



LiveArgyll
BUSINESS PLAN 2017 -2021

Message from the General Manager

Welcome to LiveArgyll's over-arching Business Plan 2017 to 2021. This plan has been created to articulate our objectives and priorities.

As we change from being a Council-run service into an independent charity for the public benefit, this opportunity gives us a great foundation of skills, expertise and experience on which to build.

The plan highlights key themes such as Participation, Quality and Growth and outlines a clear strategic direction which the Trust will be working towards. Our focus will be developing new ways of delivering our services, and on exploring any new funding opportunities and income generating streams. We will also focus on introducing and encouraging activities which are designed to meet the needs of our citizens and clients and which, of course, support people to be more creative, nurture potential and encourage healthier lifestyles.

A positive approach will underpin all our activity and whilst we are mindful of our operating environment and the associated uncertainties that this brings, I am confident that, together, we can face these head-on.

In order to deliver our ambitions and objectives, I recognise the importance of a highly trained and motivated workforce, the People section within this plan acknowledges our commitment in this area.

There is a lot of hard work ahead, however, this is a challenge that the Board, Senior Management and our staff relish and together we look forward to ensuring LiveArgyll has a reputation for delivering quality, accessible, affordable services which make a positive contribution to the lives of our customers.

Kevin Anderson, General Manager, LiveArgyll.

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LiveArgyll company details

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Private Company limited by Guarantee



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Vision and Objectives

Vision

**Our communities and visitors lead richer and more active lives.
Be inspired, be you!**

Background

This business plan identifies the strategic direction, operational requirements and financial considerations for LiveArgyll between 2017/18 and 2020/21. This is built on a foundation of strong service delivery, value for money and customer satisfaction.

LiveArgyll is responsible for the ongoing operations and management of the Councils' Leisure and Library services. In delivering these services, LiveArgyll shares Argyll and Bute Council's commitment to enhancing health, fitness, culture and personal wellbeing of, and for, the residents of Argyll and Bute.

LiveArgyll has facilities ranging from Leisure Pools and Gyms to Libraries, Community centres and Halls. These facilities are in a number of the large towns across Argyll as well as some more outlying areas. These large towns include Helensburgh, Campbeltown, Dunoon, Oban, Lochgilphead and Rothesay where the population ranges from between 2,500 to 15,000 people.

About LiveArgyll

LiveArgyll is a company limited by guarantee with charitable status. As well as being regulated by the Companies Act (2006), the company is also subject to OSCR (Office of Scottish Charity Regulator), the charities regulator in Scotland.

LiveArgyll is an independent, arms length organisation, established by Argyll and Bute Council in October 2017. The

organisation has been created with two key themes being independent control and democratic oversight, these themes are at the heart of its corporate governance arrangements. This is further demonstrated by the majority of independent directors and the presence of elected members on the board. See section [5] for more information.

Objectives

Our objectives reflect our charitable purposes and are based on a firm commitment to encourage and facilitate active participation, involvement and engagement through the provision of our range of services:

1. To enhance and contribute to health, fitness, personal development and well-being of the People who live, work and visit Argyll and Bute.
2. To encourage creativity and nurture well being through the provision of cultural activities.
3. To enhance residents' social and economic contribution to society by promoting lifelong learning, including literacy, numeracy, digital and enterprise skills.
4. To help individuals and communities benefit from social engagement and volunteering.
5. To ensure our facilities and services are accessible and affordable for everyone.
6. To demonstrate the on-going improvement in the quality, performance and impact of the services and opportunities we provide.

Strategic Priorities and Desired Outcomes

In order to support our Objectives, Key Strategic Priorities and Desired Outcomes have been developed and are based on increasing participation, improving quality and growing the business. These are shown below.

Participation

Strategic Priority	Desired Outcome	Supporting Objective	How we will measure
Encourage equality of access and uptake from all demographics	Users of our services and facilities reflect all demographics	1,2,3,4,5,6	Increased number of inactive and disadvantaged people using our facilities?
Expand the range of Partnerships and Volunteering roles	Strengthened Partnership Working and Volunteering	1,4	Maintain and increase number of partnerships and volunteers?
Listen to our customers views and ideas	Service aligned and/or reflective of feedback and improved satisfaction rates	1,5,6	Increased involvement of customers in the development of service enhancements?
Market and promote available and new services	Increase awareness and uptake of services	1,2,3,4,5,6	Marketing Analysis User numbers?

Quality

Strategic Priority	Desired Outcome	Supporting Objective	How we will measure
Establish a culture of continuous improvement	Services are efficient, fit for purpose and responsive to customer needs	1,5,6	Staff suggestions implemented, process improvements adopted, satisfaction rates?
Improve customer focus	Improved customer experience	6	Increased retention, satisfaction rates, reduced complaints?
Maintain a safe environment for customers	Facilities have a reputation for being safe and fit for purpose	1,5,6	Physical condition of facilities and equipment, reduced incidents, reduced accidents, satisfaction rates?
Provide reliable service	Services are dependable and have a positive reputation	6	Activity cancellation rates, unplanned downtime, satisfaction rates?
Establish corporate brand	LiveArgyll brand is associated with a quality service	6	Physical condition of facilities, staff professionalism/uniform, literature consistent with LiveArgyll style guide?

Growing the business

Strategic Priority	Desired Outcome	Supporting Objective	How we will measure
Maximise existing income streams	We are less reliant on management fee contribution and have a strong sustainable funding model	1,2,3,4,5,6	Income stream comparison / analysis
Maximise external funding and income generating opportunities	We are less reliant on management fee contribution and have a strong sustainable funding model.	1,2,3,4,5,6	Increased external funding, no. of successful grant claims, no. of new income streams/level of return
Ensure a strong financial base	Robust financial management which allows investment in services	1,2,3,4,5,6	Robust monitoring process, clear financial regulations
Establish a business culture	Resources aligned to business priorities and needs	1,2,3,4,5,6	Net Promotor Score Customer & Staff Survey Via Performance figures
Provide a strong effective leadership	Staff commitment and buy in to corporate objectives	1,2,3,4,5,6	Business plans communicated to all staff, established communication protocols, performance measurement

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Operations and Performance Monitoring

Introduction

This section describes how LiveArgyll will operate on a day-to-day basis and its relationship with Argyll and Bute Council.

LiveArgyll assets and resources

LiveArgyll will be responsible for operating the Council's leisure facilities, libraries, halls and community centres. Argyll and Bute Council will retain ownership of the assets, however, the day-to-day operations of the facilities will be the responsibility of LiveArgyll.

These leisure facilities provide customers with accessible and professional services. The services aim to help improve the overall health, fitness, personal development and general wellbeing of our communities and visitors. These are used extensively and are a valued part of the towns and villages.

The assets operated by LiveArgyll are summarised below:

Leisure Facilities

- Aqualibrium
- Helensburgh Pool
- Riverside Leisure Centre
- Rothesay Leisure Pool
- Mid Argyll Sports Centre

Halls and Community Centres

- Queen's Hall – Dunoon
- Victoria Hall – Campbeltown
- Victoria Halls – Helensburgh
- Ramsay Hall
- Corran Halls
- Kintyre Community Education Centre
- Lochgilphead Community Centre
- Dunoon Community Centre
- Moat Centre – Rothesay

Libraries

- Campbeltown
- Cardross
- Dunoon
- Helensburgh
- Lochgilphead
- Oban
- Rosneath
- Tobermory
- Tiree,
- Rothesay
- Tarbert
- Sandbank Office
- One island library vehicle.

Summary of Key contractual arrangements

The relationship between LiveArgyll and Argyll and Bute Council will be based on a number of contractual arrangements.

- Support Services Agreement – this describes the support and administration services provided by Council under a number of Service Level Agreements.
- Transfer Agreement – this summarises the building and asset ownership arrangements and describes those assets that will be retained by the Council and those that are leased to the Live Argyll.
- Operating Services Agreement – sets out the terms of the management agreement between the Live Argyll and the Council and includes the range of KPI's and the Management Charge.

Charitable Trading subsidiary

LiveArgyll also has a wholly owned subsidiary LiveArgyll (Trading) Limited. This entity forms part of the Live Argyll group, and is responsible for undertaking all non charitable activities. These include all activities that do not fall squarely within the charitable objectives of the organisation (e.g. bar, café and rental of business spaces).

Performance Management

It is critical that LiveArgyll is able to measure, monitor and analyse its performance on a continual basis. This will allow the business to objectively measure itself against industry best practice and maintain higher standards of delivery. However, it will also allow stakeholders, including Argyll and Bute Council, to align and quantify strategic priorities

Our objectives and desired outcomes contribute to our key partner objectives of people living active, healthier and independent lives.

We have a tiered approach to business planning with this overarching plan. We then have our sector business plans which outline priorities and associated proposals for change. We also have our individual business unit plans which will translate these priorities and proposals into specific actions and measures. It is these three tiers which will form the foundation of our performance monitoring and management process.

KPI and performance measures have and will continue to be developed as individual plans are produced., Although not an exhaustive list Appendix A provides an example of the KPI measures in place which support our priorities, objectives and outcomes.

Reporting and measurement of KPIs

Performance will be monitored by management and the Board. An [annual] performance report will be prepared for Argyll and Bute Council demonstrating the Trust's performance against the specified set of KPIs and actions.

Pricing

LiveArgyll will implement a competitive pricing policy. This will be set at a level which will not prohibit people from participating and benefitting from the services. A number of services will continue to be free of charge to the general public.

Pricing policy will include discounts and concessions for the use of the facilities will also be implemented. For example, people of 60 years or above, children under 16 years old, members of the armed forces etc. are groups that will benefit from this policy.

LiveArgyll has discretion over charging policy and variations in charges may exist, underpinned by a clear basis for set levels. Charges serve a variety of purposes. They bring in a vital source of income to LiveArgyll and can be used to help the Company deliver strategic and charitable objectives. Charges can also be a means to sustain and improve services. The company will charge for their services by a variety of means including payment at the point of sale or admission, fees paid up front and retrospective charges.

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Financial Overview

Introduction

This section summarises LiveArgyll's projected budget position and the other financial considerations affecting the Trust.

LiveArgyll's Projected Budget

This analysis presents the projected 2018/19 – 2020/21 financial position for LiveArgyll. LiveArgyll, as a distinct commercial entity, will generate income from delivering its services. However, it will also receive funding from Argyll and Bute Council to support these services. This is received in the form of a Management Charge. The projected three year financial position for LiveArgyll is shown below.

	FY18/19 £'000	FY19/20 £'000	FY20/21 £'000
INCOME			
Operating Income	2,216	2,216	2,216
Management Charge	3,579	3,579	3,579
Total income	5,795	5,795	5,795
COSTS			
Employee Expenses	4,798	4,798	4,798
Premises Related Expenditure	94	94	94
Supplies & Services	575	575	575
Third Party Payments	235	235	235
Transport Related Expenditure	93	93	93
Total Expenditure	5,795	5,795	5,795

In August 2017, Argyll and Bute Council committed to supporting LiveArgyll by providing a Management charge over the first three and half years. This Management Charge is reflected in the above financial position. This arrangement will be reviewed after this three year period and the future management charges will be agreed with Argyll and Bute Council.

Assumptions

- The 2018/19 budget was agreed by the Board in May 2018. Future years figures are given as indicative and are liable to see inflationary rises.
- The landmark £18m leisure centre and swimming pool in Helensburgh has not been included in this analysis. The timeline for the development of this new facilities has not been finalised. Additionally, the business case that articulates the expected financial implications of the new facilities has also not been concluded. Given the long term nature of this project and the uncertainty around its operating position, it is considered prudent not to include the income, expenditure and possible NDR and VAT savings associated with this venue.
- The analysis assumes that the current operating conditions will be consistently applied in the future. For example, if the opening hours or number of facilities change, the financial operating position will subsequently change.
- The company will undertake a review of current income streams exploring any opportunities for growth,
- Each Business unit / service area will have it's own business plan, which amongst other things, will include revised projections, development opportunities and a marketing plan.

Capital funding

LiveArgyll occupy the facilities under license from Argyll and Bute Council. As a result, all capital repairs will be programmed by Argyll and Bute Council via their Capital Plan. LiveArgyll will feed in to this process via the preparation of a Service Asset Management Plan (SAMP). This should ensure that facilities are fit for purpose and support and enhance our service.

Repairs and maintenance

Repairs and maintenance will be delivered on a comparable basis to existing services and a building maintenance protocol has been agreed between the Company and the Council.

Banking arrangements

LiveArgyll will employ the same banking provider as the Council. This is currently the Clydesdale Bank (Sept 2017).

Payroll Arrangements

Payroll services will be provided by the Council as per the Support Service agreement including completing any HMRC returns.

Financial Ledger

A separate company ledger will be maintained within Argyll and Bute Oracle Financial system. This will record all income and expenditure transactions under the control of LiveArgyll.

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Our People



Introduction

LiveArgyll is a company limited by guarantee with its own management structure and board.

This section introduces the individuals responsible for leading LiveArgyll and the board responsible for providing the strategic direction and oversight.

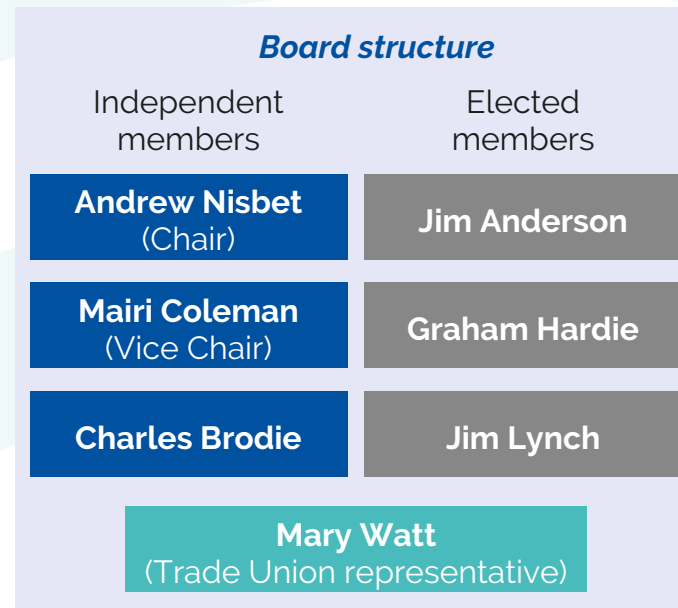
Board Structure

LiveArgyll's board meets quarterly to provide the strategic oversight and governance to the Management Team. They are responsible for:

- The strategic oversight of LiveArgyll's objectives
- Complying with the legal and charitable regulations of the Trust
- Supporting and reviewing the performance of the General Manager
- LiveArgyll's financial performance and accountability to the external stakeholders

The board will consist of seven representatives: three elected members, three independent directors and a Trade Union representative.

The names and position of the board are described below:



Committees

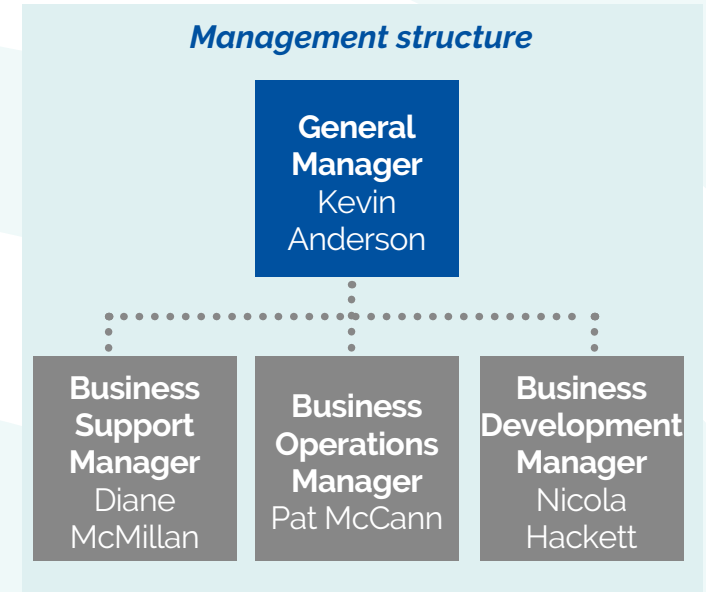
The board will also be supported by two committees:

- Business and Performance
- Finance and Audit

Terms of reference will be drawn up and agreed by the board.

Management Team

A new management structure has been created for LiveArgyll. The roles and individuals recruited into these roles is shown below:



Staff

Existing Council staff whose roles are transferring to LiveArgyll will formally transfer from the Council. The transfer will incorporate their existing terms and conditions of employment under the appropriate TUPE legislation. The Trust has been granted admitted body status by Strathclyde Pension Fund.

Staff numbers

The number of staff LiveArgyll is responsible for is summarised below:

- Actual staff numbers: 221
- Permanent: 160
- Temporary: 61
- Full time equivalent: 137

Staff numbers are also supplemented by a range of casual contracts and volunteers.

Staff policies, training and performance monitoring

The Company will develop associated policy and guidance documentation incorporating where appropriate existing Council practise tailored to LiveArgyll requirements.

Stakeholders - Argyll and Bute Council

Argyll and Bute Council were responsible for establishing LiveArgyll in 2017. Since the inception of the Trust, they have been a key strategic partner and will work closely with LiveArgyll to ensure that our shared objectives and priorities are achieved.

The relevant services and support service and transfer agreements are agreed and are outlined on page 10..

The Company will aim to establish a positive organisational culture that puts staff at the heart of our success.

HR policies

These policies in many cases will mirror Argyll and Bute Council arrangements and may be further developed as per the company's requirements in consultation with staff and trade unions.

Our workforce

Our workforce demonstrates skills, knowledge and behaviours to contribute to our charitable and business objectives. The Company remains committed to developing our workforce and will continue to invest in doing so. We will establish a performance development framework which seeks to ensure employees receive timely, appropriate feedback and provides a forum for development discussion.

Training and development

Our business is a service industry. It is essential for LiveArgyll to not only have staff who are fully trained but people who are right for the job. Where required, LiveArgyll will ensure staff have appropriate and relevant training to meet the needs and requirements of their post and the business. A performance review and development programme will also be introduced to support staff developmental aspirations.

“LiveArgyll will develop a marketing strategy aimed at getting a better understanding of our customers and local residents requirements”

It is accepted that greater participation in any leisure, recreational, cultural or sporting activity helps improve the quality of life and the health of the individual, as well as tackling other broader social issues such as reducing incidences of anti-social behaviour (ASB) and crime.

However, in spite of significant investment over the years, health inequalities remain, starker than ever in some areas of Argyll and Bute. This does not mean that previous spending or initiatives has failed to deliver but it does demonstrate that it

can be difficult to successfully match our service offer and associated prioritising of spending, to the needs of customers and communities.

The move to a charitable trust will require us to drive innovation in delivery and product development, think differently and act quickly to shape what we do and how we do it to truly meet the needs of local people.

In the first few months after transfer, LiveArgyll will develop a marketing strategy aimed at getting a better understanding of our customers and local residents. This will enable us to target our offers, refine our prices and direct our investment plans to fit the character and distinctiveness of our communities and facilities.

Our 'Marketing Mix' will cover;

Proposition: Be inspired, Be you.

Product – Through improved external research, trend monitoring, usage analysis and customer feedback, we will ensure that the product is what the customer wants, not what we think they want.

Price – Pricing needs to be competitive and reflect the needs of the communities served by LiveArgyll. The approach to pricing needs to react quickly to competitors or sudden changes in use. Pricing will also be used as a tool to encourage loyalty and more efficient methods of payment such as Direct Debits, memberships and online bookings.

Place – Our facilities and external locations need to be maintained to a high quality with a strong brand presence. Whether our activities are taking place in our own facilities or in a community setting, it should strike the right balance between professional and welcoming.

Regular brand audits will be undertaken to ensure that the LiveArgyll brand is being portrayed consistently and that buildings standards are maintained.

Promotion – LiveArgyll will have a major focus on digital marketing from the outset. Web use and social media presence is relatively high in Argyll and Bute, therefore our Website will be developed to be the first point of contact for all customer information and communications. The new website uses a responsive design template and going forward will have a large emphasis on online transactions such as bookings and payments.

Social media will play a key part in keeping our customers informed, allowing instant communication with users already subscribed to existing social media channels and the opportunity to pitch to non-subscribers.

Traditional media channels remain important and good working relationships with local and regional media outlets will be maintained and enhanced where necessary. Print will continue where appropriate though it is anticipated that the quantity of traditional printed leaflets, brochures, posters will decrease further.

People – Our Business is a service industry and its success relies on a high quality of service delivered by staff at all levels. It is essential for LiveArgyll to not only have staff who are fully trained but also people who are right for the job. Staff will require detailed product knowledge and an increased focus on retaining existing customers and driving new business opportunities.

Process – Our processes need to become more customer focussed to allow users to make transactions in a variety of ways without any unnecessary delays, whether dealing with us in person, by phone or online. Online transactions are expected to increase, as are other self-service tools such as kiosks, this increased online use will free up members of staff to deal with customers who need more personal assistance.

Physical Evidence – Everything tangible relating to our services will be smart, professional and correctly branded, whether it's a simple letter, through to a detailed welcome pack or brochure. Facilities will be clean, tidy and well decorated as well as appropriate to the activities taking place.

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Risk Management

Risk Register

LiveArgyll will manage risk in a pro-active manner by prioritising areas of concerns and ensuring an appropriate treatment approach and /or mitigating actions are in place.

The company will prepare strategic and operational risk registers which will be subject to regular review.

The Board will review the strategic risk register on a regular basis.

Senior Management and designated risk owners will review operational risk on an on-going basis.

The strategic risk register outlines the risk theme, risk description, provides a rating and also detail on current or planned mitigating plans and or/actions.

These risks are captured in the annual performance report and detailed in appendix B.

Insurance Arrangements

All identified insurable risks will be subject to the Company's detailed insurance arrangements.

The Company will develop a risk management strategy that gives a clear lead in risk management to staff. The risk management strategy will provide specific guidance:

- Scope of risk management, including prioritising arrangements and scoring
- Identification of risks
- Risk appetite
- Mitigating and remedial actions

Risk management is a continuous activity integrated with other procedures and is viewed by staff as a standard element of good practise.



Appendices

Appendix A – Supporting Performance Measures

Leisure	Active Schools and Sports Development	Libraries	Archives	Museums	Community Centres and Lets
<ul style="list-style-type: none">• Membership uptake by type• Facility utilisation• Swimming lesson usage• Attendance at events and functions in Council halls• Number of classes delivered• Net contribution	<ul style="list-style-type: none">• Number of participant sessions• Number of participants• Number of volunteers• Number of school club links	<ul style="list-style-type: none">• Number of active borrowers• Number of visits• Number of lending items• Customer satisfaction percentage• Net contribution	<ul style="list-style-type: none">• Number of enquiries• Number of chargeable enquiries• User satisfaction percentage• Net contribution	<ul style="list-style-type: none">• Number of physical visits to Campbeltown museum• Number of virtual visits to Campbeltown museum	<ul style="list-style-type: none">• Number of visits to each community centre• Number of hours each facility is occupied• Number of groups using each school facilities• Net contribution

Appendix B – Risk Register

RISK AREA	RISK DESCRIPTION	RATING	MITIGATIONS
Financial / Sustainability	<ul style="list-style-type: none"> • Reduced Income levels due to economic climate • Income and Expenditure exceeds and /or does not align to agreed resource levels • Management Fee – Council seeks to reduce support level beyond projected Income growth levels 	<p>Medium</p> <p>Low to Medium</p> <p>Medium</p>	<ul style="list-style-type: none"> • Affordable pricing strategy aimed at maximising participation. Strategy will be regularly reviewed to ensure market and growth opportunities are maintained /maximised. • A robust monitoring system will be in place which, amongst other things, should identify deviation or variance from planned activity allowing remedial action to take place. • Regular reporting to management and board and relevant sub-committees. • Regular performance reporting to the Council. • Annual report and chairperson presentation to Council. • Elected member representation on board.
Infrastructure	<ul style="list-style-type: none"> • Asset base is not fit for purpose and does not support the Trust's service to High objectives and development ambitions. • Loss of Facility due to incident / extra-ordinary event 	<p>Medium to High</p> <p>Medium</p>	<ul style="list-style-type: none"> • Repairs and maintenance protocols are in place. • Legislative requirements outlined in transfer agreements. • Trust representation on Asset Management Board. • Preparation and on-going review of service asset management plan (SAMP). • CHORD Investment programme deliverables, e.g. Queen's Hall, Dunoon, Helensburgh Pool. • Business continuity protocols in place. • Critical activity recovery plans in place. • Major incident protocols in place. • Transfer agreements.
Reputation	<ul style="list-style-type: none"> • Trust fails to achieve its desire to be "Highly Regarded" • Poor Customer experience 	<p>Low to Medium</p>	<ul style="list-style-type: none"> • Preparation of customer service standard guidance. • Introduction of net promotor score system. • Service provision align to assessed customer needs. • Service user communication and consultation programme.
People	<ul style="list-style-type: none"> • Failure to develop our workforce and ensure that staff are appropriately trained, skilled and motivated. 	<p>Medium</p>	<ul style="list-style-type: none"> • Revised performance review and staff development programme being prepared. • Training requirements database. • HR staffing watch – recruitment, retention and turnover. • Internal communication protocols, programme of staff meetings, use of feedback / staff suggestion initiatives. • Defined management structure
Information	<ul style="list-style-type: none"> • Management information is not readily available • Failure to effectively market and promote trust 	<p>Medium</p> <p>Low to Medium</p>	<ul style="list-style-type: none"> • Increased use of digital platforms. • On-going development of LiveArgyll website. • Creation of customer database / user analysis. • Development of individual business unit plans. • Dedicated business development unit.

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