

Link4Life

ROCHDALE BOROUGH-WIDE CULTURAL TRUST

# **APSE Sport & Leisure Advisory Group**

**23 June 2015**



# Summary

- Overview of Link4Life operations
- Staying Fresh in a changing market - Challenges & Opportunities
- Future Priorities for trusts & community leisure
- Q&A and Discussion





# Statistics & Governance

- Established in 2007 by RBC – 15 years with option for further 5 years
- Board of 16 Trustees – 20% max Local Authority
- Registered Charity with wholly owned Trading Company
- Management of facilities – Assets remain with RBC
- 13 Main sites – Fitness & Culture
- c£10m Turn over - 55% of user income from fitness memberships
- c220FTEs

**Supporting people to maximise their own skills and potential**

- Understanding and meeting local need.
- Increasing participation, learning and employment opportunities.
- Widening access and overcoming barriers.
- Targeting resources to priority areas.

**Providing high quality and innovative services**

- Sustaining and enhancing public assets over the long term.
- Investing in improvement.
- Meeting social, business and environmental objectives that deliver value for money.
- Developing the overall leisure and cultural offer.

**Acting openly and in partnership to achieve shared goals**

- Leading and advising on leisure and cultural provision.
- Consulting on priorities.
- Working with Strategic Partners to help them achieve their aims.
- Identifying and supporting development and growth.

**Having a culture of high quality and performance**

- Demonstrating responsible and effective governance and management.
- Valuing diversity and inspiring excellence.
- Providing outstanding service to customers.
- Being an employer that supports and develops its trustees and staff.

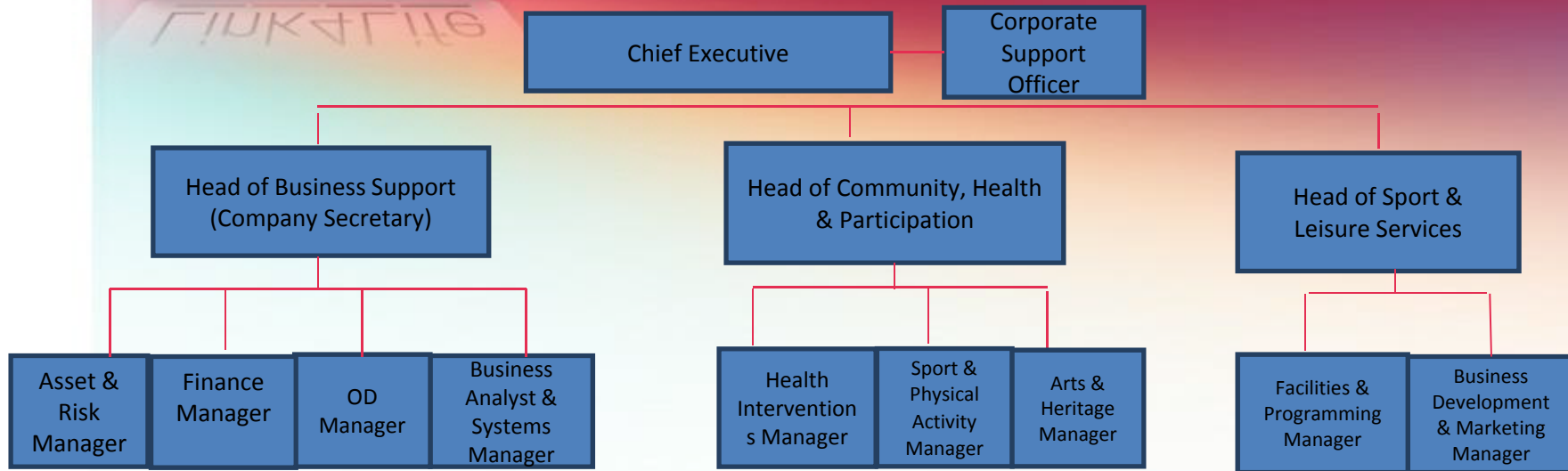


SERVICES

QUALITY

PARTNERS

PEOPLE



Link4Life  
ROCHDALE BOROUGHWIDE CULTURAL TRUST



1,897  
Holiday  
Programme  
Attendance



↑  
1.5%  
INCREASE  
TOTAL SWIMS

266  
Junior  
Fitness  
Members

# Key Performance INDICATORS

2013  
2014



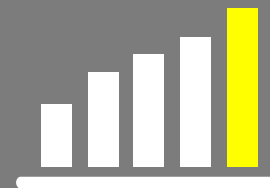
Junior Swim  
Lessons

↑  
17.1%  
INCREASE



1,978,304  
Visits

Highest since  
inception of the Trust



↑  
8.1%  
INCREASE IN  
USAGE

84,159  
Online  
Bookings

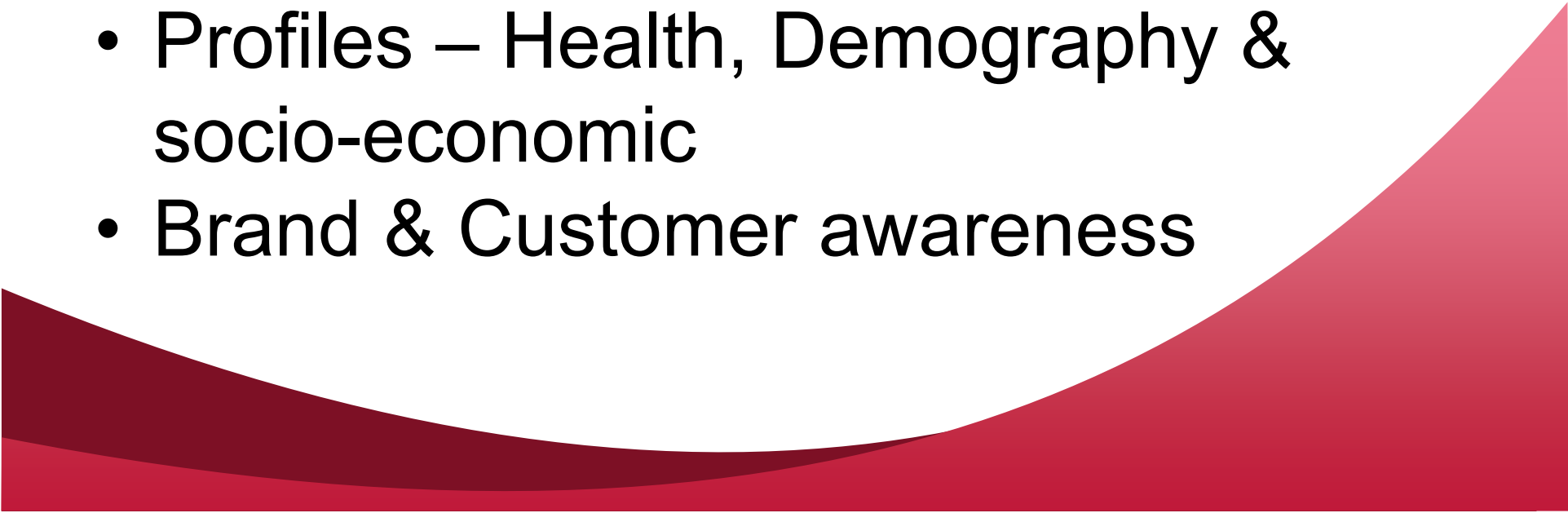
10,558  
Fitness  
Members



£700,000



# Staying Fresh: Challenges

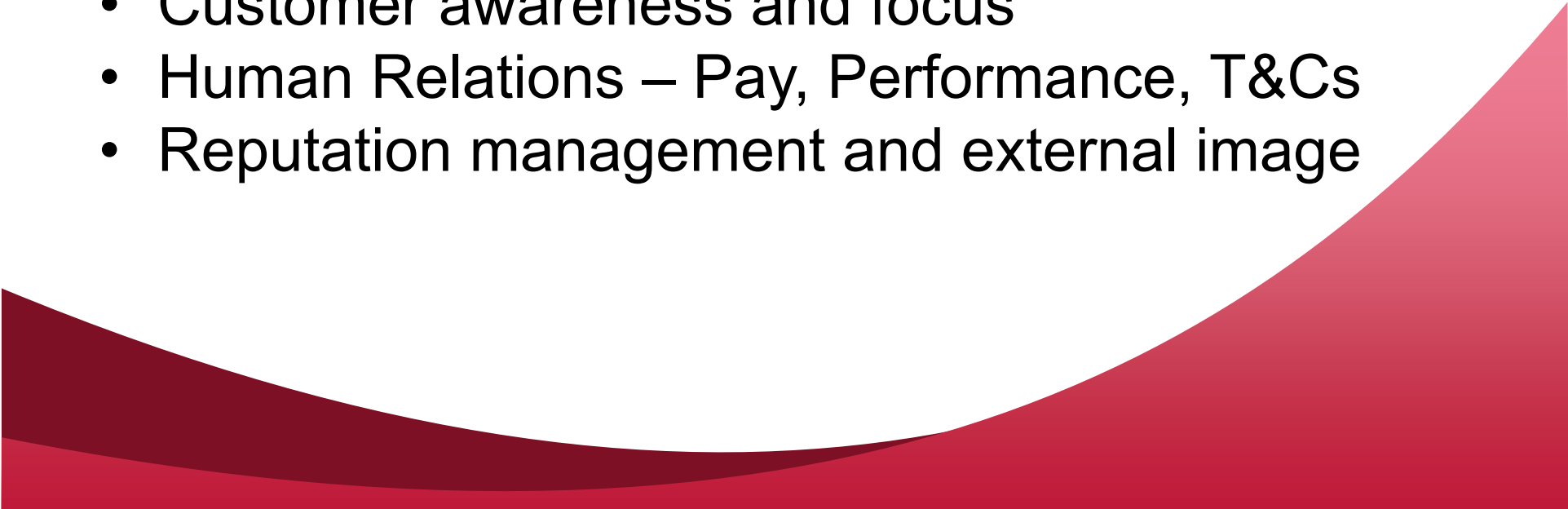
- Reducing public resources - future financial self-sustainability
  - Increasing costs – utility/energy
  - Customer/consumer ‘habits’
  - Increasing competition
  - Profiles – Health, Demography & socio-economic
  - Brand & Customer awareness
- 



# Staying Fresh: Opportunities

- Public Sector Reform/Devolution
- Strategic partnering - Health, Schools
- Regeneration/capital investment of the Borough
- Maximising external resources and income
- Embracing Technology - Innovation of assets and services
- Understanding and responding to users & non users needs

# Lessons Learned to date

- Importance of the relationship with the client
  - Position/status with strategic partners – Health
  - Robust Governance and regular reviews
  - Robust finances and reserves
  - Clarity on performance measures & targets
  - ‘Design in’ efficiencies – such as Energy
  - Customer awareness and focus
  - Human Relations – Pay, Performance, T&Cs
  - Reputation management and external image
- 

# Future for Trusts & Community Leisure



Outreach & Participation



Strengthening relationship indoors and outdoors



Technology & Data



Family Leisure Time



# FOCUS - Making it happen ACTIVE, CREATIVE, HEALTHY





# Thank you Q&A

