

Leisure Trust - Charity or Secret Society?

Posted by RM64 - 03 Sep 2018 10:07

The last Trust Board Meetings to be published were for 5 December 2017.

There have been three Board meetings since December 2017:

27 February 2018,

7 April 2018 and

5 June 2018.

The next Board meeting is scheduled for 4th September 2018

Why have these minutes not been published?

The Annual report for 2016/2017 is not available on the Trust's website. Why not?

Board meetings are not open to the Public. Why not?

The Leisure Trust does not hold an AGM.

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 14 Jun 2019 20:49

However, you can't really believe the minutes.

As said the minutes are pretty meaningless unless they are accompanied by the reports/papers that are being presented/discussed.

From the minutes -

Lets take Item 5 -

'Chief Executive's Business Performance Update

Big Wave provided training in sales which is supported by in-house training.

The Continuous Professional Development element is now quite developed with the programme focussed on more critical areas such as gyms and swimming.'

and Item 11 -

'Gym, Fitness & Swimming Development Programme

Big Wave Update

Huge progress has been made over the year with the focus on key performance indicators.

The Big Wave initiatives are continuing around sales training and customer retention processes, without the continued close contact with the company.'

What was actually said and presented to the Board was only obtain via Freedom of Information.

The Trust Chief Executive did not want you to see this.

Even although it is now in the public domain, the CEO still chooses to hide the information and not publish it on the Trust Website along with the minutes.

BUT, Regarding Big Wave Media, The Leisure Trust CEO eventually admits in the Report(not the minutes) -

'However, net financial growth has been below original forecasts.'

It would also appear that He also admits in the report, again not in the minutes, that we were paying the Big Wave Sales Director £22,000 p.a !!

'In December we trialled a remodelled meeting and reporting structure, and project management approach and in discussion with staff groups decided to continue with the programme, but without the input of the BWM Sales Director, at a saving of £22,000 p.a. '

(The original cost of the whole project was £24,000)

So you can see these minutes are pretty much not worth the paper they are written on.

Here is the report obtained via FOI that should have accompanied the minutes -

Report to East Renfrewshire Culture & Leisure Board on 26 February 2019

Report by Chief Executive

Gyms, Fitness & Swimming Business Development Update

Purpose of Report:

To present to the Board an update of the Big Wave business development programme.

Recommendations

The Board is asked to note the contents of the report and comment as appropriate.

Gyms and Fitness and Swimming Development Programme

Summary

After two years of working in partnership with Big Wave Media Ltd (BWM) to develop our sports business a number of changes have been made, and advances realised in the gyms, fitness and learn to swim programmes.

We have developed a sales and retention culture in our centres, with detailed monthly targets across a number of indices, and new levels of reporting, accountability and management information.

Significant changes to the organisational culture, including further developments in customer care and quality have been made.

However, net financial growth has been below original forecasts.

Whilst in part this undoubtedly reflects other external factors such as the significant growth in competitors in the period or the partial closure of sites, it has caused us to reevaluate the programme, targets and budgets.

One aspect of this has been to revise the project governance, and the role of Big Wave Media.

Whilst we still use BWM for marketing and promotions, their Sales Director's project management role has been brought in house at a saving of £22,000 p.a.

Background

In 2016 ERCL retained Big Wave Media Ltd., a marketing and consultancy firm, to assist in the development of the gyms and fitness and swimming programmes.

'Audit' Reports were undertaken over a two-day period in early December 2016 to assess the current business performance of the gym members and fitness classes, and learn to swim programme.

Based on a combination of an assessment of the facilities, performance to date, capacity and assessment of the market based on Experion demographics, forecasts for a three-year period were developed and a programme put in place to assist ERCL to grow the customer base accordingly.

These posited an increase in Gyms and Fitness Income over 4 years of £509, 472, and in swimming of £264, 204 over 3 years (£773,676).

Programme Scope

The programme introduced monthly targets for each venue with a focus on generating leads and referrals, making sales and increasing retention rates.

In addition to sales and marketing activity supporting this, the project also brought renewed focus on product, pricing and promotion and included:-

- Review of pricing

- Marketing and Communications

- Product Design

- Avoidable Contact (direct debit, website, mobile sales capability)

- Analysis of yield per member / customer

- Referrals and conversion rates

- Retention rates and improvement in length of stay

- Quality and customer satisfaction

- Coach and staff quality – appraisals, CPD and performance management

- Site capacity including pool programming, allocation of pool time, and intensity of pool / tank sizes

- Occupancy rates

- Progression of pupils and class members

- Quality, quantity and type of Customer Interactions with staff

- Integration of other services to create value or distinction

- Adoption of technology (wearable tech, virtual support, apps and web-enabled programmes)

- Infrastructure including car-parking, transport links, exterior signage

- Local competition

Using a proprietary set of tools including site-specific sales, marketing and financial plans, yield calculators and supporting training, monthly meetings are held with key staff.

These meetings were previously over two days and were chaired by the BWM Sales Director, at which progress, issues and stratagems were discussed.

Subsequent training in areas such as making sales calls, or direct face to face selling, customer engagement and retention techniques or customer care was then put in place accordingly.

Progress to Date

Significant progress has been made in a number of these areas:

- A reprice was undertaken in 2017/18
- A revision of the concession policy, with a standardisation of discounts
- The product structure was radically simplified and rationalised
- A more commercial product development process was introduced
- A clear product structure (including 12-month contracts) introduced.
- Yield / Member has been increased by 6.5%
- An online retention programme ("TRP"), which facilitates staff-customer interaction targets and appraisals, has been introduced.

□ Net Promoter Score capability has been developed for 2019

□ A new pool programme has been devised

□ A new learn to swim framework (product, brand and approach) has been developed for introduction 2019

□ A new operational staff structure for venues to extend opening hours has been developed for introduction 2019

□ A new suite of marketing materials, communications and promotions developed, tested and refined.

□ Management information has been improved significantly

Key Issues

1.Demand analysis undertaken across the organisation highlighted a number of issues impeding progress, including Venue Managers only being able to allocate 10% of their time to the project.

That time was consumed by the two-day meetings and compiling the reports, rather than the business development activities intended to drive growth.

Similar issues were experienced with other staff groups.

2.Whilst the initial forecasts promised a marked improvement in the bottom-line performance akin to a step change for both gyms and fitness and swimming, the reality is that improvement has been incremental.

(In 2018 gym membership was 13.9% up on the prior year, but this was only a third of the target suggested by BWM.)

3.The two-day monthly meetings, whilst time consuming for both operational and senior staff did have considerable value in the first year, with coaching and insight accompanying external challenge to drive change effectively.

By the second year colleagues felt the meetings were increasingly ineffective and inefficient, and training, coaching and insight had diminished to the extent they were protracted reporting and discussion forums.

4.The proprietary tools, whilst helping to change practices and work cultures in a number of teams very successfully, seemed derived for operating models that had different structures generally, and greater levels of staffing, particularly in front of house roles, or in support roles such as sales, communications and marketing.

5.Some conflicting advice from BWM highlighted that the methodology was increasingly at odds with the reality of ERCL's situation and structure, as well as the particularities of our market and competition, and both the strategic direction and progress reporting was becoming skewed by this.

In 2018 we held review meetings with the Sales Director of BWM in spring, summer and autumn to discuss these issues and possible solutions.

In December we trialled a remodelled meeting and reporting structure, and project management approach and in discussion with staff groups decided to continue with the programme, but without the input of the BWM Sales Director, at a saving of £22,000 p.a.

Next Steps

Feb-Dec

□ Foundry Studio / sports hall refresh, electronic gates, café works

□ Gym equipment replacement and refresh

□ Net Promoter Score introduced

April 2019:-

□ new pool programme, promotions and recruitment

□ direct debit for swimming

□ revised management information.

August 2019

□ new centre opening hours

Recommendations

The Board is asked to note the progress of the programme, the key deliverables of which will continue to be reported on through the balanced scorecard.

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 20 Jun 2019 12:58

The current Leisure Trust Board Members as at 20 June 2019

(Taken from ERCLT Website)

www.ercultureandleisure.org/article/1012...-and-Chief-Executive

East Renfrewshire Leisure and Culture Trust is led by a Board comprising independent members and Elected Member Trustees.

Andrew Allan

Andrew Allan is a local resident and a Chartered Accountant.

Formerly a partner in both Ernst and Young and Arthur Andersen, Andrew's financial expertise is focused on corporate strategy, investment, mergers and acquisitions.

He is currently a non-executive with Endava, an international IT services company recently listed on the New York stock exchange.

Amongst other roles Andrew has been CFO of a €1bn revenue telecommunications multi-national business.

Andrew is Chair of the Finance, Audit and Risk Committee of East Renfrewshire Culture and Leisure.

Jim Fletcher

Provost Jim Fletcher represents Giffnock and Thornliebank.

Formerly with the Ministry of Defence, Jim served on the Board of the Scottish Futures Trust and was Leader of East Renfrewshire Council until 2017.

Jim is Chair of the Civic Hospitality Committee, is one of the Chairs of the Education Appeals Committee and sits on the Audit and Scrutiny Committee, Planning Applications Committee and the Local Review Body.

Barbara grant

Councillor Barbara Grant represents Newton Mearns South and Eaglesham, and has been a local councillor in East Renfrewshire since 1988.

She is Vice-Chair of the Audit and Scrutiny Committee, and sits on the East Renfrewshire Integration Joint Board.

A member of Eastwood Rotary Club, before entering politics Barbara worked in the retail sector.

Professor Grant Jarvie (CHAIR)

Professor Jarvie, Chair of Sport at Edinburgh University, has considerable experience of leading on a Trust Board and a demonstrable track record in securing external funding.

He has extensive operational experience including the management of highly successful integrated sports and leisure developments at various universities and has been heavily involved in leading significant change programmes.

Steven Larkin

Mr Larkin is Joint Secretary of the Trade s and Secretary of Unison.

He brings excellent experience of employee relations and considerable financial knowledge, and an first-class knowledge of East Renfrewshire Council and the operation of our services.

Colm Merrick (Vice chair)

Councillor Colm Merrick has represented Giffnock and Thornliebank since 2017, and is Convener for Community Services and Community Safety.

He sits on the Board of the East Renfrewshire Renewable Energy Fund, and the Renfrewshire Educational Trust.

Since graduating from Queen's University in Mathematics and Computing, Colm has extensive experience in the private sector with employers both large and small and across a range of industries including Defence, Financial services, Banking, Manufacturing, etc.

Latterly Colm has worked as a Project Manager with Capita.

Paul O'Kane

Councillor Paul O'Kane has been a local councillor since 2012, and represents Newton Mearns North and Neilston.

He is a Deputy Leader of the Council and Convener for Education and Equalities.

Amongst other roles he is Chair of the Education Committee, and Vice Chair of the Community Planning Board.

As well as being a Trustee of East Renfrewshire Culture and Leisure, Paul sits on the East Renfrewshire Integration Joint Board, East Renfrewshire Renewable Energy Fund, The Renfrewshire Educational Trust, and SEEMIS.

He is Chair of the Neilston War Memorial Association.

Paul also works for ENABLE Scotland, Scotland's leading learning disability charity.

Dr Noreen Siddiqui

Dr. Noreen Q. Siddiqui, a resident of East Renfrewshire, is currently a Senior Lecturer in Marketing with the Department of Business Management, Glasgow School for Business and Society, Glasgow Caledonian University.

Dr Siddiqui completed her PhD in the area of internet retailing, and teaches a range of modules on post graduate and undergraduate levels.

Areas of research interest include digital marketing, internet retailing, consumer consumption of technology and the 55+ shopper.

She is also an Ambassador for Anthony Nolan, the blood cancer charity.

Anthony McReavy (Chief Executive)

Formerly a museum curator, Anthony has managed local and regional museums and galleries.

He has also led a number of capital projects in the arts and heritage sector.

These include the Scottish Football Museum (2000), and two shortlisted for the Museum of the Year award: the award-winning Kelvingrove New Century Project (2006), and the Centre for New Enlightenment (2007), an innovative education and outreach programme for young people.

Kelvingrove was the largest lottery-funded project in Scottish history, later surpassed by the Riverside Museum (European Museum of the Year, 2013), for which Anthony led the fundraising campaign.

Before joining East Renfrewshire Culture and Leisure, he was Director of Development at the University of Hull, securing the largest philanthropic donation in the University's 90 year history to build a £25m medical school building.

He was a director of Hull2017 UK City of Culture, and has been a director of one of the largest leisure trusts in the country, Glasgow Life, and of the Royal Zoological Society of Scotland.

He is a Fellow of the Royal Society of Arts, and of the Chartered Management Institute, and is currently a director of Hull Truck Theatre and Chair of VOCAL, the association for culture and leisure managers in Scotland.

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 20 Jun 2019 13:08

Doesn't say if any of them are members of Eastwood Park Leisure Centre Gym !!!!

(or are members of and/or use any of the Trust's facilities)

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 01 Jul 2019 15:40

We forgot about the latest member Mr Rob Crusher who is not yet listed on the Leisure Trust WebSite.

MINUTE of EAST RENFREWSHIRE COUNCIL

Minute of Meeting held at 7.00pmin the Council Chamber, Council Headquarters, Giffnock, on 1 May 2019.

EAST RENFREWSHIRE CULTURE AND LEISURE TRUST BOARD APPOINTMENTS

872.

The Council considered a report by the Director of Education seeking the nomination of a new

independent board member for the Trust following a recent resignation, and seeking the appointment of a replacement Elected Member on the Trust Board following the resignation of Councillor Devlin.

The report explained that as there were no suitable candidates on the register for independent positions at the time of the vacancy an open recruitment exercise had been conducted to identify a suitable candidate for the vacant position, and potential future candidates for any subsequent vacancies which may arise in future.

A consultant was retained to run the recruitment campaign and, following an interview by a committee consisting of five board members, Mr Rob Crusher was chosen as the preferred candidate.

Mr Crusher's relevant skills and experience were outlined.

It was further reported that Councillor Devlin had recently tendered his resignation from the Trust Board and the Council was asked to consider the appointment of a replacement Elected Member.

Councillor Merrick, seconded by Councillor O'Kane, proposed that Provost Fletcher be appointed to the Trust Board.

There were no other nominations.

The Council agreed:-

(a) to approve the recommendation of East Renfrewshire Culture and Leisure Trust Board's nominated candidate, Mr Rob Crusher, in accordance with the Trust Articles of Association; and

(b) that Provost Fletcher be appointed as Council Devlin's replacement on the Trust Board.

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 24 Jul 2019 13:30

Rob Crusher now added to list of Trust Board members -

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Rob Crusher

Rob Crusher, a resident of East Renfrewshire, was recently appointed to a new position as Commercial Manager with ENGIE Urban Energy Ltd, developing district energy schemes with private and public sector partners.

Rob was previously Regional Director with Veolia UK & Ireland, a provider of energy, utilities, water, waste, facilities and other industrial services to industry, business and public sector customers across Scotland and Northern England, where he led a £40 million turnover business unit, part of £23bn global market leader with experience developing, managing and operating £multi-million contracts in various business and commercial sectors.

Rob also has 15 years Non-Executive Director experience and has been a volunteer business coach and mentor in the third sector.

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You can view the Full Board here -

www.ercultureandleisure.org/article/1012...-and-Chief-Executive

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Re: Leisure Trust - Charity or Secret Society?

Posted by RM64 - 18 Oct 2019 07:57

Would have liked to have posted the minutes for the last Trust Board Meeting(Tuesday 4 June 2019 ?)but.....

They have not been made available yet !!

The last minutes available are for the 26 February 2019 meeting...over 8 months ago.

You can check here(scroll down to bottom of page) -

www.ercultureandleisure.org/about

Open & Transparent?

Charity or Secret Society?

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