

Moray Sports and Leisure Service Strategic Business Plan 2020-2023

1. Executive Summary

The Strategic Business Plan (the 'Plan') will support the development of a sports and leisure service in Moray that:

- Offers the highest quality facilities and programmes
- Is responsive to rapidly changing market trends
- Constantly strives to innovate and develop new opportunities
- Prioritises the customer experience
- Promotes community health and wellness

The Plan will cover a period of three years, with action plans focussing on the delivery of the business plan objectives.

The Plan takes account of the current Covid-19 environment. The virus has had a major impact worldwide and the safety of our staff, customers, partners and user groups are paramount for our future operations and this is embedded within the Plan.

2. Market Analysis

Customer Profile

Customer profile data is currently limited. This will need to be addressed as we move forward with our Plan.

Fit Life Membership

As at 5 February 2020, Moray Council had the following Fit Life Members;

Facility	Individual membership	2 adult family membership	1 adult family membership	Total
Buckie	307	524	56	887
Forres Swimming Pool & Fitness Centre	386	691	55	1,132
Keith	376	588	55	1,019
Lossiemouth	130	422	42	594
Speyside	106	260	25	391
Milne's Fitness Suite	51	85	10	146
Forres House CC	10	21	1	32
Elgin CC	8	46	0	54
Elgin High Sports Centre	23	20	5	48
TOTAL	1,397	2,657	249	4,303

The above reflects 4,303 Primary Cardholders through the Fit Life Scheme across Moray Council facilities, however, in total 11,469 membership cards were in operation (each member within a family has their own card).

Moray Leisure Centre are also part of the Fit Life Scheme and as at end January 2020 they had 3,953 Primary Cardholders connected to their facility.

Between both organisations there were 8,256 Primary cardholders from a potential population of 79,347 (16year olds +) = 10.4%.

Unfortunately Covid-19 has had a significant negative impact on the above Fit Life Membership levels.

As at 30 September 2020, Moray Council had the following live memberships;

Facility	Individual membership	2 adult family membership	1 adult family membership	Total	Change since Feb 2020
Buckie	224	430	49	703	-184
Forres Swimming Pool & Fitness Centre	300	501	43	844	-288
Keith	294	475	43	812	-207
Lossiemouth	96	318	32	446	-148
Speyside	81	206	19	306	-85
Milne's Fitness Suite	37	61	11	109	-37
Forres House CC	8	16	1	25	-7
Elgin CC	5	31	0	36	-18
Elgin High Sports Centre	14	16	3	33	-15
TOTAL	1,059	2,054	201	3,314	-989
Comparison from 05.02.2020	-338	-603	-48	-989	

Moray Leisure Centre's Fit Life Direct Debit membership levels have also declined from 3,937 members in March 2020 to 1,668 members in August 2020 – a reduction of 42%. However as at end of September membership had increased to 1,879, an increase of 211.

Fit Life Memberships are the main source of income for both Moray Leisure Centre and the Sport and Leisure Service in Moray Council. The major decline in membership income therefore has a major impact on income targets, budget projections and subsidy requirements of our Sports & Leisure services, including Moray Leisure.

Other Sport and Leisure Providers in Moray

Although not an exhaustive list the following facilities/organisations currently operate in Moray;

- Moray Leisure Centre
- Moray Sports Centre
- Anytime Fitness in Elgin
- Motion Fitness in Buckie
- Outfit Moray
- Eight Acres Hotel and Leisure Club in Elgin

There are also a number of privately owned and operated sports facilities across Moray including martial arts studios, golf clubs, football clubs, watersport facilities, bowling clubs and fitness gyms. Over and above this there are a number of social enterprises, charities and local community sports clubs/groups that provide sport and leisure opportunities for Moray residents and visitors.

3. Market Opportunities

In 2018 Moray had a population of 95,520. Our population as a whole has aged with a growing number of over 50 year olds and a declining birth rate, therefore this trend is unlikely to change significantly over the next 10 years.

0 -15 years	16,173	16.9%
16-24 years	9,385	9.8%
25-44 years	21,989	23%
45-64 years	27,550	28.8%
65-74 years	11,239	11.8%
75+ years	9,184	9.6%

Population stats per area (2018)

	Population	Fit Life Primary Cardholders	% of area population with Fit Life
Buckie	14,675	887	6%
Elgin	26,096	4,055	15%
Keith	7,832	1,019	13%
Lossiemouth	13,016	594	4%
Forres	17,683	1,164	6%
Speyside	8,491	391	4%
Milne's	7,727	146	1%

Research suggests that on average up to 14% of a population have a gym/leisure facility membership. There are other leisure providers in Moray that provide memberships, therefore we cannot accurately reflect the actual number of individual memberships across Moray, however we can identify that there are potential areas of growth in Buckie, Lossiemouth, Forres, Speyside and Fochabers areas.

Analysis of potential customers (including health and wellness customers)

Alongside geographical growth areas there are other potential growth areas for consideration in our Plan:

- Population predicted to continue ageing so there is a need to review and grow our provision for adults over the age of 65 years
- Suicide rates in Moray are higher than the national average and mental health is a growing concern both locally and nationally. Physical activity has a huge potential to enhance an individual's wellbeing and the links between positive mental health and activity will be further explored as we develop the Plan.
- Smoking and obesity (28,000 adults overweight (1:3) and 26,000 adults obese (1:3)) – increased risk of type 2 diabetes, liver disease, cancers, heart disease and sleep apnoea continue to be a concern in Moray and will be a priority within the Plan.

Female Death Causes in Moray	Male Death Causes in Moray
Cardiovascular disease 28%	Cancer 32%
Cancer 25%	Cardiovascular disease 29%
Neurological disorders 15%	Neurological disorders 11%
Equates to 68% of all deaths	Equates to 72% of all deaths

Current Market Trends

- Low cost memberships
- Gymnastics
- Fitness Classes (latest exercise trends) – BodyPump, Insanity, Metafit
- Virtual/Immersive Exercise Classes (Immersive fitness combines purpose-built studios and live instructors where workouts are undertaken through a virtual environment similar to a cinema setting)
- Wearable fitness technology that can link to fitness machines or GPS
- More inclusive activities – This Girl Can campaign which celebrates and supports women to be more active and not worry about how they look or what they do to be active. This campaign stemmed from research that showed women put off taking part in physical activity due to fear of judgement on the way they look when exercising.

Covid-19 Impact

Research on the full impact of Covid on the Scottish population is still in its infancy. However some key factors that have been identified from surveys conducted by Public Health Scotland and local/national agencies indicate;

- A potential decrease in sports participation but increase in physical activity across the general population
- A switch in exercise choices to outdoors or online (including individual apps such as Strava)
- An increase in family based activity
- Social interactions and opportunities for support outside the family home have reduced which has impacted on mental health and a sense of isolation
- Childhood obesity has been identified as a risk

- A need for greater connectivity for households without internet access
- An increase in the number of people living in poverty
- An increase in the number of people experiencing mental health challenges
- An increased role for volunteers.

Community consultation outcomes

Customer/Public engagement was a critical element in the creation of this Plan. Two customer/public surveys were open for a 3 week period in February 2020 and included questions relating to sport and leisure services across Moray (including Moray Leisure Centre). The first survey was targeted at our existing Fit Life Members and the second survey for pay as you go customers, customers that use non-Council Leisure Services or people who do not access any Leisure Services.

In total, 820 Fit Life Members completed the survey out of a possible of 8,256 Primary Cardholders (9.9%). 171 individuals completed the non-Fit Life survey.

Fit Life Member Survey;

- The majority of those who completed the survey were between 25-44 years of age and had a family membership (including 2 adults)
- The majority of individuals travelled less than 2 miles to access their leisure facility
- Value for money, location of facility and the staff were the top 3 positive aspects of our facilities/membership system
- More classes, better opening times and facility upgrades were the top 3 ways to improve our leisure facilities
- Swimming, fitness suite and exercise classes were the top 3 activities that were undertaken regularly
- Value for money, access to classes/facilities and keeping fit were the top 3 reasons to take out a fit life membership
- More classes/activities included, better online/booking system and adding ice rink were top 3 ways to improve fit life membership
- Yoga/Pilates, fitness classes and gymnastics were top 3 suggestions of activities to offer at facilities
- Customers would like to see longer weekend opening hours and more early morning sessions
- Majority of members do not use online system at present – a high number of comments relating to problems/difficulty

Non-Fit Life Member Survey;

- The majority of those that completed survey were between 45-64 years of age and were pay as you go customers
- Most of the pay as you go customers have considered taking out a fit life membership but have decided against it due to low usage or cost
- Yoga/Pilates provision or new fitness classes would encourage people to use facilities more and potentially take out a membership

Full survey analyses are available on request or via the Sport and Leisure Service Webpage of the Moray Council.

Staff consultation outcomes

Staff have been fully involved in the development of the Plan. A staff survey was open for completion to all Sport and Leisure Service staff for a 3 week period in early 2020.

In total, 59 staff members completed the survey out of a possible 166 (35% return).

Staff survey;

- Majority of staff who completed survey have worked for Council for over 10 years with a high percentage enjoying their work.
- Staff are either very or moderately satisfied and/or challenged at their work with the main challenges being connected to their workload, environment/atmosphere and lack of training.
- The most popular positive factors relating to their work were job satisfaction, job security and flexibility.
- Things we do very well are fit life membership, quality/standard of facilities/programmes and range of facilities/programmes.
- Things we do not do very well are online/digital opportunities and opening hours of facilities/programmes.
- Ways to improve our service include finalising the governance model, wider and better membership system (including online), more classes/activities and more training.

Full survey analyses are available on request or via the Sport and Leisure Service Webpage of the Moray Council.

In addition a staff workshop took place on 17 March 2020 (just prior to Covid lockdown) that explored the new vision and values for the Service, and some of the common threads identified through the surveys. During Covid lockdown a further online survey was created which was followed up with a virtual discussion forum. In total, 71 staff participated in the online survey and 17 staff engaged in the virtual discussion forum. The feedback from the survey and forum resulted in new purpose and vision statements for the Service and the creation of a set of values. Changes to the Plan objectives were agreed and a range of innovative ideas were captured from staff on how to achieve these objectives.

Partner Consultation Outcomes

Following the staff engagement process we engaged with some key partners including sportscotland, Moray Leisure Centre, NHS Grampian, Moray College/ University of the Highlands and Islands, TSI Moray and local community representatives. The feedback from these discussions have also been embedded into the Plan.

4. Our Current Business

Sports and Leisure Facilities

The Sports and Leisure Facilities in Moray include the following;

- Lossiemouth Sports and Community Centre (includes swimming pool)
- Buckie Swimming Pool & Fitness Centre
- Elgin Sports & Community Centre
- Milne's Fitness Suite
- Keith Sports & Community Centre (includes swimming pool)
- Speyside Sports & Community Centre (includes swimming pool)
- Forres Swimming Pool & Fitness Centre
- Forres House Community Centre
- Elgin High Sports Centre
- Synthetic Turf Pitches at Buckie, Elgin, Keith, Elgin and Speyside
- Grass Football Pitches and Pavilions (some locations) at Forres, Lossiemouth, Fochabers, Keith, Cullen, Buckie and Rothes

In partnership with NHS Grampian we also manage the Shand Centre Fitness Room in Dufftown that is located within the Stephen Cottage Hospital.

Active Schools

The Active Schools programme has been operating in Moray since 2004 and is jointly funded by sportscotland and Moray Council. The aim of Active Schools is to provide more and higher quality opportunities to young people to enable them to take part in sport and physical activity before school, during lunchtime and after school, and to develop effective pathways between schools and sports clubs in the local community. A further key role is the development of a network of volunteers to deliver activity sessions.

Fig 1. Active Schools Key Outcomes



Fig.2 The sportscotland targets and actual figures for Active Schools in Moray

Active Schools (academic year)		2015/16	2016/17	2017/18	2018/19	2019/20
Number of participant sessions	Target	74,524	89,897	89,721	90,000	98,700
	Actual	88,134	88,833	92,994	98,672	
Number of volunteers delivering activities in Active Schools	Target	480	453	536	500	610
	Actual	453	536	454	607	
Number of sport clubs with links to schools	Target	72	74	80	80	77
	Actual	74	80	78	77	
Number of qualified adult volunteers	Target	208	194	257	225	266
	Actual	174	257	199	266	
Number of qualified secondary pupils delivering activities in Active Schools	Target	48	48	40	40	40
	Actual	19	35	17	38	

Due to the Covid pandemic, sportscotland agreed that figures for 2019/20 would not be collected.

A Moray Active Schools Plan is generated on an annual basis to identify priorities for the year ahead. In recent years targeted work on equalities and inclusion has been a prominent feature as well as developing our young leaders.

Community Sport Hubs (CSH) Programme

The Community Sport Hubs Programme is financed mainly through sportscotland with Moray Council providing in-kind support. The Community Sport Hubs programme has been operating in Moray since 2011. The aim of Community Sport Hubs is to bring together sports clubs and key local partners who want to develop and grow the sporting offering in the community. They focus on sustainable, community-led approaches that get clubs working together to develop welcoming, safe and fun environments for sport.

Fig.3 Community Sport Hub Outcomes



There are currently 3 active Community Sport Hubs (CSHs) in Moray – Elgin Cooper Park CSH, Forres CSH and Lossiemouth Community Development Trust Sport Hub. There is a fourth Hub within Moray however it is currently inactive - Hopeman Association Fitness and Sports Hub.

All CSHs provide support to a number of local sport clubs by providing funds for training courses and small pieces of equipment, and actively contributing to their development by providing a wide range of advice and guidance. Further investigative work to look at developing 3 further Hubs in Moray will progress in 2020 and beyond. As well as the development of new Hubs – the Changing Lives through Sport approach will be strongly embedded in the CSH plan for the future.

Sports Development

As of 1 April 2020 the only staffing element of Sports Development is the 17 Sports Coaches and Assistants employed on a zero hours contract basis. The Sports Coaches and assistants are employed to deliver the term-time and holiday sports coaching programme for children and also sessions for older people such as the walking football and netball.

The Macmillan Move More Programme was rolled out across Moray between 2016-2020 to ensure people living with cancer were supported to become physically active, before, during and after their treatment. A Development Officer was employed to implement this programme in Moray through the development of circuit classes, gentle movement sessions, walking and gardening opportunities. In Moray across the 4 year period over 125 referrals were made with over 800 attendances at sessions. More than 15 volunteers were trained in Gentle Movement and core training and 4 instructors completed CanRehab training. The Move More programme was a partnership between Macmillan Cancer Support, Moray Council and range of local stakeholders. The funding for this programme finished at the end of February 2020.

Revenue and Capital Funding

The below figures constitutes capital and revenue budget for each service area for 2020/21;

Sport and Leisure Facilities	Active Schools	Community Sport Hubs	Sports Development
£550,461 revenue budget	£427,608 (£250,672 of which comes from sportscotland) revenue budget	£39,919 (all from sportscotland) revenue budget	£87,674 revenue budget
£59,000 capital budget			

Despite the above budget allocations there are some anomalies in the Sport and Leisure Facilities budget as some utilities and maintenance costs are covered by other Council departments (for example grass pitch maintenance). The above figures do not include the Moray Leisure Centre management fee allocation.

The Covid-19 pandemic has had a significant impact on income generation as a Service in 2020/21. An estimated loss of income connected to Moray Council Sport and Leisure Facilities between April and September 2020 (inclusive) equates to £804,000 across this 6 month period. Due to ongoing restrictions and reduced capacities within our facilities we are predicting a further loss of income between October 2020 and March 2021 of approximately £388,000. This will mean a loss of annual income in the region of £1.19million (against a target annual income of £1.7million).

Staff Resources

The service is currently managed by 1 FTE Acting Educational Resources Manager, with staffing resources as follows;

Active Schools & Sports Development	Sport and Leisure Service
1 FTE Active Schools & Sports Development Manager 7.8 FTE Active School Co-ordinators 1 FTE Community Sport Hubs Officer 17 Zero Hour Contract Sports Coaches and Assistants	1 FTE Sport & Leisure Manager 0.6 FTE Applications Administrator 1 FTE Senior Clerical Assistant 3.97 FTE Clerical Assistant 6 FTE Sport and Leisure Supervisor 1 FTE Leisure Supervisor 16 FTE Leisure Attendants 13.76 FTE Leisure Assistants 4.81 FTE Receptionist/Clerical Assistants 48 relief Leisure Assistants 4 relief Clerical Assistant 0.49FTE Climbing Wall Instructor 2 relief Climbing Wall instructors 0.28FTE Lesson Assistants

5. Our Future Business

Our Vision

“We will all work together to engage with the community to promote and provide a wide range of equal access, health promoting and fun opportunities for all ages and abilities in a clean and safe environment.”

Our Values

- **Teamwork & Partnerships** – maximising collaborative working relationships with colleagues, partners, volunteers, service users and communities, treating everyone with respect, being open to change and willing to learn.
- **Service** – ensuring our service is caring and friendly and open to all by ensuring there is variety, affordability, flexibility, accessibility and is appropriate to the needs of our community.
- **Safety** – providing a service that leads by example, creating a safe environment for everyone involved and delivering to the highest possible standards.
- **Community & Inclusivity** – engaging with our communities, understanding individuals' needs, and providing support to develop and change people's lives through the power of sport and physical activity.

Our Purpose

We believe that through great teamwork and effective communication we can serve our local and wider community by providing opportunities to improve the health and wellbeing of everyone.

Our Key Strategic Objectives (2020-2023)

- **Expansion and development of sustainable services**
- **Create an environment where health and wellbeing is at the core of our service**
- **Optimising income and growth**
- **Develop facilities to align with customer service needs**
- **Successful partnerships**
- **A professional, informed and empowered workforce**

Delivery Plan 2020-23

Objective 1 – Expansion and development of sustainable services

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
Improve the diversity and availability of programmes across Moray	Review of all programmes to ensure offer (and times) meets needs of whole community	Y1	% increase in Fit Life memberships	More people participating in sport and physical activity
	Develop programmes to attract new target markets	Y2	% increase in attendances across programmes	Equality of access to programmes offered by MLC and MC for all Fit Life members
	Develop programmes that encourage participation by those who would not normally attend sports & leisure facilities	Y2	Increase in customer satisfaction	Improved efficiency of our interactions with customers
Offer sport and exercise programmes that reflect latest market trends	Review Forres pilot of Les Mills exercise franchise and if successful roll out to all localities	Y1	Capacity uptake levels of programmes to reach 80% Increase in sport/physical activity levels in Moray through national censuses/surveys	Improved range of services and activities appropriate to the market and community needs within resource capacity
	Research new market trends and innovation to have the ability to deliver these swiftly	Y2		
	Use the natural environment and outdoor space to deliver programmes where possible	Y1		
Improve online booking/payment options	Online booking of all facilities/classes/programmes	Y1		
		Y1		

	Development of phone app for booking Online direct debit payment and pay as you go option for all programmes	Y2		
Explore and expand the capabilities of online engagement/connection	Develop online virtual/streaming class programmes– integrate into Fit Life Membership Further develop the online engagement/interaction generated by Active Schools during lockdown	Y2 Y1		
Seamless and efficient Fit Life Membership scheme	Merger of two individual Gladstone management information systems (Moray Council and Moray Leisure Centre) into one system Review Fit Life options to ensure maximisation of this scheme	Y1 Y1		
Rebuild, renew, repair our sport and leisure infrastructure following the effects of Covid	Work in collaboration with partners, colleagues, clubs, volunteers, communities and service users to identify and implement Covid recovery Through partnership working identify ways to use sport and physical activity as a tool to mitigate community challenges arising from Covid.	Y1 Y1		
Empower and support communities to develop	Through Active Schools, Community Sports Hubs and other related	Y1-3		

and expand opportunities in the area	<p>initiatives support individuals, clubs and organisations to develop opportunities (infrastructure, assets, activities, people, profile) in their area.</p> <p>Offer training to support community groups and volunteers - example Moray College/UHI can provide specific short courses relevant to the needs of the local community.</p>	Y1-3		
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**Objective 2 – Create an environment where health and wellbeing is at the core of our service
(This objective interlinks closely with Objective 1 in regards to expanding and developing our services)**

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
Develop prehabilitation/rehabilitation programmes for individuals requiring surgery/treatment for chronic conditions	Develop contacts with NHS and jointly develop and implement a programme in a locality that can be expanded across Moray	Y1	New programmes developed, implemented and evaluated on their impact	Improved outcomes for individuals requiring medical treatment
	Develop links with GP Practices, Pharmacies and Physiotherapists	Y1	Links made with local health services and joint creation of programmes/pathways	Income generation opportunities
	Offer social prescribing/green prescription opportunities	Y2	Reduction in hospital admissions due to	Early intervention and prevention, reducing demand for council, IJB and NHS services
	Develop links with specialist instructors in relation to delivering relevant programmes	Y1-3		Improved health, wellbeing and

	(cardiac rehab, cancer, stroke, weight management etc.)		longer independent living measures	resilience in our communities
	Develop links with Movement for Health, a new coalition of Scotland's leading health charities, working together to increase physical activity levels to improve the social, physical, and mental health of people living with long term conditions.	Y1	Number of attendances across new programmes connected to this objective	Improved self-management and healthier choices by our Moray residents in relation to their wellbeing
Develop Healthy Lives programmes and campaigns to improve physical and mental wellbeing	Develop contacts with IJB and jointly develop and implement a programme in a locality that can be expanded across Moray Develop family activity programmes as highlighted to help strengthen family relationships	Y2	Increase in no. of inactive people becoming more active	Positive change to people and communities through the use of sport and physical activity
	In partnership develop campaigns that are powerful and effective that can re-engage, support or sustain activity levels of particular audiences – such as workforce, customer or locality physical activity challenges.	Y1		More people participating in sport and physical activity
	Work collectively to implement the Healthier Futures and Child Healthy Weight agenda (Scottish Government/Public Health)	Y1-3		
		Y2		

	Work with the Wellbeing Hub and other mental health services to align projects that can be mutually beneficial from a physical and mental health perspective	Y2-3		
Leisure Facilities being used as a mainstream service within the health service	Develop contacts with GP surgeries/Primary, Secondary and Acute Care Services to develop opportunities for customised exercise/health and wellbeing referrals	Y2-3		
	Investigate potential of outpatient clinics or similar services being delivered from leisure/community facilities	Y3		
Embed the 'Changing Lives through Sport and Physical Activity ethos' throughout our Service Provision and help develop the Self-Management approach in regards to sport/physical activity	Cascade the learning from staff who have participated in the sportscotland Changing Lives Programme across the whole service	Y1-2		
	Learn from other areas/organisations re how they have embedded this mindset into their service provisions	Y2-3		

	<p>All sectors within the Service place a priority on helping inactive people become active</p> <p>Walking for Health Project – implement the Stretch 2 Step programme for sedentary individuals via strength and balance and gentle walking activities. This will involve greater partnership working with healthcare professionals, care homes and sheltered housing.</p> <p>Smarter Choices Smarter Places Project (WalkPlaces) - To promote Paths for All's workplace walking challenges to workplaces across Moray, encourage a culture of walking and provide health and wellbeing at work/whilst working from home advice and support to staff.</p>	<p>Y1-3</p> <p>Y1</p> <p>Y1</p>		
<p>Help to reduce health inequalities and ensure inclusion for all across all our programmes</p>	<p>Work with the Locality Management Group and partners to address the lack of physical activity among young people linked to the Children's Services Plan.</p>	<p>Y1-3</p>		

	Continue to further develop the Inclusion PEPAS (PE, Physical Activity and Sport) Group which supports some of the most vulnerable individuals within our community	Y1-3		
Learn from local and national partners on best practice and innovation connected to this objective	Undertake research locally, nationally and internationally in regards to innovative practice connected to Health and Wellbeing and undertake feasibility to implement any evidence based interventions. (recent example is Health Innovation Hubs)	Y2-3		
Identify the social value of sport and physical activity in Moray and identify relevant social outcomes connected to this Plan	Work with partners to research, evidence, analyse and identify the social value for sport and physical activity in Moray to help influence future priorities	Y1-3		
Ensure the health and wellbeing of volunteers is a prominent feature and focus in the implementation of this Plan	Work with TSI Moray and other relevant partners to retain any new/existing volunteers following the Covid pandemic and connect them to sport and physical activity opportunities. Follow the sportscotland Volunteer Management toolkit – ensuring recognition, communication, training and support provided regularly	Y1 Y1-3		

Objective 3 – Optimising Income and Growth

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
An expanding sports and leisure business	Review of expenditure across the service to identify economy of scale savings/value for money	Y1	Reduced costs	The service grows and develops into a serious market competitor
	Develop and implement a pricing strategy to maximise income generation	Y2	Increase in income	The service becomes more self-sufficient
	Develop and implement a marketing plan, including use of social media platforms	Y2	Decrease in health inequalities in Moray	Achieving our corporate social responsibilities
	Develop and implement a revenue growth strategy	Y3		The service has the financial ability to offer the products and services it deems appropriate to its markets
Maximise income generation opportunities	Rollout of corporate/business fit life membership	Y1		
	Rollout of tourism membership	Y1		
	Review of letting policy to ensure spaces can be utilised to their full potential	Y3		
	Review Fit Life options to ensure maximisation of this scheme	Y2		

Maximise external funding opportunities Ability to influence with strong evidence and research base	Work with partners to identify external funding opportunities to help enhance our services	Y2		
Ensure balance between business and social service/value (due to socioeconomic implications as a result of Covid)	Exemplify the social value of sport and physical activity in Moray Ensure that revenue growth and pricing strategies are appropriate for the Moray context.	Y2 Y2		

Objective 4 – Develop facilities to align with customer service needs

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
The best facilities and equipment Maximising the space and offerings within our existing facilities to their full potential	Develop a 5 year capital plan for sport and leisure (including ongoing maintenance costs), Ability to react swiftly to changing Covid guidelines – reduced capacities/social distancing – reconfiguring sites to generate greatest capacity. Undertake feasibility of catering/refreshment provision to encourage greater social	Y2-3 Y1 Y2	Improved energy management/efficiency % increase in attendances Capital investment can lead to reduced operating costs (ability to deliver and sell more to customers)	Investment is planned Facilities remain fit for purpose Equipment keeps up with latest trends More people participating in sports and leisure activities

	opportunities at facilities in line with healthy eating			Improved customer interactions, satisfaction and quality of service
New sports and leisure facilities are developed in the right places as communities grow	With external partners carry out feasibility study and strategy in regards to facility development to meet the needs of our community.	Y2		Improved partnership working both internally and externally
	Investigate flexibility of use of spaces – ensuring alignment with relevant policies and liaise with Planning Dept. (unused facilities/areas due to Covid – changed usage potential?)	Y1-3		We improve our active infrastructure people and place
	Consider capital investment with partners. Opportunity for collaboration with private businesses – dual opportunities. Capital investment required to respond to the needs of a modern dynamic leisure market which can increase capacity, attract new customers which will generate greater income and reduce operating costs.	Y1-3		Improved access to our built and natural environment as well as our active travel infrastructure
	Make connections with Developer Obligations/Planning Teams	Y1		
Contribute towards environmental protection and help	Ensure any facility developments are undertaken through an environmental friendly approach.	Y3		

mitigate climate change	Improve facilities where possible to ensure clean energy (covering renewable energy, efficiency, reduction in pollution)	Y3		
	Through Active Schools, NHS and partners progress the Scottish Governments commitment to the active travel agenda	Y1		

Objective 5 – Successful Partnerships

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
Work with partners to develop projects that benefit our local communities (e.g. holiday activity programmes)	Explore and work with partners to develop new project proposals (as well as develop existing projects) that contribute to achieving multi agency outcomes	Y1-3	Increase in the no. of partnership projects offered through the Service	Supporting local and national strategic objectives
Work with partners to develop sport and leisure related events using our own and partner resources and facilities	Work with partners to develop event proposals	Y2	Shared and agreed accountability connected to the implementation of this plan	Improved participation in sports and leisure related activities
	Open Days at facilities showcasing opportunities, offering promotions and involving partners and the local community.	Y2-3		
Adopt a system change approach to	Following approval of new Service Structure and Business Plan work	Y1-3		Improved partnership working both internally and externally (cross sector collaboration)

our service to become more adaptive and innovative.	collectively as a team to identify new ways of working to build trust, creativity and optimism through change.			Improved opportunities to participate, progress and achieve in sport
Deliver a sporting pathway system covering the spectrum from recreation to performance level	Work in partnership and support local sports clubs, National Governing Bodies of Sport and other external agencies to provide opportunities to as many ages and abilities as possible ensuring Moray has the ability to continue producing national and international athletes	Y2-3		Improved capacity building Improved and effective communication across all partners and participants
Share all our positive news and developments to the local and national population	Sustain the annual Recognition Awards in partnership with sportMoray – recognising our athletes, volunteers, clubs and young leaders	Y1-3		
Achieve wider collaboration and connections with partners (health, environment, education, transport, business)	Review outcomes/projects regularly and engage with new partners as and when required.	Y1-3		

Objective 6 – A professional, informed and empowered workforce

What we want to achieve	Action(s)	Timeline (Y1, 2 or 3)	Measures of success	Expected Outcomes
Integrated working across the Sport and Leisure Service	Service restructure to enable the integration of management and operations within our facilities and across our programmes	Y1	Restructure completed % increase in staff satisfaction	Service is organised to deliver the Strategic Business Plan
A professional, dedicated and trained workforce	Review of staff development plans	Y1		Staff have the knowledge, skills and confidence to deliver a commercial service as well as meet the needs of our customers
To be an employer of choice	Staff empowered to trial new approaches	Y1-3	Reduction in staff absence	
	Learning visits to other local authority areas	Y1-3	Increase in no. of staff engaging in staff consultation activities	Staff contribute to the growth of the business and are clear about the strategic direction
Ensure the health and wellbeing of staff is a prominent feature and focus in the implementation of this Plan	Investigate modern apprenticeship opportunities with Moray College/UHI and partners	Y2-3	Implementation of changes proposed by staff	Enhanced culture of continuous improvement
	Staff training to increase financial/commercial awareness	Y1-3		
Provide effective leadership	Develop and deliver an annual Staff training programme – both formal and informal opportunities. Work with partners to deliver co-ordinated training in particular to frontline staff - example 'Make Every Opportunity Count' (MEOC) training	Y1	% increase in volunteer recruitment and retention	Service is recognised as being responsible and supporting both staff and the local community We improve our active infrastructure people and place

	Regular staff meetings (and other engagement methods) to engage, consult and contribute towards continuous improvement	Y1		
Effective workforce connections across all partners	Learn and share best practice between partners (at both strategic and operational level)	Y2-3		
Recruit, retain and recognise the volunteer workforce connected to sport and physical activity	Organise and deliver volunteer development programmes relevant to their needs	Y1-3		
	Regular volunteer engagement and support to ensure continuous improvement	Y1-3		

6. Financial Forecast

Due to the COVID-19 pandemic it is difficult to provide a meaningful financial forecast at this time.

For the first 6 months of the 2020/21 financial year the Sport and Leisure Service experienced a loss of income of £804,000. Despite a partial resumption of services in mid-September 2020 we anticipate a further loss of income for the second 6 months of the financial year due to reduced capacity levels in facilities and sessions, restrictions on the availability of facilities/activities, lack of public confidence, financial challenges experienced by our residents and lack of tourism.

Our priority for 2021/22 will be to recover our Service and aim to reach our income target levels from 2020/21 of £1.7million but this is largely dependent on a reduction in COVID-19 restrictions.

In Years 2 and 3 of this Business Plan our focus will be on increasing our income streams through developments connected to market trends, capital works and partnership work with agencies such as the NHS.

A more detailed financial plan will be prepared following the Budget Setting Committee meeting in February/March 2021.

7. Key Performance Indicators (KPI)

The following key performance indicators and measureable targets will be monitored/collected throughout the duration of this Plan;

KPI	Current Baseline	Year 1 - 2021	Year 2 - 2022	Year 3 - 2023
Number of Fit Life Memberships	3,314 Primary Members (30/09/20)	4,500 Primary Members	5,000 Primary Members	5,250 Primary Members
Number of Health & Wellbeing Projects	3 (health walks, projects within Active Schools and projects within Community Sports Hubs)	6	8	8
Customer Satisfaction Levels (from Fit Life Customer Survey)	Quality of facility – 30% Range of activities – 36% Value for money – 81%	Quality – 32% Range – 41% Value – 83%	Quality – 35% Range – 50% Value – 85%	Quality – 40% Range – 60% Value – 85%
Number of admissions per facility	Pools - 234,284 Fitness Rooms - 118,091	Pools – 175,713	Pools – 234,284	Pools – 245,998

	Community Centres - 231,926 (2019/20 stats)	Fitness Rooms – 88,568 Community Centres – 173,944 (based on 75% of 2019/20 stats)	Fitness Rooms – 118,091 Community Centres – 231,926	Fitness Rooms – 123,995 Community Centres – 243,522 (based on 5% increase to Year 2 targets)
Staff Satisfaction Levels (from Staff Survey in 2020)	79%	83%	87%	90%

Over and above these KPI's – Active Schools and Community Sports Hubs have their own specific sportscotland annual targets to work towards which will contribute towards the Plan.

The above measurable targets for Years 1-3 may require refining in the months ahead due to COVID-19. The pandemic may impact on the admission and fit life membership targets as these will largely be dependent on our ability to increase capacity levels within facilities and resume the range of activities available within the fit life membership scheme.

Our Strategic Framework

The Strategic Business Plan sits within a wider strategic framework that includes the following national and local strategic plans:

National Plans

- Scotland Performs – Scottish Government’s 16 National Outcomes
- Active Scotland Framework
- Sportscotland’s Corporate Plan – Sport for Life
- National Governing Bodies of Sport Strategies
- NHS Health Scotland Physical Activity Pathway
- Scottish Government Public Health Priorities

Local Plans

- Moray Council Corporate Plan
- Local Outcomes Improvement Plan
- Moray’s Active Schools Annual Plan (including ASG plans)
- Moray’s Community Sports Hub Annual Plan

Our Key Partners

- Sportscotland (provide funding for Active Schools and Community Sport Hubs programme as well as providing strategic and operational support and funding towards capital and revenue projects)
- National Governing Bodies of Sport
- Moray Integration Joint Board/ Health & Social Care Moray
- NHS Grampian
- Moray College UHI
- Emergency Services
- TSI Moray
- Moray Leisure Centre
- Moray Sports Centre
- Paths for All
- Moray Access
- Forestry Commission
- Outfit Moray
- Voluntary Sports Forums – sportMoray, Moray Cricket Association, Moray Tennis Forum, Moray Community Rugby, Sport Hubs, Badminton Moray, Walk Jog Run Moray etc.
- Voluntary sports clubs/physical activity groups
- Scottish Disability Sport
- Cairngorms National Park