



Wave Leisure Trust

# Annual Service Delivery Plan 2020/2021

*"Inspiring Active Lifestyles"*



[www.waveleisure.co.uk](http://www.waveleisure.co.uk)



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## **Annual Service Delivery Plan (2020/21)**

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

The Annual Service Delivery Plan that Wave produces complements and supports the Council's objective to promote healthy lifestyles by developing a district wide leisure strategy. The Council recognises that reducing hazards like cold houses and falls in homes could save the NHS over £1 million in treatment costs.

The Council has committed to improve the condition of both private and council homes to prevent accidents and ill health. They will continue to work with the NHS and other partners in the county to improve the health and wellbeing of Lewes District residents.

Besides the major contributions to ill-health prevention from housing programmes, LDC will work with local communities and companies to provide sport and recreation facilities where people need them. As a result, the Council has set the following objectives for Wave in relation to the Leisure contract.

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, Figures 3 to 5 presents Wave's 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 Wave's shared commitment to the priorities and the valuable partnership that exists between LDC and Wave.

At the end of 2020/21, the Annual Performance and Monitoring Report will provide a summary of Key Examples and Outcomes of Wave Actions defining successful delivery.

Figure 1: "Inspiring Active Lifestyles" Strategy

**Strategy**

**Purpose**

"Inspiring Active Lifestyles"

**Vision**

"To be at the heart of the improvement of health and wellbeing in our communities."

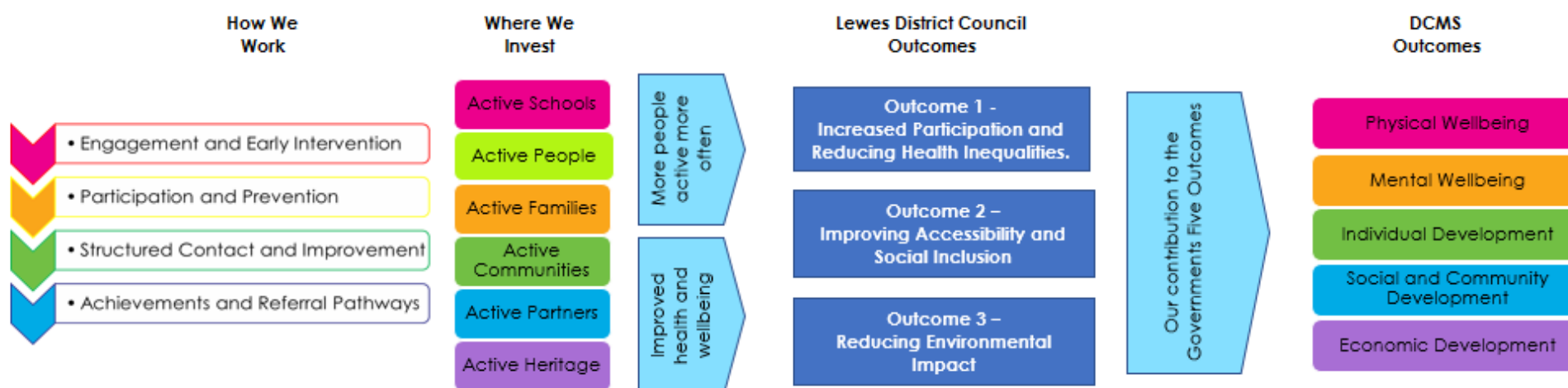
**Objectives**

"By **engaging with partners** Wave Leisure, an established charitable trust, will agree a shared programme of activities to **deliver to the community**. Wave aspires to **achieve excellence** in the delivery of services which will provide **customers with choice** and inspire active lifestyles. The ultimate objective is to create a **sustainable business** contributing towards the long term health and wellbeing of our community.



### Figure 2: Delivering to National Outcomes

Wave recognises the influence of Government Outcomes on its “*Delivering to our Community*” objective and as such has developed a model of delivery which encompasses, not only the three core LDC Annual Service Statement outcomes but also, the five outcomes of the Department of Digital, Culture, Media and Sport, linking to improved public health and sustainable communities, as shown in Figure 2. With this approach, Wave is also addressing Public Health England’s priorities of Improving health and wellbeing and reducing inequalities.



**Figure 3: 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, where people need them."*

Wave Actions	Measure	Target	Outcome
Continue to develop and implement activities, which encourage Older Peoples participation, designed to develop confidence and encourage engagement in regular activity both within centres and through outreach.	Number of people engaged	1,040	
	Total number of attendances	43,000	
	Number of weekly timetabled sessions of activity	45	
Deliver and support activity, within rural communities, which supports the participation of older people to gain, regain or maintain participation in physical activity, as part of a healthy lifestyle both mentally and physically.	Number of rural locations engaged.	4	
	Number of people engaged.	60	
	Total number of attendances.	1,044	
Attend the Seniors Forum meetings and Networking Events, ensuring that Wave is aware of the latest issues relating to the older person's agenda.	Wave representation at Seniors Forum meetings.	6	
Continue to provide, and support, opportunities of engagement in activity, as part of National Older Peoples Day particularly aimed at those who are currently not engaged in physical activity.	Number of locations engaged.	5	
	Number of activities provided	8	
	Total Number of attendances in activities	250	
Continue to provide Walking Sports and develop other opportunities with partners, such as Football Clubs, Sussex County Cricket Club and Netball NGB.	Number of weekly activities	5	
	Total number of people registered	177	
	Total number of attendances	2,274	
Continue to provide and develop Wave's Strength and Balance Programme (Falls Prevention) alongside commissioned falls prevention services, within Wave facilities and in community settings.	Number of weekly activities.	14	
	Total number of people registered	430	
	Total number of attendances	3,964	
	%age of participants reporting feeling more confident to participate in regular	74%	



	<b>activity.</b>		
Maintain and expand Healthy Walk opportunities for older people, developing new walking opportunities and sessions to encourage participation from the older person living in rural settings.	<b>Number of weekly walks provided</b>	<b>3</b>	
	<b>Number of event walks provided</b>	<b>6</b>	
	<b>Total number of people registered</b>	<b>250</b>	
	<b>Total number of attendances</b>	<b>3,185</b>	

## Key Priority 2

*"Seek to develop new partners as well as enhancing 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 Actions	Measure	Target	Outcome
Continue to develop and implement activities which encourage children, young people and family participation, designed to promote positive health and wellbeing activities, including those at risk of involvement in nuisance and anti-social behaviour, across the District.	<b>Total number of attendances</b>	<b>379,243</b>	
	<b>Number of weekly timetabled sessions of activity</b>	<b>35</b>	
	<b>Number of taster sessions provided</b>	<b>25</b>	
Continue to implement a diverse programme of "Reach Out" activities, targeting children and young people who are otherwise disengaged from mainstream activities, due to low income.	<b>Number of projects delivered</b>	<b>12</b>	
	<b>Number of people registered</b>	<b>552</b>	
	<b>Number of attendances</b>	<b>9,279</b>	
	<b>%age of participants identified as engaging in further activity.</b>	<b>49%</b>	
Continue to organise a range of taster courses for children and young people to try new activities and feed into established Clubs, linked to schools and colleges.	<b>Number of taster courses.</b>	<b>45</b>	
	<b>Number of people</b>	<b>600</b>	
	<b>Total number of attendances.</b>	<b>9,777</b>	
	<b>Number of children transferring into established Clubs.</b>	<b>55%</b>	
Continue to expand and develop whole of family participation activities and events, across sites and in communities	<b>Number of weekly activities provided</b>	<b>22</b>	
	<b>Number of activity events</b>	<b>6</b>	
	<b>Total number of attendances</b>	<b>30,398</b>	

### 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 Actions	Measure	Target	Outcome
Develop and implement referred into activity opportunities with partner organisations, for those with a diagnosed health condition.	Total number of refferals made.	1,000	
	%age of refferals attending an activity opportunity.	90%	
	%age of participants reporting feeling more confident in attending regular activity.	80%	
	%age of participants identified as engaging in further activity.	60%	
Continue to be an active participant within Community, Voluntary Sector and Stakeholder led Health Partnerships, ensuring Wave is aware of the latest issues related to supporting people for improved health and wellbeing, both physically and mentally.	Wave representation at Health Partnership events	18	
Deliver "Change4Life" days providing opportunities for children and families to participate in activity at no cost.	Number of Events	5	
	Total number of attendances.	850	
Continue to provide a range of programmes to support those with a diagnosed health condition, for adults, children, young people and families.	Number of weekly sessions provided	8	
	Number of event and taster courses provided	4	
	Total number of people registered	837	
	Total number of attendances	7,546	
Continue to provide a range of supporting mechanisms to encourage activity participation to address barriers accessing activity.	Number of sites with Journey Plans available	8	
	Number of sites offering creche and childcare facilities.	4	
	Number of regular offsite exercise programmes being delivered.	16	

Continue to proactively reach out into GP Surgeries across the District to encourage participation and provide patient engagement opportunities on site.	<b>Number of participants engaged on GP referral pathway.</b>	<b>235</b>	
	<b>%age participants attending a further wellbeing activity.</b>	<b>54%</b>	

**Key Priority 4**

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

Wave Actions	Measure	Target	Outcome
Continue to deliver and support holiday activity programmes in Seaford, Lewes, Newhaven and Peacehaven.	<b>Total number of holiday programmes delivered.</b>	<b>70</b>	
	<b>Total number of attendances.</b>	<b>13,898</b>	
In order to diversify the holiday programme, ensuring the delivery remains fresh and dynamic, Wave will continue to engage with partners involved in the delivery of each holiday programme.	<b>Total number of delivery partners.</b>	<b>11</b>	
Ensure that funding is secured for all holiday programmes for each of the towns in the District.	<b>Funding secured.</b>	<b>60%</b>	
Work with residents and community partners to be able to make a holiday activity available to children and young people who are unable to access a Wave site.	<b>Number of activities</b>	<b>14</b>	
	<b>Number of People</b>	<b>182</b>	
	<b>Number of attendances</b>	<b>1,409</b>	
To develop and implement holiday activities which are inclusive of parents and/or carers to encourage family participation in regular activity.	<b>Number of activities.</b>	<b>14</b>	
	<b>Number of people</b>	<b>125</b>	
	<b>Total number of attendances.</b>	<b>250</b>	

**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 Actions	Measure	Target	Outcome
Wave 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.	<b>Number of Claims</b>	0	

## Key Priority 6

*"Provide opportunities and activities for residents on low income, which are either outreach or centre-based and which include rural communities."*

Wave Actions	Measure	Target	Outcome
Through 2017/18 Wave will continue to initiate and develop programmes of activity in isolation and by partnering key stakeholders, for example LDC Housing Services, Tenants of Lewes District (TOLD), Action in rural Sussex, 3VA and Active Sussex. Sport, Physical Activity and Health and Wellbeing Programmes will be both centre based and in other community and rural settings.	<b>Number of programmes provided.</b>	<b>40</b>	
	<b>Number of people engaged</b>	<b>2,975</b>	
	<b>Total number of attendances</b>	<b>27,717</b>	
Continue to support and develop 'Open Spaces' community events particularly using spaces near areas of social housing, working with Lewes District Council Housing Services, social housing landlords, tenant and resident participation groups and local community groups.	<b>Number of Open Spaces events.</b>	<b>20</b>	
	<b>Number of attendances</b>	<b>3,250</b>	
Continue to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	<b>Number of residential care settings engaged</b>	<b>5</b>	
	<b>Number of sessions delivered in a residential setting</b>	<b>30</b>	
	<b>Number of people engaged</b>	<b>40</b>	
	<b>Total number of attendances</b>	<b>250</b>	
Continue to work with Resident and Community Associations to support consultation and engagement activities, to further support to development of activities which are accessible to those less likely to engage with physical activity.	<b>Number of events.</b>	<b>8</b>	
	<b>Total number of attendances</b>	<b>170</b>	

**Key Priority 7**

*"Provide opportunities to engage with the rural population, increasing access to activities."*

Wave Actions	Measure	Target	Outcome
Continue to work with Action in rural Sussex, South Down National Park Authority (SDNPA), Parish Councils and Community Transport Lewes Area (CTLA) to rural proof provision of services by identifying barriers to accessing services and creating opportunities for participation in regular activity.	Number of activities provided	6	
	Number of people	70	
	Total number of attendances	1,500	



**Figure 4: 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."*

Wave Actions	Measure	Target	Outcome
Continue to work with partner organisations to expand the range of accessible activities available for disabled people.	Number of targeted programmes provided.	14	
	Number of people engaged	190	
	Total number of attendances across all activities by disabled people.	14,932	
Continue to develop and expand on the activities available which are mixed activities at low or no cost, specifically engaging children and young people with special educational needs and disabilities, their sibling and parents or carers to access regular activity.	Number of sessions delivered.	94	
	Number of people	160	
	Total number of attendances.	680	
	%age of participants reporting they are engaging in a new regular activity.	40%	
To further develop and deliver low or no cost access to supported and coached Holiday Activities, specifically targeting those in low income households.	Number of attendances	3,330	
To continue to provide the Para Games, in active partnership, at Downs Leisure Centre, providing competitive opportunities for people with disabilities to engage in activities.	Number of participants.	35	
	%age of participants reporting engaging in further activity.	65%	

## 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 Actions	Measure	Target	Outcome
Continue to work in partnership with 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.	Number of delivery partners	73	
Identify and apply for funding to support activity diversification and delivery	Number of funds applied for.	20	
	Number of successful applications	10	
Continue to provide and promote the "Wave Leisure Trust Community Fund" to enable individuals and groups to obtain funding to support activity.	"Wave Leisure Community Trust Fund" provided and funds distributed.	£3,000	
Continue to work with local Councils to provide Summer Holiday Schemes at low or no cost to those where income is a barrier to participation.	Number of Council's participating.	4	
	Number of Holiday Schemes.	4	
	Total number of attendances	4,150	
Continue to offer a wide range of discounted and subsidised rates across the product range to encourage participation.	Price list published with discounted rates applied.	Completed	
Continue to work with Active Sussex to support access for young people and young adults at low or no cost.	Number of funded programmes.	7	
	Total number of participants.	200	
Working with partners, develop resources which provide information and instructions to participate in free to access activities, to include instructional and ideas.	Number of separate activity topic resources created.	4	

### Key Priority 3

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

Wave Actions	Measure	Target	Outcome
Provide placements on relevant training programmes to ensure Wave 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.	<b>All statutory training requirements achieved.</b>	<b>100%</b>	
	<b>No of placements.</b>	<b>5</b>	
Provide specific training and qualification opportunities for all contracted staff.	<b>Number of participants graduating.</b>	<b>100%</b>	
Capture data in all key areas to inform and guide the ongoing development of HR Strategy.	<b>Key areas.</b>	<b>6</b>	
	<b>%age of key areas captured.</b>	<b>100%</b>	
Continue to provide opportunities for Volunteers and ensure that they feel valued and part of the Wave Team.	<b>Number of volunteers.</b>	<b>85</b>	
	<b>Number of volunteer events.</b>	<b>2</b>	

#### Key Priority 4

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

Wave Actions	Measure	Target	Outcome
Deliver activities in community settings, targeting people who have no access or currently do not access centres.	Number of activities delivered in community settings.	25	
	Number of people engaged	550	
	Total number of attendances	8,400	
Continue to work with Schools to provide a range of; breakfast, lunch and after school clubs within schools and outdoor play areas.	Number of schools engaged	8	
	Number of people	850	
	Total number of attendances	8,700	
Continue to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	Number of residential care settings engaged	5	
	Number of sessions delivered in a residential setting	30	
	Number of people engaged	40	
	Total number of attendances	250	
Work with CTLA to address transport as an identified barrier for individuals to participate in regular activity, where an activity is centre based.	Number of centres offering journey plans for participation in session.	All	

**Key Priority 5**

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

Wave Actions	Measure	Target	Outcome
Co-operate fully with LDC regarding any required Equalities Assessments and Monitoring.	Number of assessments.	100% Completed	

**Figure 5: Outcome 3 – Reducing Environmental Impact**

**Key Priority 1**

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

Wave Actions	Measure	Target	Outcome
<p>Wave will continue to provide recycling facilities for Wave staff to re-cycle paper, cardboard, plastic bottles and 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 annual external audits conducted by SAI Global.</p>	Number of staff paper recycling bins across Wave.	15	
	Number of customer plastic recycling bins across Wave	8	
	Number of Mixed Recycling bins across Wave	5 x 1100 litre bins 2 x 240 litre bins	
	Number of printer and photocopier cartridge recycling bins.	4	
	Rating result at each site from internal audit.	Satisfactory	
	Investigate opportunities for food waste recycling at cafe outlets.	2 sites	
	Rating result from external audit.	Conforming	

## 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 Actions	Measure	Target	Outcome
Ensure that all works consider "Green" factors including efficiency, CO <sub>2</sub> emissions, and up to date technology.	<b>"Green factors" to be included as a standing agenda item on all pre-works meeting agendas.</b>	<b>100%</b>	
	<b>"Green" factors to be identified and implemented or explained why unachievable.</b>	<b>100%</b>	
In partnership with LDC, investigate energy efficient plant and equipment options. Where possible Wave will obtain grants and/or loans to install more energy efficient equipment and plant.	<b>Number of more energy efficient plant and equipment options identified.</b>	<b>3</b>	
	<b>Number of more energy efficient plant and equipment options implemented.</b>	<b>1</b>	
	<b>Number of grants identified.</b>	<b>1</b>	
Closely monitor energy use through its half-hourly Automatic Meter Readings (AMR's) to ensure sound performance monitoring.	<b>Energy measured via half-hourly automatic meter readings (AMR's).</b>	<b>100%</b>	
	<b>Energy performance to be reported to the CEO monthly.</b>	<b>100%</b>	
Continue the accreditation to the "Social Enterprise Mark" which demonstrates ongoing commitment to people and plant.	<b>"Social Enterprise Mark"</b>	<b>Retained</b>	
Maintain standards in line with ISO 14001.	<b>Maintenance of ISO 14001 registration.</b>	<b>Retained</b>	

