 Budget	Variance	Variance
	£	£	£	%
Fees and Charges	3,112,400	6,003,100	2,890,700	92.88
Management Fee	4,094,100	3,584,700	(509,400)	(12.44)
Total	7,206,500	9,587,800	2,381,300	33.04

Rationale

To propose a management structure that will support the implementation and delivery of the Trust's Capital programme and drive the business to achieve the programme's associated efficiency targets.

'SHAPING OUR FUTURE' (Phase 1) August 2008

'SHAPING OUR FUTURE' (Phase 2) April 2009

The creation of new posts -

Deputy Managing Director; Head of Sport and Leisure Facilities;

Head of Neighbourhood and Communities; Targeted Health Intervention Manager;

Business Development Manager x 2; Group Health and Fitness Manager;

Community Facility Manager x 4;

Facility	Township	Capital Value (£m)	Status
Middleton Arena (new build)	Middleton	14.00	Opened January 2009
Hollingworth Lake Water Activity Centre (extension and refurbishment)	Pennine	0.30	Completed May 2009
Bowlee Sports Centre (refurbishment)	Middleton	0.08	Completed July 2009
Heywood Sports Village (new build)	Heywood	10.30	Completed September 2010
Littleborough Sports Campus (extension and refurbishment)	Pennine	0.60	Completed November 2010
Rochdale Leisure Centre (new build)	Rochdale	10.00	Under construction - anticipated opening May 2012
Total capital costs		35.28	
Key: GREEN – Project Completed AMBER – Project in Progress			

SECURING INVESTMENT – Capital Middleton Arena : £14m



The £14 million flagship sports, leisure and entertainment centre in Middleton town centre includes a 90 station fitness centre, 4 court sports hall, swimming pool with viewing gallery, dance studio, squash courts, youth gym, 550 seat auditorium and licensed bars. It has replaced three separate and outdated facilities with a single structure.

In its first three months of operation Middleton Arena attracted over 200,000 visitors, doubling participation in swimming and increasing its gym membership by around 500%

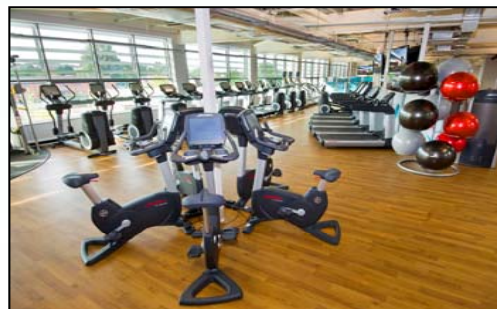
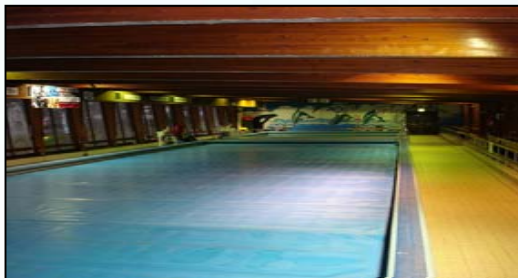
Heywood Sports Village : £10.3m



A four-court sports hall, a six-lane 25m swimming pool, two exercise and dance studios, a 90-station fitness suite with dedicated changing facilities and steam rooms, community and training rooms, outdoor and indoor changing areas, floodlit artificial and grass pitches.

Heywood Sports Village : case study

	2009/10	2011/12	Increase
SWIMS	25,300	70,600	45,300
FITNESS MEMBERS	510	3,950	3,440
TOTAL VISITS	157,470	521,274	363,804



Heywood Sports Village : case study

Net (Income) / Expenditure

	2009/10 Old facility	2010/11 Open Oct 2010	2011/12 New facility	Variance 2009/10 vs 2011/12	Variance 2009/10 vs 2011/12
SWIMMING LESSONS	(£ 62,020)	(£ 60,008)	(£ 83,200)	21,180	34%
SPORTS	£398,065	£486,464	£953,400	(555,335)	(139.51%)
FITNESS	(£ 63,966)	(£230,086)	(£936,900)	872,934	1364.68%
SHOKK GYM	0	(£ 14,975)	(£ 23,500)	23,500	
NET EXPENDITURE	£272,079	£181,395	(£ 90,200)	362,279	

Net expenditure improvement of £362,279

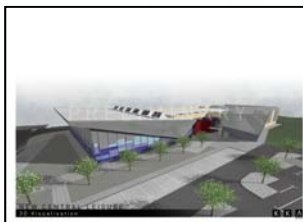
Central Leisure Centre replacement : £10m



February 2012



May 2012



EXTERNAL FUNDING SOURCED

2007/08	£ 860,000
2008/09	£ 1,080,000
2009/10	£ 987,000
2010/11	£ 928,000
	£ 3,855,000

EXTERNALLY FUNDED PROJECTS

- PCT/NHS - commissions - (bespoke AWM and ER programmes) to address long term health issues across the Borough
- Active Workforce; Adult and Child Weight Management; Cardiac Rehabilitation, Arts For Wellbeing and Family Fitness.
- Heritage Lottery Fund (Middleton Curates Project)
- Heywood New Deal for Communities - Heywood Sports Village

LOCAL PUBLIC SERVICE BOARD THEMATIC PRIORITIES				
Children's Trust	Health and Wellbeing	Economic	Safer Communities	Quality of Place

How the Investment was attracted –

- Political support at Township and Council level
- Partnership working at strategic and operational levels (LSP)
- Targeting external funding opportunities
- Focus on and clear understanding of local priorities
- Alignment of service plans with partner agencies
- Capacity to deliver
- Targeted intervention in the most deprived areas in the Borough

FUTURE OPPORTUNITIES FOR DEVELOPMENT

'Big Society' agenda - Localism / Open Public Services

- Commissioning / Procurement / Outsourcing – potential
 - Public Services (Social Value) Bill
- Social Return on Investment (SROI) – 'sporta' toolkit
- Macro/micro commissioning – the Arts; Castleton Pool (Aquabears SC)

Beyond borough boundaries?

- Greenwich Leisure Ltd (GLL); Wigan Leisure and Culture Trust (WLCT)

Link4Life – growth plan

- Strategic alliance with Oldham Community Leisure Ltd (OCLL)
- Consultancy Services
- 'Community Investment Fund'
- Healthy Workforce; Adult Social Care; Pennine Trust; DPH/CCG – 'sporta' toolkit



PLANNING

Business Plan

- 3 year rolling review cycle – strategic fit
- LSP/Sustainable Community Strategy '**Pride of Place**'; Link4Life MD - LSP Chair
 - PEOPLE** : Promote healthy, safe and happy lives through prevention and personalisation of care;
Grow self-esteem, confidence and responsibility;
 - PLACES** : Create high quality places where people choose to be;
 - PROSPERITY** : Grow enterprise, ambition and the skills to succeed;
- Rochdale MBC corporate plan 'Aiming High'; 'Blueprint 2014/15 ; Local Township Plans

Link4Life 6 strategic thematic priorities -

1. **Connecting to our Communities;**
2. **Partnership Working;**
3. **Reflecting Community Priorities;**
4. **Equality and Diversity;**
5. **Access to Services;**
6. **Value for Money and Use of Resources**

PLANNING

Service Plans

- 2 year service plans linked to Business Plan

Sport and Leisure; Arts and Heritage; Neighbourhood and Communities

IMPLEMENTATION

Programmes

- Designed and delivered in line with objectives

Financial (income targets/value for money)

Social (outcome focussed)

IMPACT MEASUREMENT

- Performance Management Framework – enhanced; 'good practice'
- Case studies

- **AUDIT COMMISSION**

VOLUNTARY INSPECTION WORK – JUNE 2007

Rochdale Cultural Services – Local Studies Work

Specification for the work

- a need to reflect on both local and national issues in order to drive service improvement

Objective of the work:

- to provide challenge and identify opportunities for improvement in the new arrangements operated by the Council and Link4Life

- **CULTURE & SPORT IMPROVEMENT TOOLKIT (CSIT)- IDeA**

- Self Assessment - 8 THEMES
- External validation by the IDeA 2009 'Good' rating

- **HEALTH & WELLBEING PEER REVIEW - Rochdale MBC/NHS HMR Joint Health Unit March 2010**

2 stage process

STAGE 1 : SELF ASSESSMENT – 6 THEMES; STAGE 2 : PEER REVIEW OF THE SELF ASSESSMENT

"The review team strongly recommends that this be showcased to other Council services as best practice"

Adrian Watson BSc (Hons) DMS MCIEH, Council Health Improvement Manager

2007

Touchstones Rochdale received the 2007 Black History Foundation Award for “Outstanding Contribution to Black Heritage” for the “Flight to end Slavery”

2008/09 Association of Public Excellence (APSE) Heywood Civic Centre – winners in the category of ‘Most Improved Performer for Civic, Cultural and Community Venues’

2008/09 Annual Town Centre Business Awards Touchstones Rochdale receives third prize in the ‘Best Service Provider’ category

2008/09 The North West Local Employment Partnership Awards The ‘Work for Skills’ prize awarded to Link4Life as employee and employer of the year. The award notes the achievement of a young man, released from prison, who, after a period of work experience, went on to commit to full-time employment as fitness instructor with ongoing training and mentoring support.

2008/09 IDeA – the Local Government Improvement and Development Agency Link4Life’s ‘Active Women and Girl’s Inclusion Project’ received recognition as ‘Good Practice’ for its success in engaging women and girls, particularly from the Borough’s Asian communities in participation, training and volunteering

2008/09 IDeA Culture and Sport Improvement Toolkit (CSIT)
Link4Life rated “Good” in all eight areas of the CSIT in an external validation by the IDeA

2008/09

Achieved Level 4 in the National Equality Standard for Local Government

2009

Arts & Heritage Tourist Information Service received a score of 100% - awarded by the North West Development Agency (NWDA) Mystery Shop for 'customer experience'

2009/10

Touchstones Rochdale was accepted as an official 'Arts Award Welcome Centre' - a nationally recognised qualification that supports young people aged 11 - 25 to develop as artists and art leaders

2010 Social Enterprise Mark Award

The Social Enterprise Mark is the brand for social enterprises and was launched 1st February, 2010. The Mark identifies businesses which meet defined criteria for social enterprise and demonstrates commitment to social and environmental objectives.



2010 Municipal Journal Award

Link4Life, Rochdale MBC and Impact Partnership named the best local government partnership in the UK after winning a prestigious national award 'Public Private Partnership achievement of the year'

Link4Life

Tony Hilton

Performance & Strategy Manager

Tel. 01706 924228

Mob. 0797 605 9689

Email. tony.hilton@link4life.org

David Weldon

Finance & Business Support Manager

Tel. 01706 926225

Mob. 0752 738 5811

Email. david.weldon@link4life.org

www.link4life.org