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TRILOGY LEISURE STRATEGY 2018 – 2023

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'INSPIRING ACTIVE LIFESTYLES'

WELCOME & EXECUTIVE SUMMARY

from the Chairman & Managing Director

This strategy (2018-2023), approved by the Board of Trustees, reinforces why we as a Company exist, and contains our core objectives and planned route of strategic direction.

It is essential that our users and partners, present and future, understand our strategic direction and how we will positively impact on the health and wellbeing of our communities through promoting active lifestyles, whilst creating a sustainable and exciting future for the Trust and our staff. We will strive to grow to achieve commercial success, balanced with our vision of positive social impact within the communities that we serve.

In addition we will, as a Charitable Social Enterprise, reinvest all our surplus funds to deliver a Capital Improvement Programme and continuously deliver new and exciting activities in conjunction with new and developing technologies. We have invested £2.66 million into our facilities and activities since our launch in 2011, and we will invest more in the future.

Partnerships are critical to our future, especially those partners who deliver health services. We already have strong and positive alliances with the Northampton GP Alliance, GP Practices and Northampton General Hospital. Our vision is to ensure that the Trust plays an integral part in their service delivery, and by them seeing Trilogy as an essential partner. We will also remain closely linked with Northampton Borough Council (NBC), and its local government successor, and Duston Parish Council, to positively enhance our partnership working.

The Trust's Sport, Play & Health Development Team play a crucial role in achieving our strategic vision and core objectives through delivering and developing activities within our facilities in addition to outreach work in our communities.

We will seek to engage with those members of our communities who are inactive and those looking to engage in active lifestyles for the purpose of physical and mental wellbeing.

The value of our Social Impact is also a very important factor to us as a charitable organisation and thus we will continue to monitor the positive social impact within our communities. We will work with the University of Northampton on monitoring social impact. The current value of the social impact from the services we deliver is calculated at £3.6 million in 2017/18.

The core objectives to be achieved over the life of this 5 year Strategy (2018-23) are:

- To create and deliver initiatives for the improvement of Health & Wellbeing across the geographical areas we serve
- To improve the Social Impact and value of our services
- To continuously improve the customer experience and journey by delivering high quality services and facilities
- To enhance our skilled and motivated workforce
- To generate income and surpluses to allow us to invest, improve and increase our leisure offer

This strategy identifies the priorities for Trilogy Leisure to maintain its drive and focus to ensure that it remains an innovative, vibrant and inclusive organisation. One that retains a desire to be a high performing company that is respected by its partners, competitors and customers in the delivery of a comprehensive range of services to its communities, whilst continuing to respect the value and commitment of its staff. We look forward with confidence to the challenge.



Simon J Denny
Simon Denny
Chairman



I. Redfern
Ian Redfern
Managing Director

TRILOGY LEISURE - WHO WE ARE



Unity Leisure, trading as Northampton Leisure Trust, is branded as Trilogy Leisure. The company has been in operation for seven years, is 'Not for Profit', is limited by guarantee and has Charitable Status. (Charities registration – 1145613).

Trilogy Leisure has been successfully operating a range of facilities as well as a Sport, Play & Health Development Team throughout this period. It has recently acquired a gym in Peterborough. The facilities currently operated by Trilogy Leisure are:



Our previous Strategy created an excellent framework and strategic guide to deliver a range of desired outcomes. We have delivered our financial targets, surpluses and reserves. Trilogy Leisure has promoted three new sites since 2015; Berzerk Soft Play Centre, Cripps Recreation Centre and Trilogy Peterborough, and we will continue to promote sustainable growth over the forthcoming five years.

We look forward to a challenging and exciting five years, engaging with new and existing customers, staff and Trustees.

COMPANY MEMBERS

Age UK Northamptonshire	Duston Parish Council	Connected Together CiC (Healthwatch Northamptonshire)
Northampton Borough Council	Northamptonshire County Cricket Club	Northamptonshire Chamber of Commerce
Northampton General Hospital	Northamptonshire Sport	University of Northampton
Voluntary Impact Northamptonshire	Chris Holmes	Martin Sawyer

BOARD OF TRUSTEES

Trilogy Leisure currently operates with the support of 13 Trustees, of which two are Elected Member nominees of Northampton Borough Council. The Board of Trustees, in conjunction with its Company Members, has responsibility for the governance and strategic direction of the Trust, utilising the advice given by the Managing Director and Senior Management Team, consisting of three other Directors. The Managing Director is accountable to the Chair of the Board of Trustees.

MISSION

'INSPIRING ACTIVE LIFESTYLES'

PURPOSE

To be a successful and innovative Trust, delivering high quality facilities and services to promote participation

VALUES

TRILOGY LEISURE CUSTOMER EXPERIENCE

'INSPIRING ACTIVE LIFESTYLES'

WORKFORCE

- To have *pride* in our *work* and what we *deliver*
- To *communicate* with our *customers*
- To be *professional* at all times
- To be *qualified* and maintain qualifications
- To provide *expertise* at all times
- To have *integrity* at all times

ENVIRONMENT

- To provide *high quality facilities* that are *clean* and *safe*
- To deliver *fully inclusive facilities* and *services*
- To provide *value for money*
- To *invest* and *improve* our *facilities*
- To *engage* in the *utilisation* of new technologies

VISION

- To *inspire active lifestyles*
 - To be *innovative*
- To provide *value for money*
 - To be *aspirational*
- To be *highly regarded*, both as a *company* and as an *employer*
 - To have a *high profile, recognised brand*
- To provide *state of the art equipment*

KEY OBJECTIVES



..... TRILOGY LEISURE KEY OBJECTIVE

Financial

To generate income and surpluses to allow us to invest, improve and increase our leisure offer

WHAT WE WANT TO ACHIEVE

- Create and develop positive Income streams
- Generate Surpluses
- Invest into Facilities and New Initiatives

MEASURE OF SUCCESS

- Achieve Surplus
- Meet Reserves
- Generate a Development Fund

EXPECTED OUTCOMES

- Financial Stability
- Grow the business & income streams
- Deliver Capital Investment Programme to improve and increase our facilities and leisure initiatives offer

..... TRILOGY LEISURE KEY OBJECTIVE

Customers & Facilities

To continually improve the customer experience and journey by delivering high quality services and facilities

WHAT WE WANT TO ACHIEVE

- To improve the Customer Experience
- To deliver High Quality Services & Facilities
- Attract New & Retain Members and Customers

MEASURE OF SUCCESS

- Customer Satisfaction - Net Promoter Score (NPS)
- Quest Score
- Internal Audit Score

EXPECTED OUTCOMES

- Satisfied Customers who return time and time again
- Increased memberships
- Improved, high quality facilities that are clean, safe and inclusive for all

..... TRILOGY LEISURE KEY OBJECTIVE

Workforce

To enhance our skilled and motivated workforce

WHAT WE WANT TO ACHIEVE

- An Enhanced, Skilled and Motivated Workforce
- Increased Engagement with Staff
- To be an Employer of Choice

MEASURE OF SUCCESS

- Annual Staff Satisfaction Score
- Motivated workforce
- Reduced Absenteeism
- Workforce Development Plan/Training Plan/Skills Development

EXPECTED OUTCOMES

- A Professional and Qualified workforce, delivering expertise to our customers
- Fully trained, professional staff who are passionate about their work
- A Workforce who have Pride in their work

..... TRILOGY LEISURE KEY OBJECTIVE

Health & Wellbeing

To create and deliver initiatives for the improvement of Health & Wellbeing across the geographical areas we serve

WHAT WE WANT TO ACHIEVE

- To create and deliver initiatives for the improvement of Health & Wellbeing in the geographical areas we serve
- Develop our working relationship with the GP Alliance, Northampton General Hospital and any other appropriate Health Service provider

MEASURE OF SUCCESS

- Achieving annual Adult Membership target
- Achieving annual Junior Membership target
- Achieving annual Health Check target
- Achieving annual 'Activity on Referral' target through the GP Alliance
- The delivery of Weight Management and Rehabilitation sessions in partnership with NGH

EXPECTED OUTCOMES

- Regular participation in exercise and active lifestyles
- Improved mental wellbeing
- Reduce Obesity
- Reduced cost to the NHS
- Increase in revenue and memberships

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..... TRILOGY LEISURE KEY OBJECTIVE

Social Impact

To improve the Social Impact and value of our services

WHAT WE WANT TO ACHIEVE

- To improve the Social Impact and value of our service

MEASURE OF SUCCESS

- Increase in the Financial value of Social Impact
- More people involved in activities delivered by Trilogy Leisure
- Participation in the Great Dream - Happier Living (GP Alliance) initiative

EXPECTED OUTCOMES

- The improvement of the Social Impact value, year on year

..... TRILOGY LEISURE

TRILOGY LEISURE

Strategy 2018 - 2023: The Future

At the launch of Trilogy Leisure in 2011, the first objective was to create a sustainable business in conjunction with reducing the management fee of £1.25m awarded by Northampton Borough Council to zero in the shortest period of time. This objective was achieved in five years and Trilogy Leisure created surpluses year on year whilst reducing the management fee, thus creating an independent company that operates on a stable financial platform.

During our first seven years of operating, Trilogy Leisure increased its portfolio of facilities to generate greater surpluses for reinvestment into Northampton. This was achieved by acquiring a contract to manage Duston Sports Centre, the Cripps Recreation Centre, by purchasing Berzerk Soft Play Centre, and an independent gym in Peterborough.

The next five years will focus on the security of tenure at Danes Camp Leisure Centre, Lings Forum Leisure Centre & Cinema and the Mounts Baths. All our facilities will be supported by our Sport, Play & Health Development Team who will work in parallel with our centre staff and in the communities.

We will deliver a comprehensive investment plan to improve Plant & Equipment at Danes Camp, Lings Forum and the Mounts Baths, and ultimately create efficient and reliable Plant & Equipment that will create positive cash flow and a positive return on investment.

In order to implement our vision for growth we will plan to increase our surpluses for reinvestment in alliance with our Charitable Objectives as a 'Not for Profit' organisation.

We will create and sustain strong partnership working with other organisations and take advantage of any viable opportunities that fit with our Strategic Vision and Focus to enhance our growth as a company.

During this journey we will be improving and strengthening the customer journey and experience to retain our valued customers from the youngest members in our communities, to the oldest.

Our staff are our most valuable asset and thus we will be delivering a plan to enhance staff engagement, behaviours, skills and knowledge, whilst maintaining their professional qualifications to support our customer experience.

Equally, Trilogy Leisure fully appreciates the continued contribution and positive impact and support from our Board of Trustees. They play a critical role in advising and supporting our strategy for growth and success as a company.

In conclusion, Trilogy Leisure has gone from strength to strength since 2011 and the next five years has the potential to be the most exciting. We will maximise on all the opportunities created within our existing facilities, whilst searching for new business opportunities for sustained growth.



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FORUM
Cinema

Working in Partnership with:
Duston Parish Council • Northampton Borough Council
Northampton General Hospital • Northamptonshire Sport • University of Northampton