

ITEM NO: 4(c)

Report To:	OVERVIEW (AUDIT) PANEL
Date:	16 September 2013
Reporting Scrutiny Panel:	Resources and Sustainable Communities Scrutiny Panel
Subject:	TAMESIDE SPORTS TRUST
Report Summary:	To review whether the Sports Trust is managing to balance business needs whilst delivering social outcomes and ensuring the trust is sustainable for the future.
Recommendations:	The Overview (Audit) Panel note the recommendations in section 9 of this review.
Links to the Community Strategy:	This review supports the Council's Community Strategy priorities in relation to 'Healthy Tameside', and also recognises links across the whole of the strategy.
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Borough Treasurer)	<p>The 2013/14 management fee paid to the Tameside Sports Trust will be £1.407m.</p> <p>A further saving of £0.157m is planned for 2014/15 as part of the Neighbourhood Offer efficiency savings proposals presented to the Executive Board in January 2013 and subsequently approved by the Council which will reduce the management fee to £1.250m. Tameside Sports Trust will face various cost pressures in future years which it will need to meet from within their existing resources.</p> <p>The information in this report regarding Tameside Sports Trust performance has been provided by the Trust.</p>
Legal Implications: (Authorised by the Borough Solicitor)	The management fee that the council pays to the Trust will shortly be reviewed and it is important that a clear performance related contract is put in place that measures outcomes and success as it relates to improved health outcomes for residents. The Trust needs to be able to demonstrate that it delivers value for money for the subsidy that it receives.
Risk Management:	Reports of Scrutiny Panels are integral to processes which exist to hold the executive of the authority to account.
Access to Information:	The background papers relating to this report can be inspected by contacting James Gray, Scrutiny Coordination Officer, by:
	 Telephone: 0161 342 2800
	 e-mail: james.gray@tameside.gov.uk

1. INTRODUCTION BY THE CHAIR OF THE RESOURCES AND SUSTAINABLE COMMUNITIES SCRUTINY PANEL

- 1.1 I am pleased to present this review looking at the services and facilities provided by Tameside Sports Trust to residents of Tameside.
- 1.2 During the course of this review we have looked at varying aspects of the Sports Trust identifying the concerning financial position the Trust was previously in during 2010/11, as well as moving forward to its currently more stable position.
- 1.3 The purpose of the Sports Trust is to encourage and involve more residents to help individuals lead healthy and active lives. This report recognises the varying health and personal benefits from leading healthy and active lives.
- 1.4 The Panel were concerned to hear that many people in Tameside do not undertake any sporting or physical activity at all.
- 1.5 With the development of public health moving across to the local authority from April 2013 the role of the Sports Trust within Tameside will become even more intrinsic in contributing to the wider health economy in the Borough. Through working in partnership with health partners the Sports Trust and those responsible for public health can work closer in partnership to encourage and promote healthy and active lifestyles amongst our residents.
- 1.6 The Panel is pleased to hear that many of the facilities have been improved within the Borough and investments are being made at centres such as the Copley Centre and Medlock Centre. This has also seen the specification; standards and facilities at the majority of centres improve to a much higher quality than privately owned companies.
- 1.7 The Panel is satisfied to hear that Tameside has seen the greatest rise in participation rates across Greater Manchester and is one of only three boroughs to experience such an increase.
- 1.8 The Panel were concerned to hear that activity levels in Tameside remain below the national and regional averages, and lower income households typically do less physical activity than higher income households.
- 1.9 The Panel were pleased to hear from varying representatives during the course of the review regarding the many different services and facilities that the Trust makes available to local schools within the borough. In addition to this there are a range of opportunities available for children to experience different activities in Physical Education.
- 1.10 The Panel recognise that intervention work can and must be carried out in order to increase the levels of activity and physical exercise that is undertaken by the residents within the borough.
- 1.11 On behalf of the Resources and Sustainable Communities Scrutiny Panel, I would like to thank all of the individuals and organisations that have contributed to this review.

Councillor Margaret Sidebottom

Chair of the Resources and Sustainable Communities Scrutiny Panel

2. SUMMARY

- 2.1 One of the main aims of the Trust is to encourage people to become active. It is against people's nature to be active and getting people to become active can be difficult. The majority of people in Tameside do not undertake any sporting or physical activity and it is the responsibility of the Trust to get these people active.
- 2.2 The Trust has achieved significant achievements over the last twelve months including: reduced costs whilst improving services; developing new products and services to increase income; improved financial and management services; developed business partnerships delivered backlog maintenance; improved marketing and communications function; improved staff attendance; improved communications systems; improved staff development and relocated the Head Office of the Trust; and providing a better staff working environment.
- 2.3 Since 2009/10 the Trust has experienced continual income growth, in addition to this the Tameside MBC management fee has reduced from £1,824,536 to £1,407,000. The management fee as a percentage of the total income has also reduced from 33% in 2009/10 to a projected 22% in 2013/14. The basic employee costs for the Trust have been reduced by over £400,000 to £3,177,886 in 2012/13.
- 2.4 The Tameside Joint Health and Wellbeing Strategy identified that one of the key strategic priorities for the council and health partners is to focus on prevention and early intervention. Another key priority for the strategy is around "developing well" and the need to increase the numbers of children with a healthy weight.
- 2.5 The Sports Trust commissioned the Citizens Panel to undertake a survey of healthy lifestyles in spring 2009. That survey identified that only 43.5% of residents undertook the recommended level of exercise of three or more 30 minute sessions of exercise per week. In addition to this the survey identified that 39.1% of respondents considered the high cost of using the facilities as stopping them from undertaking exercise whilst 41.4% identified a lack of time as being the reason for not undertaking exercise. During 2009, 57% of respondents to the Citizens Panel identified that they would be willing to undertake more exercise if it were cheaper, and 32% of respondents considered themselves to be overweight.

3. MEMBERSHIP OF THE PANEL – 2012/2013

Councillor Margaret Sidebottom (Chair), David Buckley (Deputy Chair)
Councillors Brian Wild, Idu Miah, Yvonne Cartey, David McNally, Michael Whitley, Leigh Drennan, Ellie Shember-Critchley, Warren Bray, Pauline Harrison.

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To review whether the Sports Trust is managing to balance business needs whilst delivering social outcomes and ensuring the trust is sustainable for the future.

Objectives

- 4.2
- To identify whether the Sports Trust is managing its business needs.
 - To establish whether the Sports Trust is delivering on identified social outcomes.
 - To ensure that the Sports Trust is accessible to all sections of our communities and its use is being optimised by residents within the borough.

- To consider the sustainability of the Sports Trust for the future ensuring residents receive the best possible services available.

Value for Money/Use of Resources

- 4.3 This review supports Council and Tameside Community Strategy priorities Supportive Tameside, Prosperous Tameside, Safe Tameside and Healthy Tameside.

Equalities Issues

- 4.4 This review covers all sections of Tameside's communities, ensuring there are no accessibility issues for residents.

Tameside Area Agreement Targets

- 4.5 Physical activity / exercise
(% adults doing sport or active recreation for 30 minutes on 3 or more days a week)

5. METHODOLOGY

- 5.1 The Panel met with Councillor John Taylor, Chair of the Tameside Sports Trust who outlined to the Panel the steps that have been taken moving the Trust from being in financial difficulty to the more positive position it is now in.
- 5.2 The Panel met with Adam Allen, Assistant Executive Director for Community and Neighbourhood Services, who has overall responsibility for the Sports Trust in relation to the Council.
- 5.3 The Panel met with Mark Tweedie, Chief Executive of Tameside Sports Trust, who provided the Panel with an overview of the services and facilities available through the Sports Trust.
- 5.4 The Panel met with Lyndsey Whiteside, Head of Development for Tameside Sports Trust, who provided the Panel with an overview of the different products and services that the Trust have introduced for various target groups.
- 5.5 The Panel heard from Kate Benson, Public Health Programme Manager for NHS Tameside and Glossop, to update the Panel on the impact of and participation rates around sport within the Borough.
- 5.6 The Panel met with Dave McConalogue Specialty Register in Public Health for NHS Tameside and Glossop, to discuss why physical activity is important for residents.
- 5.7 The Panel met with Robin Elms, Head teacher for Thomas Ashton School, regarding the role that Tameside Sports Trust plays in engaging with schools and children within the Borough and the activities and facilities available through the Trust.
- 5.8 The Panel undertook a visit to the Copley Sports Centre to receive a tour of the building and the facilities that are on offer and received a questions and answers session from the Facilities Manager, Chief Executive and Personal Trainer for the Sports Trust.



6. BACKGROUND TO THE REVIEW

- 6.1 The Personal and Health Services Scrutiny Panel undertook a review of the Sports Trust in August 2002. That review considered the provision of leisure activity and facilities provided by the Sports Trust.
- 6.2 Further to this review the Personal and Health Services Scrutiny Panel have recently undertaken reviews of obesity (2010), cardiovascular disease (2011) and stroke (2012).
- 6.3 The review of cardiovascular disease identified that mortality rate for Tameside and Glossop remained significantly above the average for the North West and England. Tameside has a high incidence of Risk factors for CVD compared to nationally. There are a range of factors that can contribute to rates of CVD and one of these is low levels of exercise and physical activity.
- 6.4 The obesity review undertaken by the Personal and Health Services Scrutiny Panel identified that the projected health related cost of physical inactivity for NHS Tameside and Glossop was £4,189,600 in 2006/7¹. The report identified that inactivity can have a detrimental impact on both the physical and mental wellbeing of an individual. The report also identified a range of interventions available to help address the issues of inactivity and poor health within the borough.
- 6.5 The Joint Strategic Needs Assessment and the Health and Wellbeing Strategy² seeks to address the wider determinants of poor health. One of the key priorities for the Health and Wellbeing Strategy is to address health inequalities and ensure people are living well by strengthening ill health prevention. The Tameside Community Strategy³ agenda Healthy Tameside outlines the needs for a healthy and active population as a healthy society is more likely to be economically prosperous. The strategy identified that 21.7% of adults in Tameside are undertaking sport or active recreation for 30 minutes on three or more days a week. One of the measures of success for a healthy Tameside is to increase participation in sport and active recreation.
- 6.6 The Panel are aware of the significant financial difficulty the Trust was previously experiencing prior to the implementation of the current management structure.

¹ <http://www.tameside.gov.uk/scrutiny/reports#res> (obesity report)

² <http://www.tameside-strategic-partnership.org.uk/DrafthealthwellbeingstratTSP2.pdf>

³ <http://www.tameside-strategic-partnership.org.uk/New%20Community%20Strategy%202012-22.pdf>

- 6.7 Tameside metropolitan Borough Council currently provides a subsidy to the Sports Trust for the management of a portfolio of sporting facilities within the borough. This management fee stood at £1.564 million during 2012/13. It is hoped over time and with increased additional income streams this management fee will be reduced with the Trust becoming self sufficient. The Sports Trust receives the management fee from the council and in return runs the facilities and supports the priorities of the council regarding sustainable neighbourhood services.

7. REVIEW FINDINGS

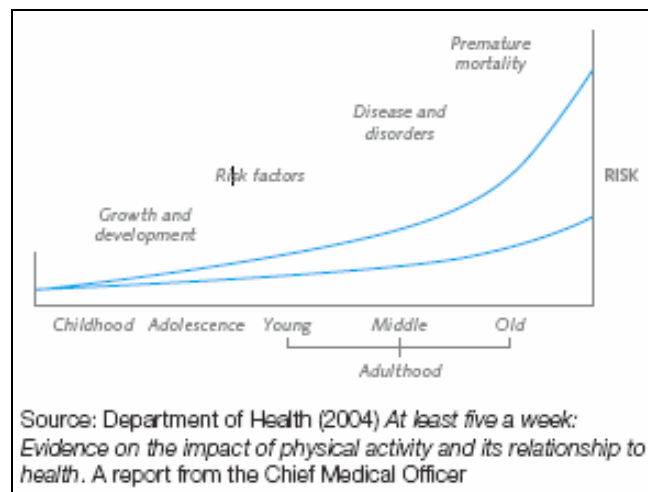
Physical activity and health in Tameside

- 7.1 The Department for Health recommends that for adults to remain healthy they undertake two forms of exercise a week, this includes aerobic and muscle strengthening activity⁴. It is recommended that adults aged 19-64 undertake at least 150 minutes moderate exercise such as cycling or fast walking. In addition to this it is recommended that on two or more days a week muscle strengthening exercises are undertaken.
- 7.2 A lack of physical activity could mean a higher risk of diabetes, greater risk of heart attack and heart disease related death. It is reported that approximately 23% of deaths from diseases such as heart disease and stroke, result from inactivity. Inactivity is clearly linked to obesity and increases the risk of osteoporosis. It is also reported that physical activity has a protective effect against a range of cancers (colon, breast etc.).
- 7.3 The Trust is commissioned to deliver health improvement programmes for Tameside and Glossop Primary Care Trust. The Trust has developed partnership working with Pulse Fitness which manages the membership facilities for the Trust undertakes the recruitment of new members and Delicious which deals with the catering at the different sites manages by the Sports Trust. The Trust receives over 1.5 million visits per year and over 35,000 Active Card Members with two thirds (21,700) of these receiving concessionary services. The Trust's contract with the council is managed by the Assistant Executive Director for Community and Neighbourhood Services in terms of specification and delivery. The Trusts Management Agreement will be refreshed in April 2013 with health improvements being a key theme of the agreement.
- 7.4 Other benefits associated with physical activity include: improved mental health; improved mental capacity and mood state; alleviated state of depression; enhancement of self-esteem; less feelings of anxiety and reduced social isolation.
- 7.5 Children under 5 should be encouraged to undertake any form of physical activity. Those aged 5-18 are encouraged to undertake at least 60 minutes of physical activity every day and should involve muscle strengthening and bone strengthening activities.
- 7.6 A recent study undertaken by Kings College London in partnership with the National Institute for Health Research is one of the first pieces of research undertaken in the country looking at the effects of lifelong exercise on the brain. The research identified the correlation between cognitive exercise and mental health⁵. Carried out over a longitudinal period, the research identified that undertaking lifelong exercise from being a child to an adult, can have many benefits to cognitive wellbeing and functioning in later life.

⁴ <http://www.nhs.uk/Livewell/fitness/Pages/physical-activity-guidelines-for-adults.aspx>

⁵ <http://www.nihr.ac.uk/news/Lists/News/DispForm.aspx?ID=1511>

- 7.7 The “Start Active, Stay Active” report published in 2011 by the four Chief Medical Officers for England, Scotland, Wales and Northern Ireland, outlines the recommended requirements for physical activity.
- 7.8 Maintaining an active lifestyle through undertaking activities is an important part of leading a healthy lifestyle. Individuals leading active lives are less likely than others to become obese and suffer from diseases such as cardiovascular disease and cancer, and as a result are also more likely to live longer. Undertaking exercise makes you fitter and healthier physically, but it can also help to improve mental health and an individual’s general sense of wellbeing along with other mental health benefits. Physical activity and keeping active should remain consistent for everyone throughout their lives.
- 7.9 The report recognises that the majority of children and adults across the UK do not undertake sufficient physical activity. *“The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion. This is based upon five conditions specifically linked to inactivity, namely coronary heart disease, stroke, diabetes, colorectal cancer and breast cancer.”*⁶ Graph one outlines the correlation between physical activity and a lack of activity with the increase risk of disease and premature mortality in later life.



Graph one showing the impact of physical activity and its relationship to health taken from the Chief Medical Officers report “Start Active Stay Active”

- 7.10 The “Start Active Stay Active” report identified the underlying need to develop good working practices and bridge the gaps between the development of health strategies and maximising links across all relevant departments within the borough both internally and externally of the council.
- 7.11 Physical activity forms a priority within many strategies in Tameside including: the Corporate Plan and Vision; the healthy part of Tameside’s Community Strategy; and Tameside’s Joint Health and Wellbeing Strategy and Vision. National policy reflects the importance of physical activity including the Chief Medical Officer’s report: ‘Start Active, Stay Active’. This report states that adults should receive at least 150 minutes of moderate intensity physical activity weekly, and that children and young people should receive at least 60 minutes of moderate physical activity each day.

⁶ http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_128210.pdf

- 7.12 The costs associated with a lack of physical inactivity include management of long term conditions such as; heart attack, strokes, falls and social care costs. There are also associated workplace costs to lack of physical activity such as economic inactivity, quality of life, sickness, absence from work, loss of economically able individuals; and increasing obesity where national costs are estimated at £50 billion, and local costs in Tameside at £4,189,000 on obesity amongst primary and secondary care in Tameside and Glossop.
- 7.13 Those aged 16-24 years and over 50 were reported to be the most inactive. It was reported that 39% of male adults and 29% of female adults do not meet the government recommendations for physical activity limits. Physical activity levels remain below the national and regional averages in Tameside, and lower income households typically do less physical activity than higher income households.
- 7.14 There are many interventions and projects designed to help support increased physical activity in Tameside. These include: 'My Active Life – health check referrals for 40-74 year olds; Family Weight Management; pulmonary rehab; cardiac rehab; a carers membership, a disability offer, an early years activity programme, ante/post natal classes, swimming, gym, and personal training on offer at local leisure centres; and children and young people specific services. The Community Health Check team are working closely with the Tameside Sport's Trust to increase engagement within the borough.
- 7.15 Sports Trust user survey results identified: 91% felt healthier; 85% had more energy, 32% had lost weight, 46% reported better body shape, and 37% felt more confident (a crucial issue with regards to mental health) as a result of getting active.
- 7.16 There are many local initiatives to increase physical activity in Tameside. These include a workplace health programme with businesses in Tameside; an Obesity Strategy and working group looking at diet and exercise; Children and Young People's Healthy weight pathways; and the Health Improvement Programme (health trainers, community health development, and Weight Matters).

Conclusions

- 1) Adults should undertake at least 150 minutes of moderate intensity physical activity weekly, and children and young people should undertake at least 60 minutes each day.
- 2) Obesity in Tameside costs primary and secondary care £4,189,000 per annum.
- 3) Those aged 16-24 years and over 50 were reported to be the most inactive.
- 4) The Community Health Check team are working closely with the Tameside Sport's Trust to increase engagement within the borough.
- 5) Maintaining an active lifestyle through undertaking activities is an important part of a leading a healthy lifestyle.
- 6) The majority of children and adults across the UK do not undertake sufficient physical activity.
- 7) The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion.

Recommendations

- 1) Healthy lifestyle intervention models are promoted by the Council and Sports Trust around physical activity and sport provision within the borough.
- 2) The Sports Trust continues to promote the full range of facilities available across the borough.
- 3) A Co-ordinating role is established to develop close working between the Council, Sports Trust and partner organisations to increase and promote physical activity in the borough.

Tameside Sports Trust - What's on Offer?

- 7.17 Many of the Sports Trust facilities have been improved with investments being made at centres such as the Copley and Medlock Centres. This has seen the specification; standards and facilities at the majority of centres improve to a much higher quality than privately owned companies, available in the borough.
- 7.18 The four biggest facilities which offer the widest range of activities and services can be found at the Copley Recreation Centre, Medlock Leisure Centre, Ashton Swimming Pools and Hyde Leisure Centre. Image one details the fitness suite at the Copley Recreation Centre with a range of fitness machines and free weight areas within the gym as shown in Image one.



Image one showing the gym fitness facilities at the Copley Sports Centre

- 7.19 The gyms at the Sports Trust always generate income and the Trust needs to get more people through the door using these facilities to increase its revenue. The gym membership is provided with no joining fees or administration fees.
- 7.20 The Trust delivers a weekly programme of activities for young people and adults with a disability. The Trust facilities provide general access to customers with disabilities. The facilities can become very busy and are frequently used by schools and individuals throughout the day. School classes are also run from the facilities incorporating basket ball, netball, football and swimming.
- 7.21 The Sports Trust has a state of the art computer system called Legend which enables the Trust to manage and develop many of its key areas around customer relationship management. The Legend system allows the Trust to develop management reporting solutions including targets, budgets, KPIs and automated alerting, along with full ecommerce usability.
- 7.22 All members of the Sports Trust are provided with smart cards for use within the Trust facilities. These cards can be used to record member's details when they first register and

to record progress where necessary. The Sports Trust is developing the use of these cards to enable members to track their own improvements and performance online.

- 7.23 Concessionary rates have been changed to allow individuals who don't live in Tameside to enjoy the benefits of concessionary rates received through the use of the Active You passes. This makes the services and membership on offer more attractive to a much wider market.
- 7.24 The Trust has been developing the corporate membership that is available and has reduced the cost of the membership to £28.50 per month from £32.50. Image two shows an example of the promotional materials used to advertise the corporate membership. The Trust is hoping to undertake further development work around corporate services and make the facilities and offers more attractive. The Trust also offers a pay as you go corporate membership where staff of a member organisation can use the facilities and pay a reduced amount whilst the remaining amount is paid by their employer.
- 7.25 The Trust website has recently been updated and modernised and currently receives around 40,000 visits per month. The Trust has committed to being open and honest with regards to the membership available. All membership is advertised on the Trust's website showing the different types available and their costs as shown in image three. The Trust has been able to remain competitive by adjusting its membership and prices whilst providing excellent facilities and services in comparison to other providers within the borough and subsequently making membership of the Sports Trust a more attractive option in the current economic climate.

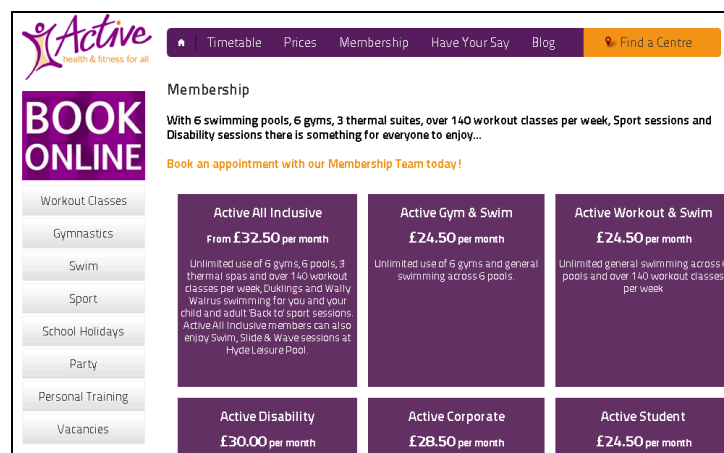


Image three showing the range of available membership options the Trust provides⁷

- 7.26 There are various health improvement initiatives that are being run by the Sports Trust, which has seen many developments around health improvements for users. These health improvement sessions have involved pulmonary rehabilitation, family healthy weight, cardiac rehabilitation commissioned by Tameside General Hospital, Adult Services day care, carers memberships, disability activity offers and early years activity offers.
- 7.27 There are many new fitness developments that have been achieved by the Trust. The Trust has seen the development of underwater stroke and technique sessions becoming available at the Copley Centre along with a swimming coach to provide advice.
- 7.28 Watt Personal fitness testing bikes have been introduced which replicate the feeling of road cycling and have been successful following the recent popularity of cycling in the UK.

⁷ <http://www.tamesidesportstrust.com/membership.asp>

Personal fitness sessions are available, along with swimfit sessions at Copley Sports Centre and expanded workout classes. There are 206 classes every week across the Trust's centres in the borough and this provision is continually being expanded to provide even more classes.

- 7.29 The pool rota is constantly being reviewed by the Trust to ensure that pools are available to the public as much as possible and the Trust is constantly amending the opening and closing times of the facilities to ensure the maximum time of usage is available to the public.

Usage

- 7.30 32.5% of Tameside residents participate in one thirty minute session of sport per week, but over 50% participate in no sport or active recreation at all. Participation is significantly influenced by socio-economic factors which are increasing the challenge for Tameside. Tameside has some of the most deprived areas when compared to neighbouring boroughs.
- 7.31 Within the UK 14.8 million adults aged sixteen plus participate in one thirty minute sporting activity and 6.9 million participate in three thirty minute sessions per week. Between 2005 and 2011 those undertaking three thirty minute sessions a week increased from 17.9% to 21.7%. Tameside has seen the greatest rise in participation rates in Greater Manchester and is one of only three boroughs to experience such an increase.
- 7.32 There are varying development opportunities around the Sports Trust. The Trust currently has 6,000 members with capacity for a further 2,500 and a longer term aspiration to increase this to 9,000. Through increasing the number of members this will lead to a reduction for the need of the management fee provided by the council in the longer term.
- 7.33 The Trust is looking to achieve an ambitious position to increase membership to 9,000 customers. Tameside Council supports the Trust to enable residents to be able to access the facilities which without the current subsidy they may not necessarily be able to access. This is around providing services which otherwise would not be economically viable.
- 7.34 Aquatics activity has achieved a 6% income growth, gymnastics provision has realised a 27% income growth and an improved outreach programme has the potential to further grow income in different activity areas. There will be workforce capacity to deliver targeted work with disabled people, and harder to reach groups. There is also the case for an £8 million pound expansion to build a new aquatics and fitness centre with full cost recovery being achievable.

Developments

- 7.35 The Tameside Sports Trust was established in 1999; the Trust is accountable to a Board of Trustees and is contracted by Tameside Council. The Trust has 301 employees equating to 145 full time equivalent staff. The Trust has received the Investor in People award and is successfully growing and developing the organisation through increasing its income and reducing the required subsidies.
- 7.36 The Sports Trust was in significant financial difficulty in 2010/11 when a new management structure was established. A new management agreement has been scheduled to be approved in April 2013 and it is hoped that the Trust will be sustainable for the future.
- 7.37 One of the main aims of the Trust is to encourage people to become active. It can be against people's nature to be active and getting people to become active can be difficult. The majority of people in Tameside do not undertake any sporting or physical activity and part of the responsibility of the Trust is to get these people active.

- 7.38 There are three key areas in the development of services to generate new members; these include service development, strategic commissioning and facility development. Service development will help to increase participation, innovation, quality and value for money. Facility development will deliver the potential to provide capital schemes on a full cost recovery basis.
- 7.39 The Trust has achieved significant achievements over the last twelve months including: reducing costs whilst improving services; developing new products and services; improved financial and management services; and developed business partnerships. This allows the Trust to focus on delivering backlog maintenance, improving marketing and communications function, improve staff attendance, improve communications systems, improve staff development and relocated the head office achieving a better staff working environment.
- 7.40 Within the period 2011-12 the Trust has been able to significantly reduce costs, improve service offers and develop new products and services to provide an additional income. The Trust has improved staff attendance, communication systems, staff development and has also relocated the Head Office to the Ken Ward Centre.
- 7.41 The Sports Development Team of Tameside Council is scheduled in April 2013 to move across to the Sports Trust in order to amalgamate and join up the working of both the Sports Development Team and Tameside Sports Trust.
- 7.42 An overall analysis of the risks is carried out along with a planning process to ensure that the Trust is in a good position to compete within the market. The Trust works with varying pieces of information to see what people want and regularly reviews its fees and pricing structure to ensure it remains competitive.

Finance

- 7.43 Investment in the Sports Trust can save money in areas such as health and wellbeing. Savings can be made around health and wellbeing participation in sport and delivers proven health benefits, reduces dependency and demand for NHS and local authority services. The Trust delivers value for money with social responsibility and reinvestment of returns back into the development of the Trust.
- 7.44 The Trust has seen a remarkable recovery since 2010/11 as the Trust was nearing to insolvency. An organisational redesign was undertaken, and a new management structure introduced, with the implementation of a leaner multifunctional workforce and the reduction of 18% of staff, providing a £600,000 reduction in staffing costs. In 2010 the projected cash deficit for 2015 was £2.5million however this is now in a positive position with a balanced budget for 2012/13. Table one outlines the Trust's income, income growth %, income as a % of the total income and management fee and year on year reductions of the TMBC management fees.

Income	2009/10	201/11	2011/12	2012/13	2013/14
Income from Charges	3,717,173	4,500,648	4,860,242	4,894,400	4,894,400
Income year on year % growth		21%	8%	1%	0%
Income as % of total income and management fee	67%	71%	74%	76%	78%
TMBC Management fee	1,824,536	1,814,692	1,714,002	1,564,000	1,407,000
year on year % reduction		-1%	-6%	-9%	-10%
Management fee as % if total income and management fee	33%	29%	26%	24%	22%

Table one outlining the Sports Trust income and projected income from previous and future years along with the % increase and the reduction in fees

Table two showing the levels of increased income for the Trust from 2010/11 to

Income Area	2010/11	2011/12	% Increase
Health and Fitness	£1,694,000	£1,869,000	+10%
Aquatics	£1,561,000	£1,647,000	+6%
Gymnastics	£135,000	£171,000	+27%

2011/12

- 7.45 Since 2009/10 there has been a continual growth of income within the Trust as shown in table two, in addition to this the Tameside MBC Management fee has reduced from £1,824,536 to £1,414,000 per annum. The management fee as a percentage of the total income has reduced from 33% in 2009/10 to a projected 22% in 2013/14. Table three outlines the basic employee costs for the Trust which has been reduced by over £400,000 to £3,177,886 in 2012/13. The three main areas of income the Trust have experienced an increase in, with the biggest increase being a 27% increase in income around Gymnastics. The income from health and fitness has increased by 10% from £1,694,000 to £1,869,000. Similarly income from aquatics activity has increased by 6% from £1,561,000 to £1,647,000.

Expenditure	2009/10	2010/11	2011/12	2012/13	2013/14
Basic Employee Costs	3,610,826	3,791,789	3,567,511	3,177,886	3,200,000
Basic Employees Costs year on year reduction		5%	-6%	-11%	1%
Basic employee costs % of income from charges	97%	84%	73%	65%	65%
Basic Employee Costs % of total income and management fee	65%	60%	54%	49%	51%
Severance costs			581,129	3,824	

Table three outlining the Trusts previous and projected expenditure

- 7.46 There are various risks and opportunities for the future of the Sports Trust, such as the asset management plan, loss of discretionary relief of £86,401 from 2013/14. The Trust needs to strike a balance between invest to save for the longer term and disinvest to save for the shorter term.

7.47 Income and elements of expenditure may also be subject to market forces and depends on other providers. The Trust needs to consider the development of an in house membership service and to manage short term against long term management agreements. The Trust is subject to market forces and challenges experienced by the Trust will be experienced by other providers. The pricing structure of the Trust should place it in a good position to compete with other providers.

7.48 During the previous year the Trust experienced 8% growth and for the 2012/13 period 5% growth is expected to be achieved. It is hoped the Trust will achieve a 5% increase year on year. The subsidy at the Trust has reduced from £1.925 million in 2008/09 to £1.407 million in 213/14. A further saving of £0.157million in 2014/15.

Promotion

7.49 The Sport's Trust could consider promoting more than just intense physical activity. It was felt that intense gym workouts could prevent some people from wanting to visit Sports Trust facilities, and that it should be made clear, that Sports Trust facilities have more to offer. The Public Health Team and Sport's Trust work in partnership on matters such as Health Checks and Weight Management programmes.

7.50 The Trust has been providing promotional offers throughout the year, such as gym membership for £12.50 per month for off peak usage. The Trust is offering membership and use of 6 pools and gym facilities for £24.50 a month. The Trust also offers a "teen fit" membership for teenagers aged 13-16. Teenagers can use the facilities between 3.30pm and 5.30 pm and during school holidays for £12.50 a month. In addition to membership the Trust also offers a pay as you go service, which has two separate concessionary rates.



Image two showing a Tameside Sports Trust Active Corporate Membership flyer, one of the many promotional tools used by the Sports Trust to increase membership and promote the service

7.51 The Trust has undertaken work around marketing and communications with a website refreshment, a mobile website being developed, online booking facilities becoming available for classes and monthly e-shot newsletters sent to all members. The Trust is advertising in the local media and via social media. Visitors to the website are spending less and less time on the website indicating they are finding the information they require much quicker than previously.

Conclusions

- 8) The Sports Trust was in significant financial difficulty in 2010/11 when a new management structure was established.
- 9) Many people in Tameside do not undertake any sporting or physical activity.
- 10) Many of the Sports Trust facilities have been improved with investments being made at centres such as the Copley Centre and Medlock Centre.
- 11) The Trust provides disabled access in the majority of its facilities.
- 12) Investment in the Sports Trust can save money in areas such as health and wellbeing.
- 13) 13) The Tameside MBC Management fee has reduced from £1,824,536 to £1,414,000 per annum.
- 14) Within the period 2011-12 the Trust has been able to significantly reduced costs, improve service offers and develop new products and services to deliver an additional income.
- 15) It is hoped the Trust will achieve a 5% increase year on year.

Recommendation

- 4) The Sports Trust review and undertake consultation with the public around the opening times of swimming pools within the borough to ensure swimming facilities are always available for the general public.
- 5) The Trust looks at the development of disabled access and provision in all its facilities.
- 6) The Trust needs to consider the development of an in-house membership service.
- 7) Tameside Council continues to support the Trust as long as financially viable to ensure residents in the borough are able to access services.

Education and the Sports Trust

- 7.52 Schools have an on-going concern around how to deliver effective Physical education sessions within both primary and secondary schools.
- 7.53 The Sports Trust enables schools to provide their Physical Education curriculum without having to employ a full time member of staff and can dip in and out of commissioning the services when necessary. The services provided by the Sports Trust can be around half the cost of employing a full time equivalent member of staff.
- 7.54 Schools need to make a conscious decision to engage with the Sports Trust and employ their activities and services. The Sports Trust provides the bridge and enables children to engage with different clubs and services that are available. The Trust is able to provide well qualified staff that are able to engage with the children.
- 7.55 Swimming and gymnastic tuition is available through the Trust such as Ducklings and Wally Walrus sessions for parents and children as well as junior swimming and gymnastic lessons. Within Tameside there are 3200 swimming lessons provided each week. All schools within the borough have 24 weeks of swimming lessons and the programme is growing strongly.
- 7.56 The Sports Trust can offer provision from members of staff for many different activities such as: gymnastics, cycling, kayaking, sailing, rafting, trips to the Chill Factor for snow sports

and regular dance lessons. Schools in the borough would potentially struggle to be able to provide students with the majority of activities the Sports Trust can. The Sports Trust is able to provide this to the schools at reduced prices due to negotiating powers and their ability to bulk buy services and offers through providers.

- 7.57 The Trust delivers physical education provisions for various key stages. In addition to this the Trust provides holiday clubs which generate a great deal of potential for inclusive working with the children, to keep them engaged, participating and active.
- 7.58 Schools work to tackle issues around obesity and being overweight as well as those students who don't engage or participate fully. Trying to get these individuals engaged can be problematic, however, the Sports Trust can help to get children involved and engaged both within their schools and externally in their own communities.
- 7.59 The key to the development of students lies around getting them engaged and motivated at an early stage and by doing this it encourages them to continue the undertaking of physical activity themselves. Opportunities also need to be affordable and have the students driving the objectives forward.
- 7.60 There are 80 primary schools within Tameside and all of them use the Sports Trust for swimming provision whilst around 50 of the schools use different services (as shown in table four) that are either contracted or purchased on an ad hoc basis for a period of time via the Sports Trust as outlined in table four. The Trust is also starting to provide services to more secondary schools within Tameside.

Service	Number of Primary Schools	Number of Secondary Schools
Coaches in Schools	61	0
Bikeability	56	0
School Swimming	80	0
Gymnastics at Tameside Gymnastics Centre	1	1
Creative Curriculum	2	2
Alternative Curriculum	1	5

Table four showing the general uptake of activities from the Sports Trust by schools within the borough.

- 7.61 The on going cuts have not affected the Sports Trust so far. This is because the Schools are able to buy provision from the Sports Trust.
- 7.62 The Trust is constantly reviewing the programmes and provisions that are provided through the Trust and is looking to broaden the offer that is provided to customers as well as facilities and their uses.
- 7.63 The schools always have the option of not commissioning the services of the Trust year in year out and provision can be provided for one term at a time. There are options for the schools to be able to fall back on and providing services through the Sports Trust ensures a much wider range of services and support is available than if it was provided independently by the school.
- 7.64 As of the 26th March 2013 the Sports Trust is providing a new Active Education⁸ offer to schools and education establishments. Active Education will be providing a range of different services through the Trust an example of these activities are:

⁸ <http://www.tamesidesportstrust.com/active-education.asp>

- Coaches in Schools
- Bikeability
- Swimming
- Gymnastics
- Trampolining
- Early years
- Creative Curriculum
- Alternative curriculum

- 7.65 The Sports Trust is able to provide better value for money services as it can bulk buy provision and amenities. This allows the Trust to drive down the costs and pass these savings onto the schools in the borough. A big benefit is the number of schools that are buying into the services provided by the Sports Trust and allowing the Trust to be able to provide a more cost effective service to its customers.
- 7.66 Sports programmes are being delivered by the Tameside Sports Development Team and there is the opportunity for the Sports Trust to undertake more work with secondary schools. Motivational work could be undertaken with students to motivate and engage them. This often involves making a range of different facilities and services available to get them active.
- 7.67 In March 2013 the Prime Minister announced plans for primary school sport to be transformed following a grant that will help improve coaching for pupils and inspire youngsters to develop and grow into the athletes of the future. The proposed sports funding, aims to improve the quality of sport and physical education provision in every state primary school in England.
- 7.68 The available fund will be £150 million per annum for the next two years and will be provided to Head teachers to spend as they see fit. The funds will be ring fenced for use on sport provision only. With this additional funding will be further assessments from Ofsted, with tougher assessments of sport provision to ensure the funding is bringing the maximum benefit for all pupils. A typical sized primary school with 250 primary pupils would receive around £9,250 per year, the equivalent of two days a week of a coach's time ensuring every pupil in the school can undertake a sport or physical activity with a specialist.
- 7.69 The investment in school delivery comes following lengthy calls for provisions to be made in primary school activities and physical education. The funds will be made available to promote physical activity with primary school children and reduce the growing risks of inactivity and obesity.
- 7.70 Tameside Sports Trust is well placed to act as an ambassador for the sporting provision available within the borough. The Trust is also in the fortunate position to not only offer traditional sporting activities, but also a range of physical activities which schools in the borough would not be able to provide without the Trust.

Conclusions

- 16) Schools have a responsibility to deliver effective Physical education sessions.
- 17) The Sports Trust enables schools to provide their Physical Education curriculum without having to employ a full time member of staff.
- 18) All schools within the borough have 24 weeks of swimming lessons and the programme is growing strongly.
- 19) Schools work to tackle issues around obesity and being overweight as well as those students who do not engage or participate fully.
- 20) There are 78 primary schools within Tameside and all of them use the Sports Trust for swimming provision and around 50 of the schools use different services additionally.
- 21) A sporting grant of £150 million per annum for the next two years will be made available and ring fenced for use on sport provision within primary schools.

Recommendations

- 8) The Sports Trust works with schools within the borough to promote their offer and to try to increase the commissioning of services from schools.
- 9) Tameside Sports Trust undertakes more work to increase physical education participation within secondary schools.

Moving Forward

- 7.71 A report regarding the Sports Trust was submitted to the Executive Cabinet of Tameside MBC on the 13th February 2013. The report outlines the proposal for the transfer and TUPE of the Tameside Sports Development Team to the Sports Trust.
- 7.72 As the council faces increasing budget reductions this will have repercussions on the amount of management fees that the Council can provide to the Sports Trust. Service redesign across the council is taking place and the Sports Trust will also be subject to similar financial restrictions. The Sports Trust has identified that there are some maintenance issues at a number of facilities managed by the Sports Trust. It is proposed that those facilities which have the greatest liabilities close with a self financing replacement facility being developed.
- 7.73 The proposed development could result in the closure of pools in Dukinfield and Denton and a purpose built gym and pool facility being established. The two pools have a liability of £200,000 per annum along with significant asset management liabilities and are subsequently creating a strain on the current management fees provided through the Council. A case is being established by the Sports Trust for the closure of these two sites and the creation of a single new build facility 'Aquatics & Fitness Centre' with full cost recovery achievable over its life span.

Conclusions

- 22) The council faces cuts that will have an impact on the amount of management fees that the council can provide to the Sports Trust in the longer term.
- 23) Those facilities with the greatest liabilities are proposed to close with a self financing replacement facility being developed providing a range of services.

Recommendations

10) The Sports Trust and the Council consider undertaking a full consultation with service users prior to consideration of any closure of facilities.

8. CONCLUSIONS

- 8.1 Adults should undertake at least 150 minutes of moderate intensity physical activity weekly, and children and young people should undertake at least 60 minutes each day.
- 8.2 Obesity in Tameside costs primary and secondary care £4,189,000 per annum.
- 8.3 Those aged 16-24 years and over 50 were reported to be the most inactive.
- 8.4 The Community Health Check team are working closely with the Tameside Sport's Trust to increase engagement within the borough.
- 8.5 Maintaining an active lifestyle through undertaking activities is an important part of a leading a healthy lifestyle.
- 8.6 The majority of children and adults across the UK do not undertake sufficient physical activity.
- 8.7 The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion.
- 8.8 The Sports Trust was in significant financial difficulty in 2010/11 when a new management structure was established.
- 8.9 Many people in Tameside do not undertake any sporting or physical activity.
- 8.10 Many of the Sports Trust facilities have been improved with investments being made at centres such as the Copley Centre and Medlock Centre.
- 8.11 The Trust provides disabled access in the majority of its facilities.
- 8.12 Investment in the Sports Trust can save money in areas such as health and wellbeing.
- 8.13 The Tameside MBC Management fee has reduced from £1,824,536 to £1,414,000 per annum.
- 8.14 Within the period 2011-12 the Trust has been able to significantly reduced costs, improve service offers and develop new products and services to deliver an additional income.
- 8.15 It is hoped the Trust will achieve a 5% increase year on year.
- 8.16 Schools have a responsibility to deliver effective Physical education sessions.
- 8.17 The Sports Trust enables schools to provide their Physical Education curriculum without having to employ a full time member of staff.
- 8.18 All schools within the borough have 24 weeks of swimming lessons and the programme is growing strongly.

- 8.19 Schools work to tackle issues around obesity and being overweight as well as those students who do not engage or participate fully.
- 8.20 There are 78 primary schools within Tameside and all of them use the Sports Trust for swimming provision and around 50 of the schools use different services additionally.
- 8.21 A sporting grant of £150 million per annum for the next two years will be made available and ring fenced for use on sport provision within primary schools.
- 8.22 The council faces cuts that will have an impact on the amount of management fees that the council can provide to the Sports Trust in the longer term.
- 8.23 Those facilities with the greatest liabilities are proposed to close with a self financing replacement facility being developed providing a range of services.

9. RECOMMENDATIONS

- 9.1 Healthy lifestyle intervention models are promoted by the Council and Sports Trust around physical activity and sport provision within the borough.
- 9.2 The Sports Trust continues to promote the full range of facilities available across the borough.
- 9.3 A co-ordinating role is established to develop close working between the Council, Sports Trust and partner organisations to increase and promote physical activity in the borough.
- 9.4 The Sports Trust review and undertake consultation with the public around the opening times of swimming pools within the borough to ensure swimming facilities are always available for the general public.
- 9.5 The Trust looks at the development of disabled access and provision in all its facilities.
- 9.6 The Trust needs to consider the development of an in-house membership service.
- 9.7 Tameside Council continues to support the Trust as long as financially viable to ensure residents in the borough are able to access services.
- 9.8 The Sports Trust works with schools within the borough to promote their offer and to try to increase the commissioning of services from schools.
- 9.9 Tameside Sports Trust undertakes more work to increase physical education participation within secondary schools.
- 9.10 The Sports Trust and the Council consider undertaking a full consultation with service users prior to consideration of any closure of facilities.

Post Scrutiny - Executive Response

In Respect of: Scrutiny Review of Tameside Sports Trust

Date:

Cabinet Deputy: Councillor Lynn Travis (Health and Neighbourhoods)
Partnership: Health and Well-Being Board

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
1) Healthy lifestyle intervention models are promoted by the Council and Sports Trust around physical activity and sport provision within the borough.	Accepted	Cost barriers to services have been kept to a minimum by the Trust to substantially increase participation. Hugely successful targeted services (including My Active Life) have been introduced with additional subsidy sourced through commissions. The Trust is working closely with the Council/Public Health Team to continue to find resources to ensure targeted services are delivered and are successful.	Mark Tweedie	This action is reviewed quarterly by the Trust as a PI.
2) The Sports Trust continues to promote the full range of facilities available across the borough.	Accepted	The Trust is using a wider range of improved marketing media. Increased press promotion of the Trust is a goal. Increasing the proportion of marketing spend to income is a potential focus area for the Trust. However, allocation of additional resource to marketing, given budget pressures, needs to be carefully considered as participation in Trust services is already successfully meeting goals.	Mark Tweedie	Marketing plan under continual review. Revised marketing strategy produced by March 2014.

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
3) A Co-ordinating role is established to develop close working between the Council, Sports Trust and partner organisations to increase and promote physical activity in the borough.	Accepted	This function was successfully delivered by the Sport and Physical Activity Alliance (SPAA), now ceased. Re-launch of this infrastructure is being considered by the Trust/Council, albeit in a more virtual context because of reduced capacity and resources.	Mark Tweedie/Adam Allen	January 2014.
4) The Sports Trust review and undertake consultation with the public around the opening times of swimming pools within the borough to ensure swimming facilities are always available for the general public.	Accepted	Opening times are explicit in the service specification contained within the Trust/Council management agreement. Consultation with customers will take place but a balanced approach is required because opening when there is limited demand will increase operating costs. Should additional opening hours incur additional costs this would need to be considered as part of the revised management agreement. The Trust has already extended early bird opening times at facilities to meet demand.	Mark Tweedie	December 2013.
5) The Trust looks at the development of disabled access and provision in all its facilities.	Accepted	The Council and the Trust are committed to improving access to facilities and services for the general public and employees. The existing facilities are a mix of new builds, refurbishments and original condition. The new builds and refurbished facilities provide excellent access for the disabled which has allowed the Trust to develop extensive disability programmes. However, the Trust operates two facilities which are substantially in their original condition particularly in terms of internal and external layout which provides challenges for the Trust and disabled users in terms of access. Any refurbishment or replacement plans for the Denton and Dukinfield pools will incorporate best practice access solutions.	Adam Allen	April 2014.

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
6) The Trust needs to consider the development of an in-house membership service.	Accepted	The PULSE marketing and sales contract is due to terminate in 2017. The Trust have the systems ready to deliver an in-house service and do not plan to renew the PULSE contract. It is anticipated that delivering the sales function in-house will deliver efficiency savings and improve the function. The Trust is currently negotiating a contract variation with PULSE in order to attempt to introduce changes prior to 2017.	Mark Tweedie	April 2014.
7) Tameside Council continues to support the Trust as long as financially viable to ensure residents in the borough are able to access services.	Accepted	The Council's financial support for the Trust is reviewed periodically to ensure that the partnership provides value for money and to ensure that the Trust continues to make a tangible and effective contribution to Council priorities. In advance of any contract renewal, a Key Decision is taken by the Council which sets out the current performance of the Trust including financial standing, the proposed service specification and the level of the management fee for the term of the agreement. The term of previous agreements has ranged from 1 to 3 years. The current agreement term is for 1 year and expires on the 31 st March 2014. A shorter term agreement suits the Council in that it provides greater financial flexibility. However, a short term agreement does not allow the Trust to establish longer term financial plans or incentivise the Trust to invest in facilities developments. The next agreement will be established in consultation with the Trust in December 2013. The Trust has requested a longer term agreement which will be considered as part of the process.	Adam Allen	January 2014.

Recommendations	Accepted/ Rejected	Executive Response	Officer Responsible	Action By (Date)
8) The Sports Trust works with schools within the borough to promote their offer and to try to increase the commissioning of services from schools.	Accepted	The Trust has introduced an exciting new Active Education range of services for schools and take up of services has surpassed goals for 2013-14. The Trust has developed additional services for secondary schools involving a profit share management solution for school sports facilities. This provides additional income for schools and extends their community use enabling an improved, affordable and consistent offer for Tameside residents.	Mark Tweedie	Active Education offer launched & subject to ongoing M&E. Secondary school offer review completed as part of the Trust's business planning process. February 2013.
9) Tameside Sports Trust undertakes more work to increase physical education participation within secondary schools.	Accepted	The Trust has undertaken a pilot project with Denton Community College to research and develop services to improve participation by young people in community sport and to reduce drop out post 16. Partnerships with other secondary schools are being developed as part of the Trust's Active Education offer. Take up is reliant upon the schools and the Trust is working hard to promote these services to stimulate demand.	Mark Tweedie	As above (rec. no. 8).
10) The Sports Trust and the Council consider undertaking a full consultation with service users prior to consideration of any closure of facilities.	Accepted	Given the current economic climate it is highly likely that consideration will need to be given to sports facility rationalisation proposals. Any current or future proposal will be shaped through consultation with elected members, existing users and the wider public. Consultation will be conducted through the Council's "Big Conversation" process. The consultation exercise which will be promoted in Trust managed facilities and access will be enabled with a link from the Trust's website. For users without internet access "hard copy" questionnaires will be made available in the affected facilities. Each proposal will be subjected to an Equalities Impact Assessment to ensure that there is no disproportionate impact on particular disadvantaged individuals or groups. The information derived from consultation will be used to shape/reshape any proposal and will be used to inform the decision taker as part of any Executive or Key Decision process.	Adam Allen/Mark Tweedie	Ongoing

