

Tenterden Leisure Centre Trust.



STRATEGY 2021

Quality, Care
&
Excellence

Safety
&
Safeguarding

Partnership
&
Collaboration

Development
&
Aspiration

Accessibility

Community,
Health
&
Wellbeing



CONTENTS

| | |
|--|----|
| Executive Summary | 4 |
| Background | 5 |
| Financial Implications | 6 |
| Future Strategy | 6 |
| Partnership Workings | 6 |
| Appendix A - Storyboard | 7 |
| Appendix B - Bursary Highlights | 8 |
| Appendix C - Key Objectives | 9 |
| Appendix D - Partnership and Collaborations | 10 |
| Appendix E - References | 11 |



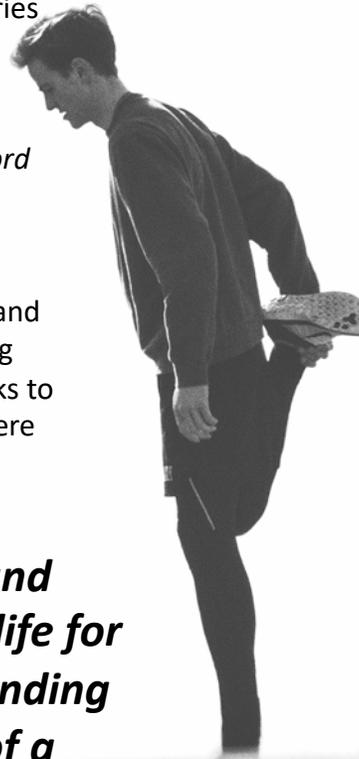
Executive Summary

With the launch of the *Sport England* 10-year strategy (2021-2031), the post Covid-19 environment and a new service provider contract being drafted for the *Tenterden Leisure Centre*, Trustees have determined to revisit their own strategy, last updated in 2010.

The *Trust* continues to manage the contracted supplier of the leisure centre services and is currently involved in the retendering for the provision of these services as the existing contract comes to an end. The immediate priority for the *Trust*, *Serco* and *Ashford Borough Council* is to return the centre to its pre-covid levels of use. However, the strategy also tries to look beyond this recognising the role the *Trust* has in the wider community.

The new contract is expected to include provisions for the improvement of facilities at *Tenterden Leisure Centre (TLC)* funded jointly by the *Trust*, the service provider and *Ashford Borough Council*. The *Trust* will continue to oversee the service contract and measure performance against the **five pillars; Support, Encourage, Increase, Source Funding & Collaborate** set out in this new strategy, using key performance indicators. The *Trust* has recently recruited three new Trustees who bring a welcome and fresh level of expertise and specific experience, which will aid and support effective and closer control of the ongoing management. The new strategy draws on the principles of responsible leadership, looks to build on the success of the past 20 years and recognises the opportunities and areas where new focus and energy needs to be directed to deliver the *Trust's* objectives.

“To provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those persons living in the town of Tenterden and surrounding areas in need of such facilities through the provision of a community and sports centre and other recreational facilities and activities.”



Our new strategy is based on our core values and focuses on **five pillars**, namely in Tenterden and the surrounding areas.

- 1. Support** - the provision of a wide range of quality facilities and programmes to encourage wellbeing and reduce ill-health and obesity.
- 2. Encourage** – accessibility and inclusivity
In all areas and at all levels of participation.
- 3. Increase** – opportunity, training and development to raise standards.
- 4. Source Funding** – and equipment to distribute and be used in line with our objectives.
- 5. Collaborate** - with agencies in Tenterden and surrounding areas to improve the opportunities for activity.

To do this the *Trust* will need to have a diverse source of funding with both guaranteed regular income and grant sourced funds. the *Trust* will look to review its progress and performance against this strategy each year, flexing and prioritising future objectives to take advantage of the changes and impact our activities have created. Excellence in governance and clearly identifiable measures of performance will demonstrate success and impact and feature strongly as key elements of the new strategy.

Background

The storyboard in **Appendix A** demonstrates the journey and key milestones in the evolution of The *Tenterden Leisure Centre Trust*. Formed in 2002 and registered as a charity in 2003, the *Trust* is proud of its achievements to date, including;

- Circa £120,000 donated to help local, budding, elite, sporting young people across 27 different sports bursaries **Appendix B**.
- Employment opportunities created directly and indirectly through the recruitment, training and development of local staff and individuals employed directly and indirectly by the *Trust* in the form of leisure staff, coaches and individuals progressing careers in health, wellbeing, leisure and sport.
- Facilities for healthy exercise and leisure provided by the Leisure Centre to date.

Trustees over the life of The Leisure Centre have successfully negotiated two management contract agreements, bringing significant investment into upgrading and improving the facilities at the leisure centre and attracting an annual throughput of around 400,000 visits with a core membership of over 1,300 local residents.



During the last 10 years, the *Trust* also diverted £5k of its core £20k annual operating subsidy to assist in the funding of significant improvements to the infrastructure of the centre.

Working with *Ashford Borough Council*, *Kent County Council*, *Tenterden Town Council* and a wide variety of local stakeholders including the local *Health Trust*, *Chamber of Commerce* and *Civic Society* and especially with our leisure operator, the *Trust* has introduced incentives for employees and residents to increase activity; expanded children's swimming and dry side sports activities and launched health and wellbeing initiatives including a Cardio Rehabilitation scheme linked directly with the local GP Surgery to support over 250 high risk patients returning to regular exercise.

The population of Tenterden currently stands at just over 8,000 and is expected to grow significantly with an additional 475 new homes identified in the *Ashford Borough Council Local Plan*. Catering for this rapid growth and dealing with the national and local challenges of an aging population, increasing obesity and pressures on the *NHS* is a priority for the *Trust*. *Sport England* research (2015) suggests that every non-active person in the UK costs the *NHS* between £1,750 and £6,900 p.a. and the *Trust* recognises the positive role it can play in mitigating these impacts through the positive impacts of exercise on health and wellbeing.

Future Strategy

Our new strategy recognises that the *Trust* needs to continue and do more of what it does well, learning from our experiences and feedback, building on these initiatives innovating and refreshing when appropriate to remain relevant and popular in this increasingly digital age.

In 2010, the *Trust's* strategy set out to deliver an excellent Leisure Centre which provides a wide range of health enhancing activities to all members of the local community. This was achieved through a team of welcoming and motivated staff; well-maintained building and facilities and an expanding and innovative programme of activities for all ages at affordable prices. Ten years on, the environment has changed significantly in the expectation of the customer, the community demographics, the local community networks and the National, County, Borough and Town development strategies.

The long-term consequences of the COVID-19 Pandemic are unknown, but it is likely to have accelerated social change. Our strategy of support for the digital delivery of wellbeing services, maintaining the highest standards for safeguarding and health and safety and will help to ensure continued expansion of networks in the Tenterden and area will ensure maximum engagement and participation alongside existing popular activities.

The *Trust* has set out some clear objectives for the short, medium and long term with identifiable measures and milestones against which to track our progress and, as appropriate, re-set our vision to ensure it remains relevant (**Appendix C**).

Financial Implications

To deliver, the *Trust* will set itself the challenge of increasing its resource base annually. The *Trust* recognises the importance of a successfully run leisure centre to maximise the source of its funds and drive new grant funding opportunities. As the strategy evolves detailed financial plans will be developed including 3-year forecasts. The *Trust's* income is received directly from the Leisure Centre's lease, annual grants and donations. Any funds raised will be distributed between our Five Pillars, with reserves to reflect the sustainability of and investment demands on the *Trust*.

The strategy recognises only those incomes outside the Operating Income and Expenditure of the management operator.

Partnership Working

Finally, the *Trust* recognises that the most effective and efficient use of the Town's resources will be achieved through stronger local, regional and national networks and communications with all stakeholders. To achieve this, the *Trust* will proactively engage in existing and new partnerships and collaborations. A schedule of current partners is identified in **Appendix E**. *Serco (More) Leisure*, operators of the *National Sports Centre* on behalf of *Sport England* have been close partners for the past 20 years, helping The *Trust* invest in people, facilities and programmes. Managing the facilities, sharing updates, systems and procedures to ensure they remain safe, efficient, inclusive, clean and well-maintained. We will adopt a proactive approach to localism through an aspiration to employ 85% of staff from within the borough postcodes.

The strategy recognises only those incomes outside the operating income and expenditure of the management operator.



APPENDIX A – STORYBOARD

| | |
|-------------|--|
| 2002 | Incorporated <i>Companies House</i> on 11 June 2002 (044557980). |
| 2003 | Major investment & remodeling. |
| 2004 | Registered Charity on 13 April 2004 (1103179). |
| 2007 | Junior Sports Bursary Scheme Launched. |
| 2008 | New interactive water features installed to encourage children, families and grandparents. Delivery of 900 children's swimming lessons per week plus schools' programme. |
| 2009 | <i>Badminton England</i> 'No More Strings' campaign. |
| 2010 | Second phase of interactive pool features completed. Major investment (1.1mil) in remodeling pool, gym and café. |
| 2011 | Major investment & remodeling of pool, gym, café complete. Minister of Sport Hugh Robinson MP presents Sports Bursary Awards. |
| 2012 | ISO14001 Environmental Management Systems accreditation Adult membership reaches 1,300. |
| 2013 | Reception Team awarded 'Team of the Year' in <i>Serco</i> Annual Celebration Award. |
| 2014 | Cardio rehabilitation partnership with <i>NHS trust</i> Investment in new Spin Bikes and increase of classes and provision Trust raises £16,000 in additional funding support. |

| | |
|-------------|---|
| 2015 | Secured major investment including expansion of gym and refurbishment of flume rig Trust fund investment to upgrade staff rest area. Healthy Life Programme launched. Quest quality assurance accreditation. Refurbishment, including several areas of re-branding. Pantomime added to events programme. Community art project involving local schools to create huge poolside mural. |
| 2016 | Estimated 7 million visits since Trust formed. Trust delivers over £115k investment into youth sport through bursary since inception in 2007. Major dry changing area refurbishment. Wet Change Shower refurbishment and installation of family and disabled changing facilities. Major Sports Hall refurbishment. |
| 2017 | Pool Covers installed to reduce carbon footprint. <i>CIMSPA (Chartered Institute for the Management of Sport and Physical Activity)</i> – Employer Partner. Operations Manager - runner up 'Employee of the Year' <i>Serco</i> Annual Celebration Awards. <i>Tenterden Leisure Centre</i> staff team runners up 'Employee of the Year' in <i>Serco</i> annual Celebration Awards. Transition from physical timetables to eco-friendly electronic versions online. |
| 2018 | Link with the <i>Swimming Teachers Association</i> to launch swim lesson and teacher training programme. Launch of new digital workshop training programme for fitness instructors Launch of new More Fitness App for members and non-members alike, which enabled customers to book, remove the need for physical cards, and receive rewards/discounts for logging workouts as well as helpful fitness tips and advice. |
| 2019 | Partner <i>Youth Sports Trust</i> to offer Head Teachers and pupils aged 14+ from the charity's member schools having access to discounted gym membership. |
| 2020 | Launch of new functional website. Virtual exercise class programme launched. |

APPENDIX B – BURSARY HIGHLIGHTS

The bursary scheme awards financial support to local young sports people to help with such costs as the purchasing of specialist equipment, travelling to competitions and coaching expenses. As well as up to three years of financial support, successful candidates may have the benefit of free membership of *Tenterden Leisure Centre* during their term with the bursary scheme.

Summary

Launched 2007

Total beneficiaries to date: 6
 Total bursaries awarded to date: £120,000
 Male/Female awards: 50:50
 Sports activities: 27

Sporting Accolades

- County Champions
- Age Group Nationals
- UK rankings
- European Rankings
- World Rankings
- Football Clubs: Charlton, Gillingham, Crystal Palace
- National Squads (Scotland, England, GB)
- British Age Group Champion
- European Champions
- World Age Group Champion

Academic Accolades

Our young athletes progressed to:

- Bath University
- Cardiff Met
- Loughborough University (x3)
- London South Bank University
- Stirling University

| SPORTS | | |
|---------------------|-------------------|--------------------|
| ATHLETICS (hurdles) | ATHLETICS (track) | BASKETBALL |
| BOXING | BIATHLON | CRICKET |
| CROSS COUNTRY | CYCLING TRACK | DANCE |
| EQUESTRIAN | FOOTBALL | GYMNASTICS |
| HOCKEY (field) | JUJITSU | KARATE |
| KAYAKING | MODERN TRIATHLON | NETBALL |
| PENTATHLON | RUGBY UNION | RHYTHMIC GYMNSTICS |
| SAILING | SWIMMING | TAEKWONDO |
| TENNIS | TRAMPOLINING | TETRATHLONS |
| WATER POLO | | |

APPENDIX C – KEY OBJECTIVES

| KEY OBJECTIVES - FIVE PILLARS | ACTIONS (EXAMPLES) |
|--|--|
| <p>SUPPORT</p> <p>Support the provision of a wide range of quality facilities and programmes to encourage wellbeing and reduce obesity.</p> | <ul style="list-style-type: none"> • A commitment to decarbonisation Proactive Travel plan (Cycle & EV initiatives staff & customers) building efficiency (PVC, ground heat pumps, VSDs, DEC) increase environmental diversity in landscaping • Improving security and safety (e.g. Review and upgrade of CCTV arrangements around the centre and recreation ground) • Partnership programmes with Local <i>NHS Trusts</i> and Ivy Court to enhance social care recovery and wellbeing initiatives |
| <p>ENCOURAGE</p> <p>Encourage accessibility and inclusivity in all areas and at all levels of participation</p> | <ul style="list-style-type: none"> • Establish external grant application support process • Accessibility fund for equipment and facilities to increase accessibility (e.g. changing toilets national initiative) • Expand bursary schemes to include adults and older categories, disadvantaged, disabled and <i>BAME</i> athletes • Alumni of previous winners to return in support • Increasing KS2 outcomes and youth activity levels (working with <i>Tenterden Schools Trust & KCC schools</i>) |

| | |
|--|---|
| <p>INCREASE</p> <p>Increase opportunity, training and development to raise standards.</p> | <ul style="list-style-type: none"> • Staff & instructor recognition programme • Local coach/instructor directory and network to training and grants • Encourage specialist workshops and masterclasses |
| <p>FUNDING</p> <p>Source funding and equipment to distribute in line with our objectives.</p> | <ul style="list-style-type: none"> • Identify and source additional third-party support for local initiatives to further objects • Grant distribution programme to relevant individuals and organisations to further objects • Digital on-line giving |
| <p>COLLABORATE</p> <p>Collaborate with agencies in Tenterden and surrounding areas to improve the opportunities for activity.</p> | <ul style="list-style-type: none"> • Strengthen <i>MyTenterden</i> and other digital platform networks to present coordinated list of facilities and contacts • Strengthen <i>Tenterden Leisure Centre</i> User Group Forum • Partnership with <i>Tenterden Town Council</i> for tennis and <i>Recreation Ground Social Health</i> programming • Liaise with local sports & community organisations including the <i>Civil Society</i> and <i>Tenterden Neighborhood Plan</i> |
| <p>GOVERNANCE & REPORTING</p> | <ul style="list-style-type: none"> • Establish annual reporting and outcome protocols • Policy review (Financial sustainability, Audit, Risk register, ESG, inclusivity and equality, H&S, Safeguarding, Data Protection etc.) • Charity commission & Company house compliance • Establish youth & diversity panel • Review succession planning |

APPENDIX D – PARTNERS



Kent Community Health
NHS Foundation Trust



APPENDIX E – REFERENCES

Sport England Strategy
[Uniting the movement](#)

Online Jan 2021

Tenterden Neighborhood Plan
[Draft 2020](#)

Ashford 2030 local plan

[TENTERDEN AND RURAL
SITES DEVELOPMENT PLAN
ADOPTED OCTOBER 2010](#)