



**Wave Leisure Trust**

# Annual Service Delivery Plan 2015/2016

*"Inspiring Active Lifestyles"*





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## **Annual Service Delivery Plan (2015/16)**

On an annual basis Lewes District Council (LDC) is required to furnish WLT with an "Annual Service Statement" that provides the Trust with a framework to produce an Annual Service Delivery Plan.

The Council is keen to see the take up of activities by specified groups through the Annual Service Fee. These activities are reflected in the Council Plan; the Sustainable Community Strategy; the Crime Reduction Strategy; and outputs from the shadow Health and Wellbeing Board.

The LDC Annual Service Statement framework focuses on three core outcomes, namely:

- 1. Increasing Participation and Reducing Health Inequality.**
- 2. Improving Accessibility and Social Inclusion.**
- 3. Reducing Environmental Impact.**

Within each of the three core outcomes, LDC has provided a number of "Key Priorities" that define the requirements further.

Aligned to the LDC Outcomes and Key Priorities, Figure 2 presents WLT response to the LDC Service Statement, presenting the specific actions to be implemented to ensure that the LDC's requirements are achieved. The Plan is also a demonstration of WLT's shared commitment to the priorities and the valuable partnership that exists between LDC and WLT.

At the end of 2015/16 the Annual Performance and Monitoring Report will provide Key Examples and Outcomes for each of the WLT Actions defining successful delivery.

Appendix 1 provides further detail for each WLT Action ensuring context and a broader understanding of project work.

## Background

In 2013 Wave Leisure Trust (WLT) developed the "Inspiring Active Lifestyles" Strategy with the Vision; *"to be at the heart of the improvement of health and wellbeing in the local and wider communities"*.

In an attempt to ensure that the strategy was both meaningful and deliverable, five core values were established providing an agenda to ensure the overall purpose of "Inspiring Active Lifestyles" is achieved. The five core values are illustrated and defined in Figure 1:

**Figure 1: "Inspiring Active Lifestyles" Strategy**

<b>Our Values</b>	To be at the heart of the improvement of health and wellbeing in our communities.
<b>Our Vision</b>	By <b>engaging with partners</b> Wave Leisure, an established charitable trust, will agree a shared programme of activities to <b>deliver to the community</b> . We aspire <b>to achieve excellence</b> in the delivery of our services which will provide our <b>customers with choice</b> and inspire active lifestyles. Our ultimate aims to create a <b>sustainable business</b> contributing towards the long term health and wellbeing of our community.



**Figure 2: Outcome 1 - Increasing Participation and Reducing Health Inequality**

**LDC Key Priority 1**

*"Provision of activities to meet the needs of the aging population of the District, inclusive of outreach work to provide opportunities of increasing participation and wellbeing, particularly in the rural communities."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Implement the "Older Persons" Strategy developed by WLT during the 2014/15.	All Aspects of The Strategy Implemented.	100%		1	25
Continue to support "Action in Rural Sussex" with a number of taster sessions specifically targeting less active older people in rural settings.	Number of Sessions.	5		2	25
	Average Number of Participants in Each Session.	8		2	25
	Total Number of Participants.	40		2	25
WLT to develop a programme of walking football events, and to create leagues and competitions during 2015/16.	Number of Events.	1		3	25
	Number of Participants.	20		3	25
	Number of Leagues.	1		3	25
	Number of Participants.	20		3	25
	Number of Competitions.	1		3	25
	Number of Participants.	20		3	25
Continue to operate the current Otago Falls Prevention Programme and launch five new sessions in 2015 with Peacehaven, Lewes, Seaford, Newick and Newhaven.	Number of Sessions	40		4	25
	Average Number of Participants in Each Session.	8		4	25
	Total Number of Participants.	320		4	25
	%age Participants Remaining Active on Completion.	35%		4	25
Continue to operate the re:balance™ programme expanding the programme as required and where appropriate.	Number of Sessions.	20		5	25
	Average Number of Participants in Each Session.	8		5	25
	Total Number of Participants.	160		5	25
	%age of Participants Remaining Active on Completion	35%		5	25

Continue to support SCDA with the operation of the "Step into Wellbeing" programme expanding activities as required and where appropriate.	Number of Programmes.	120	6	25-26
	Average Number of Participants in Each Programme.	6	6	25-26
	Total Number of Participants.	720	6	25-26
WLT to proactively reach out into GP Surgeries across the District to encourage participation.	Number of GP Surgeries Visited Annually.	12	7	26
Continue to work with ESCC to deliver the "Extend" Programme across WLT Sites.	Number of Programmes.	80	8	26
	Average Number of Participants on Programme.	6	8	26
	Total Number of Participants.	480	8	26
To maintain and expand where possible the older persons walking groups and sessions.	Number of Groups.	4	9	26
	Number of Sessions.	240	9	26
	Average Number of Participants in Each Session.	8	9	26
	Total Number of Participants.	1,920	9	26
Work with "Action in Rural Sussex" to develop a series of walks target to encourage participation from the older person living in rural settings.	Number of Walks created.	4	9	26
	Number of Sessions.	30	9	26
	Average Number of Participants in Each Session.	5	9	26
	Total Number of Participants.	150	9	26
To develop a Nordic Walking programme for 2015/16.	Number of Nordic Walks.	3	9	26
	Number of Sessions.	30	9	26
	Average Number of Participants.	5	9	26
	Total Participants.	150	9	26
To continue and seek to expand the support of National Older Peoples Day.	Number of Activities.	24	10	26
	Number of Participants.	240	10	26
Continue to support the 2015 Annual Seaford Senior's Event .	WLT Representation at Seaford Seniors Event.	1	11	26
To attend the East Sussex Seniors Forum meetings, ensuring that WLT is aware of the latest issues relating to the older person's agenda.	WLT Representation at Quarterly Seniors Forums.	3	11	26



## Key Priority 2

*“Seek to develop new partners as well as existing relationships with the Council and other key partners, to increase the availability and take up of positive activities for children and young people with the aim of encouraging greater participation by young children and families on a low income.”*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Continue to be an active participant within LAG and develop a programme of activities targeting families.	Number of Meetings Attended.	4		12	27
	Number of Programmes Launched.	2		12	27
	Average Number of People Attending Each Programme.	6		12	27
	Total Number of Participants.	12		12	27
Continue to be an active participant within Lewes Children’s and Young People’s Trust (CYPT), working with partners to establish a programme of activities.	Number of Meetings Attended.	3		13	27
	Number of Programmes Launched.	2		13	27
	Average Number of People Attending Each Programme.	6		13	27
	Total Number of Participants.	12		13	27
Establish and Implement a programme of “Street Games” activities at Shakespeare Hall and Newhaven Fort targeting young people who are otherwise disengaged from mainstream activities due to low income.	Number of Activities.	3		14	27
	Average Number of Participants in Each Activity.	6		14	27
	Number of Total Participants.	18		14	27
Continue to work with Targeted Youth Services to offer programmes of activity including “drop in” sessions from specialist partner agencies.	Number of “Drop In” sessions.	10		15	27
	Average Number of Participants in Each Session.	6		15	27
	Total Number of Participants.	60		15	27
Continue to offer subsidised holiday programmes.	Number of Subsidised Holiday Schemes.	4		15	27
	Average Number of Participant Per Holiday Scheme.	100		15	27
	Total Number of Participants.	400		15	27



WLT to deliver a number Sportivate programmes which are funded by Active Sussex, which targets younger people who are less active and are considered not so sporty.	Number of Programmes.	8		16	27-28
	Average Number of Participants in Each Programme.	8		16	27-28
	Total Number of Participants.	64		16	27-28

**Key Priority 3**

*"Provide a varied programme of activities including taster sessions that positively encourage and promote physical activity, particularly amongst those who are not currently active."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Continue to work with Sussex Community Development Association (SCDA) to deliver a range of programmes through 2015/16.	Number of Programmes.	5		17	29
	Average Number of Participants on Each Programme.	10		17	29
	Total Number of Participants.	50		17	29
Deliver a Change4Life day in Peacehaven and Seaford in July 2015 and increase attendance by 10%.	Number of Participants.	66		18	29
Develop a Change4Life day in Lewes 2015, using the national model already established.	Change4Life Day Implemented using National Model.			18	29
Increase the number of weight management programmes (Rebalance) for young people and their families.	Number of Weight Management Programmes	20		18	29
	Number of Participants on Each Programme.	8		18	29
	Total Number of Participants.	160		18	29
Increase the number of weight management programmes for adults.	Additional Number of Weight Management Progs	4		18	29
	Average Number of Participants on Each Programme.	8		18	29
	Total Number of Participants.	32		18	29
Deliver a healthy eating programme in Newhaven.	Implementation	1		18	29
WLT's School Sports Coordinator will organise a range of taster sessions for children in the Seaford Cluster to try new activities and feed into established clubs.	Number of Taster Sessions.	60		19	29
	Average Number of Participants on Each Session.	10		19	29
	Total Number of Participants	600		19	29
	Number of Children Transferring into established Clubs.	30 (5%)		19	29

**Key Priority 4**

*"Provision of a range of holiday activities for children and young people of all age ranges."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Ensure that funding is secured for all joint holiday schemes for each of the towns in the District.	Funding Secured	100%		20	30
WLT will work with Seaford Town Council to run a specific Seaford Head School Holiday Play Scheme.	Number of Participants	30		20	30
In an attempt to diversify the Holiday Programme and ensure the delivery remains fresh and dynamic, WLT will attempt to increase the number of partners involved in the delivery of each holiday programme.	Average Number of Partners in Each Holiday Programme.	4		20	30
	Total Number of Partners	16		20	30
To develop a stronger vounteer base with specific skills in delivering childrens activities.	Number of Volunteers	7		20	30
Expand the programme offerings into Seaford Schools by introducing new activities, for example; "Drop and Shop" and Inset Days Activity Sessions.	Number of New Sessions	9		20	30
	Average Number of Participants on Each Session.	15		20	30
	Total Number of Participants.	135		20	30



**Key Priority 5**

*"Give due regard to the Equality Act 2010, particularly when there is a change to Policy; project development or where new services are being provided or where existing services are discontinued."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT recognises that discrimination can occur and will ensure that no individual will be unjustifiably discriminated against. This includes, but not exclusively, on the basis of gender, race, nationality, ethnic or national origin, religious or political beliefs, disability, marital status, social background, family circumstance, sexual orientation, gender re-assignment, spent criminal convictions, age or for any other reason.	Number of Claims	0		21	31

**Key Priority 6**

*"Provide opportunities and activities for Council tenants, which are either outreach or centre-based and which include tenants in rural communities."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Through 2015/16 WLT will develop programmes of activity in isolation and by partnering key stakeholders, for example LDC Housing Services, Sussex Community Development Association (SCDA), Rural Sussex and Active Sussex. Sport, Physical Activity and Health and Wellbeing Programmes will be both leisure centre based and in other community and rural settings.	Number of Programmes.	6		22	32
	Average Number of Participants on Each Programme.	8		22	32
	Total Number of Participants.	48		22	32
	Number of Sessions in Leisure Centres.	4		22	32
	Number of Sessions in Rural Settings.	2		22	32
WLT will support Action in Rural Sussex Community Rural Open Days 2015.	Number of Activities per Open Day.	1		22	32
	Number of Participants.	10		22	32
WLT will seek to develop further activity programmes in care and rest homes.	Number of Care and Rest Homes Involved.	5		22	32
	Number of Activities.	10		22	32
	Average Number of Participants in Each Activity.	8		22	32
	Total Number of Participants.	400		22	32
Through the development of the partnership between Lewes District Council Housing Services and WLT a number of events will be developed, specifically for tenants living in council housing.	Number of Events.	2		22	32
	Average Number of Participants in Each Event.	15		22	32
	Total Number of Participants	30		22	32

**Figure 3: Outcome 2 – Improving Accessibility and Social Inclusion**

**Key Priority 1**

*"Ensuring activities are accessible by the whole community, but working particularly with people and families on a low income, ensuring that activities are provided in such a way to meet the needs of specific groups within the community."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT will seek to roll out the "i-go" audits across all WLT sites in 2015/16.	Number of Sites Audited by "i-go".	4		23	33
Work with partner organisations to expand the range of activities focused on the disabled at low or no cost including; Boccia, Table Cricket, New Age Kurling and Poly bat.	Number of Activities.	200		24	33
	Average Number of Participants in Each Activity.	6		24	33
	Total Number of Participants.	1,200		24	33
Work with Seaford Downs Syndrome and Special Needs Group (SDSSNG) to increase the number of sessions at Downs Leisure Centre and Seahaven Swim and Fitness Centre (SSFC) at low or no cost.	Number of Additional Sessions.	4		24	34
	Average Number of Participants in Each Session.	6		24	34
	Total Number of Participants.	24		24	34
Work with Sussex Community Development Association with the "Step into Wellbeing" programme targeting people and families on low income levels.	Number of Programmes.	16		25	34
	Average Number of Participants in Each Programme.	8		25	34
	Total Number of Participants.	128		25	34
Introduce Nordic Walking at low or no cost.	Number of Sessions	60		25	34
	Average Number of Participants on Each Session.	5		25	34
	Total Participants.	300		25	34
To develop a programme of low or no cost activities for rural and urban council tenants.	Number of Activities.	6		25	34
	Average Number of Participants on Each Activity.	8		25	34
	Total Number of Participants.	48		25	34



To deliver low or no cost access to holiday schemes, specifically targeting those in low income households including council tenants.	Number of Holiday Schemes.	4		25	34
	Average Number of Low Income Household Participants Per Holiday Scheme.	8		25	34
	Total Number of Low Income Household Participants.	32		25	34
Partnering with "Street Games" to create an offer specifically appealing to children and young people who otherwise would not engage in mainstream sporting activities.	Number of Activities.	3		25	34
	Average Number of Participants on Each Activity.	6		25	34
	Total Number of Participants.	18		25	34
Offer chair based exercise sessions in partnership with Sheltered Housing Schemes.	Number of Sessions.	10		25	34
	Average Number of Participants on Each Session.	8		25	34
	Total Number of Participants.	80		25	34



**Key Priority 2**

*“Working with partners to identify appropriate funding to support sessions and activities that could be offered free to users at the point of delivery as a means of overcoming lack of income as a barrier to participation.”*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT will continue to work in partnership with a number of key stakeholders to develop targeted programmes designed to encourage greater levels of physical activity by individuals and groups of people for whom lack of income is a barrier to participation. For example, working in partnership with Sussex Community Development Association (SCDA) targeting older people, working age adults and parents with young children.	Number of Stakeholders.	4			35
	Number of Targeted Programmes.	4			35
	Average Number of Participants on Each targeted Programme.	8			35
	Total Number of Participants.	32			35
WLT will continue to provide and promote the Wave Leisure Trust Community Fund” to enable individuals and Groups to obtain funding to support activity.	WLT Community Trust Provided and Funds Distributed.	£3000		26	35
WLT will continue to provide a number of 7 day passes to GPs for distribution to those in greatest need.	Number of GP Surgeries.	12		27	35
	Number of Passes Distributed.	600		27	35
	Number of Passes Redeemed in Leisure Centres.	180		27	35
WLT will continue to work with Town Councils to provide Summer Holiday Schemes at low or no cost to those where income is a barrier to participation.	Number of Town Council’s Participating.	4		28	35
	Number of Holiday Schemes.	4		28	35
	Average Number of Participants in Each Holiday Scheme.	100		28	35
	Total Number of Participants.			28	35



WLT will continue to offer a wide range of discounted and subsidised rates across the product range to encourage participation.				28	35
WLT will continue to offer the Sportivate programme to young people and young adults at discounted subsidised rates.	Number of Sportivate Programmes.	7		29	35
	Total Number of Participants.	200		29	35
The Otago Fall's Prevention and Rebalance™ Weight management programmes will be offered free to those who access the service.	Number of Sessions.	40		30	35 - 36
	Average Number of Participants.	8		30	35 – 36
	Total Number of Participants.	320		30	35 – 36
	%age Participants Remaining Active on Completion.	35%		30	35 – 36
Work with "Street Games" to design and implement a low cost activity programme for those people and families who find cost as a barrier to participation.	Number of Activities.	3		31	35 – 36
	Average Number of Participants on Each Activity.	6		31	35 – 36
	Total Number of Participants.	18		31	35 - 36

### Key Priority 3

*"Promote opportunities for workforce development to encourage training and skills development for individual staff."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
Work in partnership with Albion in the Community and LEAP to implement the Apprenticeship Scheme with a target of providing 13 placements each year.	No of Placements	13		32	37
	Average Number of Participants Moving into Permanent Employment.	80%		32	37
To provide specific training and qualification opportunities for all contracted staff.	All Statutory Training Requirements Achieved.	100%		33	37
Provide placements on the Aspiring Managers programme to ensure WLT has a robust succession plan which will guarantee the continued and uninterrupted expected service delivery standards and provide career enhancement and progression opportunities to the staff.	No of Placements	5		34	38
	Number of Participants Graduating.	100%		34	38
Implement the Inspiring Managers programme for Managers and Supervisors to provide an opportunity for delegates to examine their own behaviours and adapt them to ensure their teams are motivated and engaged.	Number of Participants.	12		35	38
	Number of Participants Graduating.	100%		35	38
Capture data in all key areas to inform and guide the ongoing development of HR Strategy.	Key Areas.	6		36	37 - 38
	%age of Key Areas Captured	100%		36	37 - 38
Continue to provide opportunities for Volunteers and ensure that they feel valued and part of the WLT Team	No of Volunteers.	40		37	39
	No of Volunteer Events.	2		37	39
	No of Welcome Letters.	1 x Sign up		37	39
	No of Thank you Letters Issued.	1 x Annually		37	39

**Key Priority 4**

*"Explore opportunities to increase non-centre based activity to further reduce access barrier and to encourage participation from current non-users."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT will deliver activities in community settings, targeting people who have no access or currently do not access leisure centres.	Number of Activities Delivered in Community Settings.	20		38	40
	Number of Town Councils Covered by Programmes.	4		38	40
	Average Number of Participants on Each Programme.	8		38	40
	Total Number of Participants.	160		38	40
WLT's School Sports Co-ordinator will continue to work with the Seaford School Cluster Group to provide a range of; breakfast, lunch and after school clubs within schools and outdoor play areas.	Number of Clubs.	20		38	40
	Average Number of Participants in Each Club.	15		38	40
	Number of Total Participants.	300		38	40
WLT will support Action in Rural Sussex Community Rural Open Days 2015.	Number of Activities per Open Day.	1		38	40
	Number of Participants.	10		38	40
WLT will seek to develop further activity programmes in care and rest homes.	Number of Care/Rest Homes Involved.	5		38	40
	Number of Activities.	10		38	40
	Average Number of Participants on Each Activity.	8		38	40
	Total Number of Participants.	80		38	40
Through the development of the partnership between Lewes District Council Housing Services and WLT a number of activities will be developed, specifically for tenants living in council housing.	Number of Activities.	6		38	40
	Average Number of Participants in Each Activity.	8		38	40
	Total Number of Participants.	48		38	40



**Key Priority 5**

*"To assist Lewes District Council with undertaking ongoing equalities assessments and monitoring."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT will co-operate fully with LDC regarding any required Equalities Assessments and Monitoring.	Number of Assessments.	100% Completed			41

**Figure 4: Outcome 3 – Reducing Environmental Impact**

**Key Priority 1**

*“Continue to look for opportunities to increase recycling for customers and staff wherever possible.”*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
<p>WLT will continue to provide recycling facilities for WLT staff to re-cycle paper, cardboard, plastic bottles, printer and photocopier cartridges.</p> <p>Additionally there are facilities for customers to re-cycle plastic bottles. These facilities are audited for effectiveness each year as part of Wave Leisure’s Internal Environmental Audits programme and biennial external audits conducted by SAI Global.</p>	Number of Paper Recycling Bins Across WLT.	15		39	42
	Number of Plastic Recycling Bins Across WLT	8		39	42
	Number of Printer and Photocopier Cartridge Recycling Bins.	4		39	42
	Rating Result at Each Site from Internal Audit.	Satisfac-tory		39	42
	Rating Result from Internal Audit.	Confo-rming		39	42



**Key Priority 2**

*"When planning future investment with the Council, identify opportunities to reduce energy usage and help to reduce CO<sub>2</sub> emissions. When replacing plant and equipment, cleaner and energy efficient technology should be considered that will help to generate future efficiency savings."*

WLT Actions	Measure	Target	Outcome	Item No.	Page No.
WLT will ensure that all works take into account "green" factors including efficiency, CO2 emissions, and up to date technology.	"Green Factors" to be included as a standing Agenda Item on all Pre Works Meeting Agendas.	100%			43
	"Green" Factors to be identified and implemented or explained why unachievable.	100%			43
In partnership with Lewes District Council (LDC), WLT will investigate a number of more energy efficient plant and equipment options. Where possible WLT will obtain grants and/or loans to install more energy efficient equipment and plant.	Number of More Energy Efficient Plant and Equipment Options Identified.	3			43
	Number of More Energy Efficient Plant and Equipment Options Implemented.	1			43
	Number of Grants Sourced.	1			43
WLT will closely monitor energy use through its half-hourly Automatic Meter Readings (AMR's) to ensure sound performance monitoring.	Energy Measured via Half-Hourly Automatic Meter Readings (AMRs).	100%			43
	Energy Performance to be Reported within the CEO's Quarterly and Annual Reports.	100%			43
WLT will continue the accreditation to the "Social Enterprise Mark" which demonstrates ongoing commitment to people and plant.	"Social Enterprise Mark"	Retained.			43
WLT will maintain standards in line with ISO 14001.	Maintenance of ISO 14001 Registration.	Registration.			43





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## Appendix 1: Wave Leisure Action supporting information.

### Outcome 1: Increasing Participation and Reducing Health Inequality

#### LDC Key Priority 1

*“Provision of activities to meet the needs of the aging population of the District, inclusive of outreach work to provide opportunities of increasing participation and wellbeing, particularly in the rural communities.”*

#### Wave Leisure Actions

1. WLT is currently developing an ‘Older People’s Strategy which aims to develop and improve the general health and wellbeing of older people within the community.

Action: Implement the “Older Persons” Strategy developed by WLT during the 2014/15.

2. WLT is currently working with partner organisations to have greater reach into rural settings, delivering chair based and falls prevention programmes, along with special taster events, which target the less active.

Action: Continue to support “Action in Rural Sussex” with a number of taster sessions specifically targeting less active older people in rural settings.

3. Working in partnership with the Sussex County FA, WLT is currently piloting a Walking Football programme, and is targeted to men and women aged 50+. The intention is to role the Walking Football Programme out across WLT during 2015/16.

Action: WLT to develop a programme of walking football events, and to create leagues and competitions during 2015/16.

4. The Otago Exercise Programme is a programme of strength and balance enhancing exercise designed specifically to reduce the likelihood and severity of falls in individuals who have been identified at risk of falling. Each programme consists of 16 one hour classes delivered over 16 weeks, plus exercise to be practiced at home.

Action: Continue to operate the current Otago Falls Prevention Programme and launch five new sessions in 2015 with Peacehaven, Lewes, Seaford, Newick and Newhaven.

5. Rebalance™ is a 12 week course, commissioned by East Sussex County Council (ESCC) and run by leisure providers in local community settings. It is a scientifically developed programme to help people old and young to lose weight and maintain a healthier lifestyle and has been designed for two age range categories; Junior, i.e. 2 to 16 years of age and adult aged 16+.

Action: Continue to operate the re:balance™ programme expanding the programme as required and where appropriate.

6. “Step into Wellbeing” is a programme of activities designed by Sussex Community Development Association (SCDA) to improve the health and wellbeing of communities. It is an intervention by trained workers to support families and individuals to make lifestyle changes in order to improve health and covers activities such as:
  - i. Healthy Cooking and Healthy Eating.
  - ii. Exercise to Music.
  - iii. Active Family Sessions.

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Action: Continue to support SCDA with the operation of the "Step into Wellbeing" programme expanding activities as required and where appropriate.

7. Exercise Referral is a programme designed to enable GPs to prescribe physical activity as a form of treatment, reducing the dependency on medication. Currently WLT is the preferred referral partner for Lewes District GP Surgeries.

Action: WLT to proactively reach out into GP Surgeries across the District to encourage participation.

8. "Extend" is a national scheme commissioned by East Sussex County Council (ESCC) designed to motivate the older person to become active. This weekly programmed session is great for the older person returning to exercise or who has conditions limiting movement or a disability.

Action: Continue to work with ESCC to deliver the Extend Programme across WLT Sites.

9. Healthy Walking programmes are provided in four WLT sites. Walks are normally conducted on a weekly basis and will traditionally last for about an hour. The hope is not only to continue to offer the programme but to expand to attract more participants.

Action: To develop older persons walking groups and sessions targeted.

Action: Work with "Action in Rural Sussex" to develop a series of walks target to encourage participation from the older person living in rural settings.

Action: To develop a Nordic Walking programme for 2015/16

10. National Older Peoples Day is an International celebration of the older person and the contribution they make to society. Traditionally WLT has supported the promotion by offering additional older person activities and reduced access charges.

Action To continue and seek to expand the support of National Older Peoples Day.

11. The Seaford Seniors Forum run an annual event which promotes physical activity to Seaford older people. The event also informs them of additional older people services available within the town.

Action: Continue to support the 2015 Seaford Seniors Event .

Action: To attend the East Sussex Seniors Forum meetings, ensuring that WLT is aware of the latest issues relating to the older person's agenda.

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## **LDC Key Priority 2**

*“Seek to develop new partners as well as existing relationships with the Council and other key partners, to increase the availability and take up of positive activities for children and young people with the aim of encouraging greater participation by young children and families on a low income.”*

### **Wave Leisure Actions**

12. WLT is an active participant of the Local Advisory Group (LAG) established by East Sussex County Council to co-ordinate a cluster of Children’s Centres focused on developing a programme of family activities.

Action: Continue to be an active participant within LAG and develop a programme of activities targeting families.

13. The Children’s and Young People’s Trust (CYPT) established by East Sussex County Council is a body with the remit of co-ordinating services and activities for children and young people. Partners include organisations such as County and District Fire Services, ESCC Youth Services, the Police and ESCC Education.

Action: Continue to be an active participant within Lewes Children’s and Young People’s Trust (CYPT), working with partners to establish a programme of activities.

14. “Street Games” is a sports charity that brings sport to the doorstep of young people in disadvantaged communities across the UK. In 2014 WLT registered as a delivery partner initially focusing on Shakespeare Hall as a destination venue for activity.

Action: Establish and Implement a programme of “Street Games” activities at Shakespeare Hall and Newhaven Fort targeting young people who are otherwise disengaged from mainstream activities due to low income.

15. WLT currently works with “Targeted Youth Services” and other partner agencies to provide opportunities at low or no cost for young people and their families to participate and become more active.

Programmes are co-ordinated within a number of venues including:

- i. Landport Community Centre
- ii. The Mallings
- iii. Shakespeare Hall Newhaven
- iv. Schools within the Seaford Cluster
- v. Seaford Head School
- vi. Tideway Academy – partnering with SCDA

Action: Continue to work with Targeted Youth Services to offer programmes of activity including “drop in” sessions from specialist partner agencies.

Action: Continue to offer subsidised holiday programmes.

16. Active Sussex is one of 45 County Sports Partnerships. WLT is a key member of Active Sussex who are working in partnership and aim to deliver programmes of activity for all ages across our region, with the purpose of increasing physical activity by 1%. WLT

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attends conferences and CPD events in order to keep updated on both local and national agendas.

Sportivate is a nationwide campaign it provides opportunities for teenagers and young adults to receive 6-8 weeks of coaching in a sport of their choice and guides them into regular participation within their community. Sportivate Programmes include:

- i. Sportivate Gym
- ii. Spinning Classes
- iii. Programmes targeted at young girls – Dance, body combat and action fitness.
- iv. Street Games – located Newhaven Fort and Hall Shakespeare Hall, targeting young people and those who are considered to be on the cusp of offending.
- v. Prevent and deter programmes working with Sussex Police.

Action: WLT deliver a number Sportivate programmes which are funded by Active Sussex, which targets younger people who are less active and are considered not so sporty.

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### LDC Key Priority 3

*“Provide a varied programme of activities including taster sessions that positively encourage and promote physical activity, particularly amongst those who are not currently active.”*

#### Wave Leisure Action

17. Working with the Sussex Community Development Association (SCDA), WLT is delivering several ‘Step ‘Into Wellbeing’ programmes targeted at work age parents and older people who are inactive. WLT provides experienced and well qualified instructors to deliver programmes in local community settings targeting the following:
- i. Chair Based Exercise and Zumba Gold for the Older Person.
  - ii. Circuits and Zumba for Work Age adults.
  - iii. Exercise to Music for Parents.
  - iv. Swim Safety Rookie Lifeguard Campaign target coastal towns for Young People.
  - v. Healthy Eating Programme for Families.

Action: Continue to work with Sussex Community Development Association (SCDA) to deliver a range programmes through 2015/16.

18. **“Change4Life”** is a public health programme which was launched in January 2009. Run by the Department of Health it is the country's first national social marketing campaign to tackle the causes of obesity.

Change4Life's aim is to inspire a broad coalition of people, including the NHS, local authorities, businesses, charities, schools, families, community leaders, to all play a part in improving the nation's health and well-being by encouraging everyone to eat well, move more and live longer. WLT has developed and delivers programmes of activity along with partnering SCDA with healthy eating and food safety awareness campaigns.

Action: Deliver a Change4Life day in Peacehaven and Seaford in July 2015 and Increase attendance by 10%.

Action: Develop a Change4life day in Lewes 2015, using the national model already established.

Action: Increase the number of weight management programmes (Rebalance) for young people and their families by seven during the next twelve months.

Action: Increase the number of weight management programmes for adults by six within the next twelve months.

Action: Deliver a healthy eating programme in Newhaven.

19. WLT's Seaford School Sports Co-ordinator's (SSC) remit covers three primary focus areas:
- i. Introduce and expand the number of Activity Clubs.
  - ii. Introduce and expand the number of Inter School Competitions.
  - iii. Ensure that the Seaford School Cluster is represented in regional Events.

In addition the SSC's remit is to provide a range of taster sessions to encourage school children to try new activities and feed into already established Club within WLT managed facilities.

Action: WLT's School Sports Co-ordinator will organise a range of taster sessions for children in the Seaford Cluster to try new activities and feed into established clubs.

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#### **LDC Key Priority 4**

*"Provision of a range of holiday activities for children and young people of all age ranges."*

#### **Wave Leisure Action**

20. In partnership with the Town Councils, over the past 3 years WLT has been providing a range of holiday schemes across the District in areas including; Lewes, Seaford, Newhaven, Peacehaven and Telscombe Cliffs.

The Town Councils have traditionally contributed financially to the success of the holiday schemes with WLT co-ordinating the and acting as the main provider, drawing support from local sports clubs, coaches and volunteers.

In addition Seaford Town Council agreed to part fund a specific programme based at Seaford Head School.

Action: Ensure that funding is secured for all joint holiday schemes for each of the towns.

Action: WLT will work with Seaford Town Council to build upon the success of a joint summer holiday play scheme pilot which was based at Seaford Head School. Due to the success of the pilot, this scheme will be extended into 2015 was funded in part by the Town Council, and the pilot is to.

Action: In an attempt to diversify the Holiday Programme and ensure the delivery remains fresh and dynamic, WLT will attempt to increase the number of partners involved in the delivery of each holiday programme.

Action: To develop a stronger volunteer base with specific skills in delivering childrens activities.

Action: Expand the programme offerings into Seaford Schools by introducing new activities, for example; "Drop and Shop" and Inset Days Activity Sessions.

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### **LDC Key Priority 5**

*"Give due regard to the Equality Act 2010, particularly when there is a change to Policy; project development or where new services are being provided or where existing services are discontinued."*

### **Wave Leisure Action**

21. The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone.

WLT believes that excellent service provision will be achieved through recognising the value of every individual. WLT aims to create an environment that respects the diversity of staff and customers and enables them to achieve their own personal goals, contribute fully, and derive maximum benefit and enjoyment from their relationship with WLT.

WLT acknowledges the following basic rights for all those involved with the organisation:

- i. To be treated with respect and dignity.
- ii. To be treated fairly.
- iii. To be encouraged to achieve success and realise personal goals.

These rights carry with them certain responsibilities and all WLT employees are required to recognise these rights and to act in accordance with them when dealing with colleagues and members of the public.

WLT recognises that discrimination can occur and will ensure that no individual will be unjustifiably discriminated against. This includes, but not exclusively, on the basis of gender, race, nationality, ethnic or national origin, religious or political beliefs, disability, marital status, social background, family circumstance, sexual orientation, gender re-assignment, spent criminal convictions, age or for any other reason.

**Action:** WLT recognises that discrimination can occur and will ensure that no individual will be unjustifiably discriminated against. This includes, but not exclusively, on the basis of gender, race, nationality, ethnic or national origin, religious or political beliefs, disability, marital status, social background, family circumstance, sexual orientation, gender re-assignment, spent criminal convictions, age or for any other reason.

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### **LDC Key Priority 6**

*"Provide opportunities and activities for Council tenants, which are either outreach or centre-based and which include tenants in rural communities."*

### **Wave Leisure Action**

22. WLT has recently appointed an Active Lifestyle's Manager (ALM) who is responsible for three primary areas of activity, namely:

- i. Sport.
- ii. Physical Activity.
- iii. Health and Wellbeing.

The ALM's role will also ensure an appropriate blend of both centre based and outreach programming.

Through the 2015/16 year the ALM will be linking directly with Lewes District Council (LDC) Housing Services to establish a programme of activity for council tenants including those in rural settings.

In addition it will be the responsibility of the ALM to liaise directly with WLT's Funding Officer to source relevant external funding for these programmes of activity.

Sessions will be developed in isolation and through the utilisation of key partners, for example LDC Housing Services, Sussex Community Development Association (SCDA), Rural Sussex and Active Sussex.

Action: Through 2015/16 WLT will develop programmes of activity in isolation and by partnering key stakeholders, for example LDC Housing Services, Sussex Community Development Association (SCDA), Rural Sussex and Active Sussex. Sport, Physical Activity and Health and Wellbeing Programmes will be both leisure centre based and in other community and rural settings.

Action: WLT will support Action in Rural Sussex Community Rural Open Days 2015.

Action: WLT will seek to develop further activity programmes in care and rest homes.

Action: Through the development of the partnership between Lewes District Council Housing Services and WLT a number of events will be developed, specifically for tenants living in council housing.



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## Outcome 2: Improving Accessibility and Social Inclusion

### LDC Key Priority 1

*“Ensuring activities are accessible by the whole community, but working particularly with people and families on a low income, ensuring that activities are provided in such a way to meet the needs of specific groups within the community.”*

### Wave Leisure Action

23. Currently WLT works with an organisation called “i-go” who supports disabled people seeking to access leisure venues to participate in sporting/general activities.

“Young Inspectors” who are themselves disabled, assess WLT managed venues on an annual basis to audit accessibility. WLT then utilises the feedback to enhance provision and accessibility for disability.

Action: WLT will seek to roll out the “i-go” audits across all WLT sites in 2015/16.

24. WLT has a track record for offering a range of low or no cost activities within sites for disabled people.

In addition to adapted main stream activities such as athletics, football, table tennis, swimming, dance and gym, WLT offers some less traditional but highly inclusive such as:

- i. **Boccia**  
A target ball sport belonging to the same family as petanque and bowls.
- ii. **Table cricket**  
A game played on a table tennis table or similar sized surface area with side panels featuring nine sliding fielders. A plastic ball is bowled by a ball launcher at one end of the pitch, while at the other the batter has a wooden bat. Teams consist of six players, with each individual innings lasting two overs, regardless of whether the batter is given out every time a wicket is lost five runs are deducted from the team's starting score of 200. Two, four or six runs can be scored if the ball is hit in-between fielders placed on the side panels. There are six different ways of a batsman being dismissed. Avoiding the 'caught out' zones on the side panels requires good shot selection and placement.
- iii. **New Age Kurling**  
A form of the original curling game but adapted so that it can be played indoors on any smooth, flat surface, such as a sports hall, rather than on ice.
- iv. **Poly bat**  
The aim of the game is to hit the ball over the opponent's end of the table, or cause them to play a fault by lifting the ball off the table surface. Polybat is a suitable game for all ages and abilities. It is particularly aimed at players who have co-ordination or balance issues.

Action: Work with partner organisations to continue offering and expand the range of activities focused on the disabled at low or no cost including; Boccia, Table Cricket, New Age Kurling and Poly bat.

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Action: Work with Seaford Downs Syndrome and Special Needs Group (SDSSNG) to increase the number of sessions at Downs Leisure Centre and Seahaven Swim and Fitness Centre (SSFC) at low or no cost.

25. To continuing to offer programmes of activity for the disabled, a key focus for 2015/2016 will be to further develop relationships with current and new partners to enhance the range of accessible programmes for specific groups within the community. Therefore in addition to programmes of activity for the disabled, the focus for 2015/2016 will be to:

Action: Work with Sussex Community Development Association with the "Step into Wellbeing" programme targeting families on low income levels.

Action: Introduce Nordic Walking as a tag on development to the healthy walking programme at low or no cost.

Action: To develop a programme of low or no cost activities for rural and urban council tenants.

Action: To deliver low or no cost access to holiday schemes, specifically targeting those in low income households including council tenants.

Action: Partnering with "Street Games" to create an offer specifically appealing to children and young people who otherwise would not engage in mainstream sporting activities.

Action: Offer chair based exercise sessions in partnership with Sheltered Housing Schemes.

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### **LDC Key Priority 2**

*“Working with partners to identify appropriate funding to support sessions and activities that could be offered free to users at the point of delivery as a means of overcoming lack of income as a barrier to participation.”*

### **Wave Leisure Action**

Action: WLT will continue to work in partnership with a number of key stakeholders to develop targeted programmes designed to encourage greater levels of physical activity by individuals and groups of people for whom lack of income is a barrier to participation. For example, working in partnership with Sussex Community Development Association (SCDA) targeting older people, working age adults and parents with young children.

26. For a number of years now WLT has offered local clubs, organisations and individuals the opportunity to bid for funding to assist projects that inspire or support an active lifestyle. Although the level of grant funding is small there is no doubt that Clubs and organisations have benefit from the support funding provided by WLT.

Action: WLT will continue to provide and promote the Wave Leisure Trust Community Fund” to enable individuals and Groups to obtain funding to support activity.

27. WLT has traditionally provided local GPs with a number of 7 day passes for distribution to those people who GPs believe would benefit the most from physical activity.

Action: WLT will continue to provide a number of 7 day passes to GPs for distribution to those in greatest need.

28. In partnership with the Town Councils, over the past 3 years WLT has been providing a range of holiday schemes across the District in areas including; Lewes, Seaford, Newhaven, Peacehaven and Telscombe Cliffs. The Town Councils have traditionally contributed financially to the success of the holiday schemes with WLT co-ordinating the and acting as the main provider, drawing support from local sports clubs, coaches and volunteers.

Action: WLT will continue to work with Town Councils to provide Summer Holiday Schemes at low or no cost to those where income is a barrier to participation.

Action: WLT will continue to offer a wide range of discounted and subsidised rates across the product range to encourage participation.

29. Sportivate is a nationwide campaign it provides opportunities for teenagers and young adults to receive 6-8 weeks of coaching in a sport of their choice and guides them into regular participation within their community.

Action: WLT will continue to offer the Sportivate programme to young people and young adults at discounted subsidised rates.

30. The Otago Exercise Programme is a programme of strength and balance enhancing exercise designed specifically to reduce the likelihood and severity of falls in individuals who have been identified at risk of falling.



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Action: The Otago fall's prevention and Rebalance™ Weight management programmes will be offered free to those who access the service.

31. "Street Games" is a sports charity that brings sport to the doorstep of young people in disadvantaged communities across the UK.

Action: Work with "Street Games" to design and implement a low cost activity programme for those families who find cost as a barrier to participation.

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### LDC Key Priority 3

*“Promote opportunities for workforce development to encourage training and skills development for individual staff.”*

32. The launch of the WLT Training Academy in 2014/15 has ensured that staff at every level in the organisation has the opportunity for individual formalised development plans and progression opportunities.

The Training Academy covers 5 Key Areas:

- Entry Level:** Apprenticeship Scheme.  
**Second Level:** Permanent Contract.  
**Third Level:** Aspiring Managers.  
**Fourth Level:** Inspiring Managers.  
**Fifth Level:** Performing Managers.

#### **Apprenticeship Scheme**

The goal is for the Apprenticeship Scheme to increase the number of Apprenticeships available from 8 every two years to 13 every year providing volunteers, casual staff and college leavers with a opportunity to start their careers.

Entry level to the Academy is the Apprenticeship scheme which is a one year contract during which time candidates will have the opportunity to undertake some of the following training:

- i. NVQ (2) Sport and Activity Leadership.
- ii. National Pool Lifeguard Qualification.
- iii. NVQ (2) Customer Service.
- iv. Appointed Persons First Aid.
- v. Defib Training.
- vi. Manual Handling.
- vii. COSHH.
- viii. Level 2 Certificate in Nutrition and Health.
- ix. Level 2 Certificate in Fitness Instructing.

Action: Work in partnership with Albion in the Community and LEAP to implement the Apprenticeship Scheme with a target of providing 13 placements each year.

### **33. Permanent Contract**

After successful completion of the Apprenticeship Scheme, where possible the apprenticeship post will move to a permanent contracted post, training would move on to:

- i. Specific mandatory training for new role
- ii. Personal Effectiveness Training
- iii. Opportunity for mentoring new Apprentices
- iv. Personal Development Plans

The aspiration is to place 80% of Apprentices into contracted posts at the end of their training contract.

Action: To provide specific training and qualification opportunities for all contracted staff.

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### 34. Aspiring Managers

The third level of the Academy develops a team of Aspiring Managers, for those staff who have a driving ambition and passion to develop a career and to progress through the organisation. Training will include:

- i. Level 2 Diploma in Team Leading
- ii. Training in Corporate areas of the business - Finance, HR, Marketing
- iii. How to successfully attend and hold meetings

The Aspiring Managers programme forms a fundamental part of our internal succession planning, proving a pool of well trained staff able to take on the next level of responsibility as vacancies arise. Data will be kept as to the number of successful internal applications for more senior roles.

Action: Provide five placements on the Aspiring Managers programme to ensure WLT has a robust succession plan which will guarantee the continued and uninterrupted expected service delivery standards and provide career enhancement and progression opportunities to the staff.

### 35. Inspiring Managers

The fourth level of the Academy is aimed at developing the skills of existing managers.

To be a truly inspirational manager, the participant will need to understand how they behave and react and the impact that their behaviour has on colleagues. By going through a journey of self discovery, managers will learn to understand and adapt to the circumstances that they are faced with. Managers will also have the opportunity to apply for Level 3 Diploma in Management.

Operations Managers and Supervisors will be able to build motivated teams of staff who are engaged with their working environment. This will impact on staff retention and staff performance.

Staff turnover rates and reasons for exit will be monitored on a quarterly basis.

Action: Implement the Inspiring Managers programme for Managers and Supervisors to provide an opportunity for delegates to examine their own behaviours and if necessary adapt them to ensure their teams are motivated and engaged.

36. WLT will continue to drive for internal succession planning through our Training Academy and will monitor the number of internal promotions on a quarterly basis recognising the need to also bring new skills and experience into the business.

All staff that move into more senior roles will be tracked i.e. volunteers moving to paid employment, casual staff moving to the apprenticeship scheme, apprentices moving to contracted posts and aspiring managers moving into managerial posts.

The introduction of the corporate training and development matrix will determine which job roles need specific training which will then be monitored to ensure it takes place. The number of training hours by Centre will be monitored and checked against other data e.g. incidents of disciplinary situations, leavers etc and action to rectify taken where necessary.

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Data capture of staff induction will ensure that it is refined to enable staff to settle in quickly, learn the necessary skills and be able to perform their role professionally.

Action: Capture data in all key areas to inform and guide the ongoing development of HR Strategy.

37. WLT will continue to provide opportunities to the local community through the Volunteer Programme recognising that each volunteer will have different and specific reasons for volunteering.

WLT will ensure that volunteers feel valued and a part of the team. Where appropriate, volunteers will have the opportunity to join the Training Academy at entry level.

Action: Continue to provide opportunities for Volunteers and ensure that they feel valued and part of the WLT Team

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#### **LDC Key Priority 4**

*"Explore opportunities to increase non-centre based activity to further reduce access barrier and to encourage participation from current non-users."*

#### **Wave Leisure Action**

38. During 2015 WLT conducted a management restructure to ensure that dedicated 'outreach' provision was created to bring greater penetration of WLT out in the Lewes District Community, beyond the restrictions of leisure venues.

Action: WLT will deliver activities in community settings, targeting people who have no access or currently do not access leisure centres. For example:

- i. Utilisation of a number of Green Gyms to run fitness sessions.
- ii. Providing and expanding the range of Healthy Walks led by WLT's Volunteer Base.
- iii. Continuing to offer and expanding into new community settings the Otago Falls Prevention Programme.
- iv. Continuing to offer and expanding into new community settings Weight Management Programme.
- v. Introducing a new Walking Football Tournament with Lewes FC at the Dripping Pan.

Action: WLT's School Sports Co-ordinator will continue to work with the Seaford School Cluster Group to provide a range of; breakfast, lunch and after school clubs within schools and outdoor play areas.

Action: WLT will support Action in Rural Sussex Community Rural Open Days 2015.

Action: WLT will seek to develop further activity programmes in care and rest homes.

Action: Through the development of the partnership between Lewes District Council Housing Services and WLT a number of activities will be developed, specifically for tenants living in council housing.





**LDC Key Priority 5**

*"To assist Lewes District Council with undertaking ongoing equalities assessments and monitoring."*

**Wave Leisure Action**

Action: WLT will co-operate fully with LDC regarding any required Equalities Assessments and Monitoring.



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### **Outcome 3: Reducing Environmental Impact**

#### **LDC Key Priority 1**

*"Continue to look for opportunities to increase recycling for customers and staff wherever possible."*

#### **Wave Leisure Action**

39. For a number of years now WLT has successfully retained the ISO 14001 Environmental Management accreditation which includes recycling.

Action: WLT will continue to provide recycling facilities for WLT staff to re-cycle paper, cardboard, plastic bottles, printer and photocopier cartridges.

Additionally there are facilities for customers to re-cycle plastic bottles. These facilities are audited for effectiveness each year as part of Wave Leisure's Internal Environmental Audits programme and biennial external audits conducted by SAI Global.



### **LDC Key Priority 2**

*"When planning future investment with the Council, identify opportunities to reduce energy usage and help to reduce CO<sub>2</sub> emissions. When replacing plant and equipment, cleaner and energy efficient technology should be considered that will help to generate future efficiency savings."*

### **Wave Leisure Action**

Action: WLT will ensure that all works take into account "green" factors including efficiency, CO<sub>2</sub> emissions, and up to date technology.

Action: In partnership with Lewes District Council (LDC), WLT will investigate a number of more energy efficient plant and equipment options. Where possible WLT will obtain grants and/or loans to install more energy efficient equipment and plant.

Action: Wave Leisure will closely monitor energy use through its half-hourly Automatic Meter Readings (AMR's) to ensure sound performance monitoring.

Action: WLT will continue the accreditation to the "Social Enterprise Mark" which demonstrates ongoing commitment to people and plant.

Action: WLT will maintain standards in line with ISO 14001.