



**SOUTH HAMS CORPORATE GOALS AND PERFORMANCE MEASUREMENT: YEAR 2008/2009 Appendix 1B**

<b>FINANCE AND PERFORMANCE</b>			
<b>GOALS</b>	<b>MEASURES</b>	<b>CURRENT STATUS</b>	<b>LEAD SENIOR MANAGER</b>
F1. To maintain the business's revenue budget to within the agreed contract sum.	F1. The final accounts for the first year period to reflect a loss for the business as a whole of £9,000.	Pre-audit loss of £4,592.	JD
F2. To maintain a positive cash position throughout the period.	F2. A positive trading account is consistently maintained.	Met.	RW
F3. To focus on the main income generation areas, as projected in year one of the business plan.	F3. To generate membership sales of £556,972 (1,769 memberships).	Membership sales of £556,268 were generated.	JC
	F3. To increase total membership to 2,477 by the end of year (Fitness 2,108, Active 211, Kids 158).	2,785 at 1st April 2009 (Fit = 2,422, Active = 188, Kids = 174).	JC
	F3. To increase Swimskool places sold to 460 at ILC and 570 at QLC).	508 at ILC and 510 at QLC at 1st April 2009.	JC
F4. To focus on the main expenditure budgets, to ensure achievement of the business plan.	F4. To maintain salaries to within 85% of sales.	Salaries £1,266,532 v. sales of £1,622,497 = 78%.	TE
	F4. To control Repairs and Maintenance expenditure within budget - £180,000.	Overspent by £38,555.	TE
	F4. To monitor utility consumption and to reduce by 2%.	Utilities overspent by £3,635.	JCu
	F4. To achieve catering costs as 42% of sales.	Catering, not achieved 51%.	TE

F5. To undertake full business performance reviews on a regular basis.	F5. Managers to present performance reviews to the Senior Management Team on a quarterly basis - July, October, January, April.	Achieved. Q3 BR cancelled.	TE
F6. To review crèche subsidy levels crèche at Dartmouth, ILC and Quayside.	F6. To review cost of crèche provision and seek Board approval to pursue proposed course of action by June 2008. F6. To implement proposals between June 2008 and January 2009.	Savings Plan agreed by Board. Implementation complete.	JD JD

### SYSTEMS AND QUALITY

<b>GOALS</b>	<b>MEASURES</b>	<b>CURRENT STATUS</b>	<b>LEAD SENIOR MANAGER</b>
S1. To continuously improve the overall quality of Tone Leisure (South Hams) services.	S1. To maintain QUEST at South Dartmoor Leisure Centre, Quayside and Dartmouth working on action plans that will improve existing scores (min. threshold = 65%). S1. LNS good or very good 9% QLM Min. 65%.	QLC April 2008 75%. ILC Jan. 2009 71%, from 68%. DLC May 2009.  QLM visits January 2009 - deferred.	TE  TE
	S2. PPM Draft to SHDC end April 2008. Build business case for installation of Asset Management Software package. Identify lead Manager at each site to co-ordinate repairs and maintenance.	PPM submitted to SHDC April 2008. New R&M arrangements to be in place for April 2009.	TE
	S3. To have undertaken Carbon Trust site surveys at ILC, Totnes and Quayside by July 2008. S3. To consider Carbon Trust recommendations and form action plans. S3. To set carbon omission targets.	Surveys undertaken 13th and 14th October 2008.  Achieved.  Achieved.	JD  TE  TE

S4. To complete the integration of the Leisure Management System.	S4. To fully establish and produce full reporting function and required MIS pack by June 2008. S4. To introduce on-line booking system by June 2008.	Achieved.  Achieved, but in June 2009.	RW  RW
S5. To install and implement the Midland Human Resource Information System (HRIS).	S5. To complete HRIS training and implement the new system by September 2008.	Delayed due to Single Status.	RWy/DM
S6. To fully incorporate Tone Leisure's Risk Management Strategy into South Hams.	S6. To plan joint South Hams/Taunton Deane Risk Management Committee meetings three times yearly. S6. To review the Corporate Risk Register by June 2008.	Set up and running.  Review complete.	JD  JD
S7. To fully implement the Right* Management System.	S7. To have trained all relevant staff in the 5 Right Management Manuals by July 2008.	Second completed 18th March.	TE

<b>CUSTOMERS AND PEOPLE</b>			
<b>GOALS</b>	<b>MEASURES</b>	<b>CURRENT STATUS</b>	<b>LEAD SENIOR MANAGER</b>
C1. To continuously strive to achieve our vision of 'More PEOPLE, More ACTIVE, More OFTEN'.	C1. To be confirmed with SHDC.  C1. Increase on 2007/08 by 3% utilisation growth.	Achieved. 591,588 from 570,475 in 2007/08 (3.5%).	RW  RW
C2. To achieve IIP accreditation.	C2. To implement action plans following March assessment and feedback report.	IIP status achieved. Action Plan incorporated into ongoing HR Strategy. IIP re-assessment for entire Tone Leisure Group due by February 2010.	DM

C3. Through delivery of the Sports and Health Development Programmes to contribute to achievement of SHDC's Corporate Objects - with particular regard to Youth and Health.	C3. Regular monitoring and review of the Year 2 Sports and Health Development Plan. C3. To provide continued support to the Vibe Leisure Youth Nights. C3. To increase GP Referrals (April 2008 -March 2009) and monitor retention levels.	See attached update.  See attached update.  See attached update.	JD  JD  JD
C4. To deliver the 2008/09 aspects of the HR Strategy	C4. To continue to embed the staff Right* Stuff brand and reward and recognition scheme. C4. To elect and launch South Hams Listen Up Group by December 2008.	Ongoing. Incorporated into new HR Strategy. Achieved. First meeting held September 2008.	DM  DM
C5. To deliver and implement 2008/09 Corporate Marketing Plan.	C5. To ensure 80% delivery of the Marketing Plan.	Achieved.	JC
C6. To provide customer focused services, putting the customers at the forefront of everything that we do.	C6. Capture baseline data for customer feedback (number on-line, verbal, written). Leisure-Net Solutions, centre focus report 90% stating good or very good. Quality Leisure Management MV Min. 65%. Identify and resolve (where possible) top two complaints per site.	Achieved.	TE
C7. To review the Tone Leisure (South Hams) Limited Board Structure.	C7. To review and recruit as appropriate by September 2008.	Achieved.	JD
C8. To work in partnership with SHDC to deliver 'Single Status'.	C8. To fully implement the 'Single Status' and Job evaluation outcomes by October 2008.	Not achieved.	JD

<b>INNOVATION AND IMPROVEMENT</b>			
<b>GOALS</b>	<b>MEASURES</b>	<b>CURRENT STATUS</b>	<b>LEAD SENIOR MANAGER</b>
I1. To continue to embed the Giant brand and the development of Holiday Camp Programmes at all four sites.	I1. To maintain Ofsted registration at all 4 sites.	Achieved.	TE
	I1. To meet DCC funding requirements at Dartmouth and Totnes.	Achieved.	TE
	I1. To increase Holiday Camp place take-up by 15%.	Achieved.	TE
I2. To continue developing and building partnerships in South Hams, exploring and pursuing any suitable funding streams.	I2. To liaise regularly with Devon County Youth Service, Devon PCT, Active South Hams, Sport South Hams, Devon County Sports Partnership etc.	Ongoing.	JD
	I2. To launch Play Ranger Scheme in Summer 2008 and run 60 sessions over a 20 week period.	Play Ranger Scheme launched.	JD
	I2 To source potential Health Walk funding to assist SHDC in maintaining sustainability - Access to Nature Bid.	Work in progress.	JD
I3. To complete implementation of the Catering Strategy.	I3. Monitor partnership arrangements at Totnes Pavilion.	Achieved.	TE
	I3. QLC - complete marketing action plan, then monitor.	Achieved.	TE
	I3. ILC - Revised menu launch March 2008, then prepare business case to present to the Board by June 2008.	Achieved.	TE
	I3. Agree KPIs then work with Finance team to prepare.	Achieved.	TE
I4. To complete review of sports club pricing policy across all sites.	I4. To complete implementation of revised pricing policy by September 2008.	Achieved.	TE