



HYNDBURN LEISURE TRUST

BETTER LEISURE BETTER CULTURE **BETTER LIVES**



STRATEGIC PLAN - 2020 VISION

www.hyndburnleisure.co.uk

our mission



Improving the **health,**
wellbeing and **quality**
of life for Hyndburn residents
through **affordable sport,**
leisure and culture



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introduction

BETTER LEISURE BETTER CULTURE **BETTER LIVES**



Welcome to “Better Leisure, Better Culture, Better Lives,” Hyndburn Leisure Trust’s Strategic Plan and Vision for 2020. The strategy has been developed in consultation with partners and stakeholders, and sets out the Trust’s vision, values and aims, together with our key objectives and actions for the next six years.

Ciaran Wells – Chair of Hyndburn Leisure Trust

Andrew Wiggans – Chief Executive of Hyndburn Leisure Trust

Hyndburn Leisure Trust is a company limited by guarantee with charitable status. It was formed in 2002 to manage the borough's sport and leisure facilities and in 2005 also took on the Council's Arts & Entertainment facilities and community buildings.

The Trust's portfolio provides a strong infrastructure of community facilities that includes: leisure centres, swimming pools, sports halls, fitness centres, astro turf pitch, health spa, athletics track, function rooms, community centres and entertainment venues; all of which provide a diverse range of activities and events to meet the needs and wants of local people.

Hyndburn Leisure is responsible for the strategic management and operation of the following:

- 1** Sports Development unit
- 2** Accrington Information Centre
- 3** Hyndburn Leisure Centre, Accrington
- 4** Mercer Hall Leisure Centre, Great Harwood
- 5** Norden Sports Centre (Dual Use), Rishton
- 6** Wilson's Athletics Track, Clayton-Le-Moors
- 7** The Civic Theatre & Arts Centre, Oswaldtwistle
- 8** Town Hall, Accrington
- 9** Clayton Civic Hall, Clayton-Le-Moors
- 10** Hippings Vale Community Centre, Oswaldtwistle
- 11** West End Community Centre, Oswaldtwistle

Day to day operations are managed by the Trust's Senior Management Team led by the Chief Executive, who is given strategic direction by a board of voluntary trustees. The board have played a full part in the development of the new strategic plan, particularly ensuring that the charitable purpose of the Trust continues to be discharged effectively.

In delivering its services the Trust works with many key partners and these include Hyndburn Borough Council, Children's Trust, LCC Public Health, Lancashire Care Foundation Trust, Community Safety partnership, local sports and community clubs, Hyndburn Sport & Physical Activity Alliance (SPAA), Sport England, Lancashire Sport Partnership, National Governing Bodies of Sport, Accrington & Rossendale College, Lancashire & Blackpool Tourist Board, Accrington Academy, Community Solutions North West and the Hyndburn Arts Trust.

The Leisure Trust recognises that it can make a significant contribution to our partners' objectives and impact positively upon the lives of local residents, through involvement in sport, leisure and culture by:

- Improving the enjoyment, health and wellbeing of local people
- Increasing the number of people taking part in sport and physical activity
- Contributing to the delivery of the Hyndburn Arts and Culture Strategy
- Improving the quality of life for our local communities
- Contributing to tackling crime and disorder through the provision of diversionary activities
- Contributing to regeneration and renewal
- Raising educational standards in our schools through sports participation
- Encouraging a lifelong learning approach through our training courses and employee development
- Safeguarding the environment by taking energy efficiency measures to reduce carbon emissions

The Trust has developed a strong working partnership with Hyndburn Borough Council and, with the Council's continued support, the Trust is committed to a comprehensive modernisation of its services over the next six years to ensure that it provides local communities with accessible sport, leisure and cultural pursuits in modern, affordable and well managed facilities. In consultation with our partners and stakeholders Hyndburn Leisure Trust has identified the following key target groups to work with in order to increase levels of participation; Women and girls, young people, BME communities, disabled people, older people (aged 50+), low income families and inactive residents.

Hyndburn Leisure Trust's Vision

"Better Leisure, Better Culture, Better Lives"

Hyndburn Leisure Trust's Mission

Improving the health, wellbeing and quality of life for Hyndburn residents through affordable sport, leisure and culture.

Hyndburn Leisure Trust Mission Statements

Improving the health & quality of life for Hyndburn residents.	Ensuring that there are accessible, affordable leisure and cultural opportunities available to all members of the community.
Developing an organisation that is truly customer focused.	Listening to local people and developing facilities, activities and programmes that meet their needs.
Empowering and developing our employees.	Investing time and resources into developing our workforce. Ensuring that all of our employees understand and are motivated by the aims and objectives of the trust, and play an integral part in the success of the organisation.
Developing an efficient, effective and sustainable business.	Maintaining a thriving organisation through partnership work and the prudent use of resources, to develop facilities and services that meet both commercial and social aspirations.

Hyndburn Leisure

trust values



The Trust is an organisation that aspires to the highest standards in everything we do, and we will adopt the following values and principles.



- Listening to our customers
- Providing value for money
- Fairness and equality
- Integrity and respect
- Improvement and innovation

our “Super Six” strategic themes



- 1 Customer focus
- 2 Facility development
- 3 Enjoyment, quality of life and health
- 4 Developing our people
- 5 Governance and commercial
- 6 Managing our environment

1 Customer focus



Aim: To be widely recognised and acclaimed as a leisure provider that is firmly committed: to listening to its key customers and local residents and developing facilities and services that meet their needs.

Strategy reference	Our objectives
1.1	Achieve and maintain QUEST accreditation for identified sport & leisure facilities.
1.2	Maintain and regularly review a customer charter across all our facilities and services.
1.3	Maintain and regularly review a user friendly website for our customers and stakeholders.
1.4	Ensure that services, activities and programmes offered at all of our facilities meet the needs of the communities.
1.5	Regularly consult with our customers and potential customers about existing and future facilities and services and adopt a positive approach to the feedback received from customers.
1.6	Ensure that all of our customers are treated in a fair and equitable manner and that positive steps are taken to tackle discrimination and promote equality.
1.7	Ensure that marketing and promotional material is written in plain English and uses imagery and language that reflects the diverse make up of our local communities.
1.8	Introduce digital marketing & retention tools to maximize customer engagement.
1.9	Introduce customer service related performance targets.

2 Facility development



Aim: Based on customer feedback and expectations, Hyndburn Leisure Trust will provide a diverse range of functional, affordable and accessible facilities that meet the needs of our local communities and are well maintained, safe, clean and welcoming.

Strategy reference	Our objectives
2.1	Work with Hyndburn Borough Council and key partners to develop a strategic facility investment strategy for the Trust.
2.2	Seek funding to revitalise ageing facilities and invest in new facilities and equipment, with a minimum of 2 external funding applications submitted each year for facility development.
2.3	Create partnerships aimed at accessing funding opportunities for refurbishment and development.
2.4	Review and refine repair and maintenance plans and schedules at all buildings.
2.5	Refurbish the astroturf pitch, creating a new 3G facility suitable for multiple sports by 2015.
2.6	Continue an invest to save programme in identified facilities, creating long term savings by investing in energy efficiency measures.
2.7	Work with Hyndburn Borough Council to carry out an extensive refurbishment programme at the Town Hall by 2015.
2.8	Improve disabled access and services at all of our facilities.
2.9	Develop and deliver an annual programme of planned maintenance and decoration.

3 Enjoyment, quality of life and health



Aim: Hyndburn Leisure will contribute to improving the enjoyment, quality of life, health and wellbeing of Hyndburn residents by providing a varied arts and cultural programme and a wide range of sport and leisure activities to increase levels of physical activity and the promotion of healthy lifestyles.

Strategy reference	Our objectives
3.1	Attract and retain people of different ages and different ethnic and socio-economic backgrounds, and encourage and enable them to participate in new activities.
3.2	Encourage children and young people of all abilities, shapes and sizes to take part in sport, leisure and cultural activities that engage them throughout their lives.
3.3	Maximise the contribution that we can make to the five outcomes of Every Child Matters (be healthy, stay safe, enjoy & achieve, make a positive contribution, achieve economic wellbeing).
3.4	Ensure that provision meets the needs of older people and helps them to remain healthy, active and independent.
3.5	Contribute to the reduction of crime and disorder in our communities by providing diversionary activities for those at risk of offending and create new opportunities through partnership with the police and local authority.
3.6	Focus work with communities identified as key target groups in order to increase participation in leisure and cultural activities.
3.7	Review aged and “traditional” sport, leisure and arts programmes and introduce new diverse programmes that reflect the needs of the population.
3.8	Support local sports clubs and groups through effective pricing, best practice advice and coordination of an annual sports awards event.
3.9	Develop programmes of activity for young people and families throughout the major school holidays.
3.10	Support the development of sustainable pathways that encourage lifelong participation in sport and physical activity.
3.11	Submit a minimum of 2 external funding applications each year for sport & health development projects.

4 Developing our people



Aim: Hyndburn Leisure Trust will provide an environment where employees are fully engaged in the operation and development of our business and where opportunities are provided for them to realise their potential.

Strategy reference	Our objectives
4.1	Provide effective forums and structures for communication throughout the company so that employees at all levels are informed and can contribute to the business.
4.2	Carry out a periodic staff satisfaction survey to identify areas for improvement and action.
4.3	Look to develop a reward and recognition programme for staff.
4.4	Seek to offer work placements, volunteering and traineeship opportunities for local residents.
4.5	Develop a comprehensive induction policy for staff at all levels.
4.6	Develop links with local school, colleges and community groups, and explore the opportunities to draw skilled people into our organisation.
4.7	Lever in external funding to support the development of a flexible, skilled workforce.
4.8	Fully engage employees with the development of business through involvement in business action planning process and personal appraisals.
4.9	Equip all of our employees with the appropriate knowledge, skills and motivation to enable them to fully contribute to the business.
4.10	Ensure the health, safety and welfare of our employees in accordance with our legal obligations.
4.11	Ensure that all of our employees are treated in a fair and equitable manner and that positive steps are taken to tackle discrimination and promote equality.

5 Governance & commercial



Aim: Hyndburn Leisure Trust will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives.

Strategy reference	Our objectives
5.1	Set and meet challenging financial targets in order that we become self-sufficient in resources so that we can continue to invest in our facilities and services.
5.2	Maximise the return from commercial opportunities so that we are in a position to fulfil our charitable obligations.
5.3	Develop an effective performance management framework.
5.4	Develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision & values.
5.5	Implement a corporate marketing & communications strategy.
5.6	Ensure that we comply with legislation for charities that requires us to demonstrate public benefit.
5.7	Ensure that our board of trustees reflects the community we serve and the need to be both a social and commercial organisation.
5.8	Ensure effective health and safety and risk management practices are in place across the organisation.
5.9	Review and continually improve and enhance our information technology infrastructure to improve our effectiveness and meet the needs of our customers.
5.10	Introduce standard policies and procedures across the Trust and its employees.
5.11	Regularly review this strategy to ensure we keep abreast of, and are able to evaluate, emerging leisure trends and opportunities for diversification.

6 Managing our environment



Aim: Hyndburn Leisure Trust will adopt and implement good environmental practices in the course of our business, using resources and energy as efficiently and effectively as possible.

Strategy reference	Our objectives
6.1	Reduced energy consumption by 10% by 2017.
6.2	Introduce an energy plan for the trust and deliver an annual awareness programme to staff.
6.3	Introduce energy efficient systems in all new/refurbished facility developments.
6.4	Work with partners and industry experts to identify innovative ways of reducing the carbon footprint of the organisation.
6.5	Identify energy saving investments & seek funding to deliver.
6.6	Produce an energy policy for the organisation & display.

Action Plan

This strategy is not about what we say but about what we will do.

Each of Hyndburn Leisure's departments will develop themed action plans that underpin our "super six" objectives and will ensure that we deliver on our corporate vision and values.

Action plans include targets that are SMART (specific, measurable, achievable, realistic and time limited) and responsibility is given to key managers so that they know what is expected from them and their department.

We acknowledge that fashion and trends change in sport, leisure, arts & culture so we will maintain a flexible approach to planning and delivery.

Monitoring and evaluation

Hyndburn Leisure will develop a clear set of tools to ensure that it delivers on its action plans and the aspirations of our strategy. This will be done through structured, periodic reporting of key performance indicators to the board of trustees, Borough Council and relevant partnership groups.

In addition we will develop a periodic appraisal for our partners to assess performance and refresh the action plans where necessary to accommodate internal and external changes that will help to change strategic thinking.

After an appraisal we will refresh the Strategy and our successes and achievements will be reviewed in an Annual Report.

Further information

For further information about Hyndburn Leisure please visit our website at www.hyndburnleisure.co.uk or contact us:

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