



Hyndburn
Leisure

**Improving health
Building community
Transforming lives**

**Business Strategy
2024–2027**

V3. May 2026

1. Introduction



Lyndsey Sims,
Chief Executive of
Hyndburn Leisure

This business strategy maps out the charity's path for the next three years. In recent years, we've achieved so much: from developing new services to support people to lead healthier lifestyles, to delivering the Hyndburn Hub through the pandemic. During that time, we've also moved to subsidy-free leisure operations, embarked on a major leisure transformation project with the Council and have become more environmentally sustainable – and all of this within the context of an unprecedented global health pandemic.

In recent years, external factors have meant that the charity has required a subsidy from the Council to maintain the operation of all facilities and services. Over the next three years, we will look to move back towards zero subsidy.

We are proud of what we've accomplished in recent years, but always reinforce that it's the stories behind these headlines that really count; stories with people and community at their centre. These are the stories that motivate me and the team at the Trust every day: stories of engagement, inclusion, of incremental changes adding up to lives transformed.

As always, there's so much more to do. We feel Hyndburn is a vibrant, culturally diverse place to live and work, but not everyone shares that experience. Hyndburn is the 16th most deprived local authority in England, cultural engagement is low, and almost 1 in 3 adults here live an inactive lifestyle. Living healthier, more connected lives is more than a nice-to-have; it's a must-have – and our Trust has a key role to play in delivering this change.



Ciaran Wells,
Chair of Hyndburn Leisure

As with everything we do at Hyndburn Leisure, creating this vision for our future has been a collaborative process – one that has involved engaging with our people and our community.

It's no accident that two major pillars of our strategy are 'our people' and 'our partnerships'. And pillar is a deliberate metaphor – they hold everything up. If we create options and opportunities within leisure and culture that are based on people's wants and needs, we know we can bring people with us.

Launching this business strategy as the construction of a brand-new leisure and sports facility has commenced, makes me feel extremely proud and hopeful for the future. Wilson Sports Village project will be a catalyst to enable more Hyndburn residents to live healthier lives.

Further progress is also taking place across the Borough to enhance facilities and services, and as you can see from our plan, the Trust remains ambitious, and has set clear goals that will enable progress to be measured and shared.

Imagine the stories we'll be telling in three more years: stories of communities connected, inequalities reduced, new active environments created and health and wellbeing improved. Let's get to it.



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1. Health & Wellbeing Insights

Improving health, wellbeing and inclusion sits at the heart of Hyndburn Leisure's purpose and cuts across every part of our work. We are more than a provider of facilities and activities; we are a local partner in prevention, community wellbeing, inclusion and reducing health inequalities.

The national direction for public leisure is changing. Leisure services are increasingly being repositioned from traditional sport, fitness and facility-based provision towards a broader Active Wellbeing role. This means supporting people to move more, live healthier lives, feel connected, manage long-term conditions, build confidence and access services that respond to their needs. For Hyndburn Leisure, this shift reflects the work we already do through our gyms, swimming pools, group

exercise programmes, Feel Good services, community activities, cultural programmes and partnerships.

Across Hyndburn, there are a number of significant health challenges facing the local population. There is a high level of overweight, including obese, adults at 68.6%, alongside levels of inactivity that are worse than the England average. Data also shows that 60.9% of children aged 5–16 are not meeting the UK Chief Medical Officers' recommendations for physical activity, while 38.6% of children aged 10–11 are classified as obese or overweight. Under-75 mortality rates are also significantly worse than the England average.

Deprivation plays a key role in shaping health inequalities across the borough. Life expectancy is 10.6 years lower for men and 11.5 years lower for women in the most deprived areas of Hyndburn compared with the least deprived areas. Hyndburn is one of the most deprived areas in England, with 26.9% of people living in the 10% most deprived areas and around 20.1% of children living in low-income families, both of which are worse than the England averages.

These challenges reinforce the importance of accessible, affordable and inclusive opportunities to be active, well and connected. National data shows a strong link between deprivation and inactivity, meaning that people living in areas of higher deprivation are often less likely to be active and more likely to experience poorer health outcomes. This creates a vital need to support participation among these communities in particular, ensuring that services are designed around local need and barriers to access are understood and reduced.

Physical inactivity remains one of the biggest public health challenges. One in four people in England do less than 30 minutes of physical activity a week, far below the recommended 150 minutes of moderate intensity activity per week set out by the UK Chief Medical Officers. This matters because inactivity is linked to poorer physical and mental health, reduced independence and increased pressure on health and social care services. It is also estimated that one in six deaths are associated with inactivity, with physical inactivity costing the UK an estimated £7.4 billion annually.

The benefits of movement are significant. Regular physical activity can help people live happier, healthier and more independent lives. It can reduce the risk of cardiovascular disease, coronary heart disease and stroke by 20–35% compared with a sedentary lifestyle. Evidence also shows that regular physical activity can reduce the risk of developing type 2 diabetes by up to 40%, dementia by up to 30%, and some cancers by up to 30%.

Those who do the least activity often stand to benefit the most. Even small increases in regular movement can make a meaningful difference to health, wellbeing and quality of life. This is particularly important in Hyndburn, where health inequalities, deprivation and inactivity are closely connected.

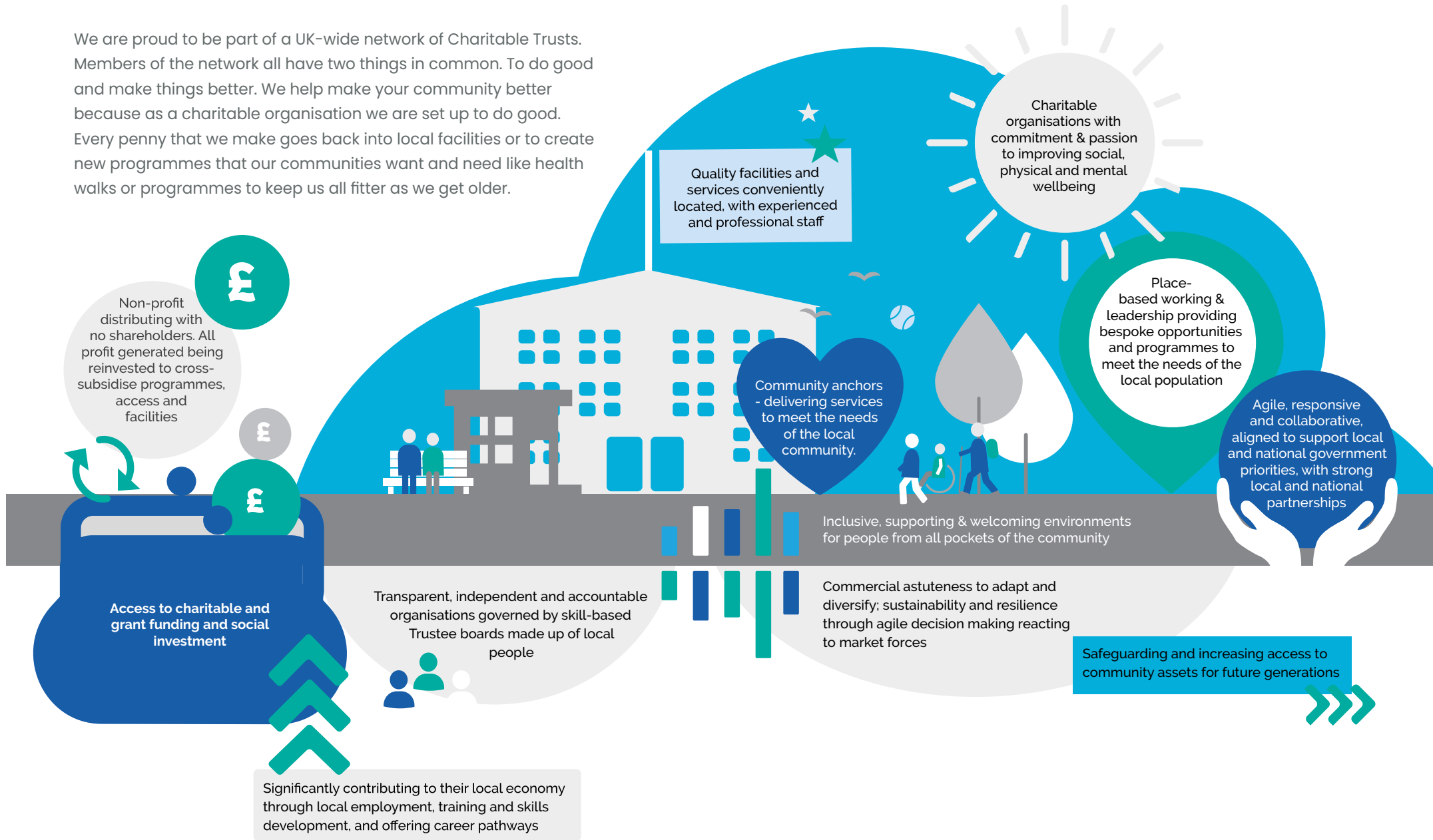
The value of physical activity is also significant for the wider economy and society. Sport England research shows that every £1 spent on community sport and physical activity generates nearly £4 in return for the English economy and society, including substantial savings for health and social care through the prevention of serious physical and mental health conditions.

Our ambition is to continue evolving as an Active Wellbeing organisation: one that supports people to be active and well, contributes to prevention, reduces inequalities, and demonstrates the wider social, health and economic value of leisure and culture.

This strategy aims to improve the health, wellbeing and quality of life of Hyndburn residents by providing affordable, inclusive and accessible sport, leisure and culture opportunities. It will support more people to move more often, feel better, connect with others and live healthier lives.

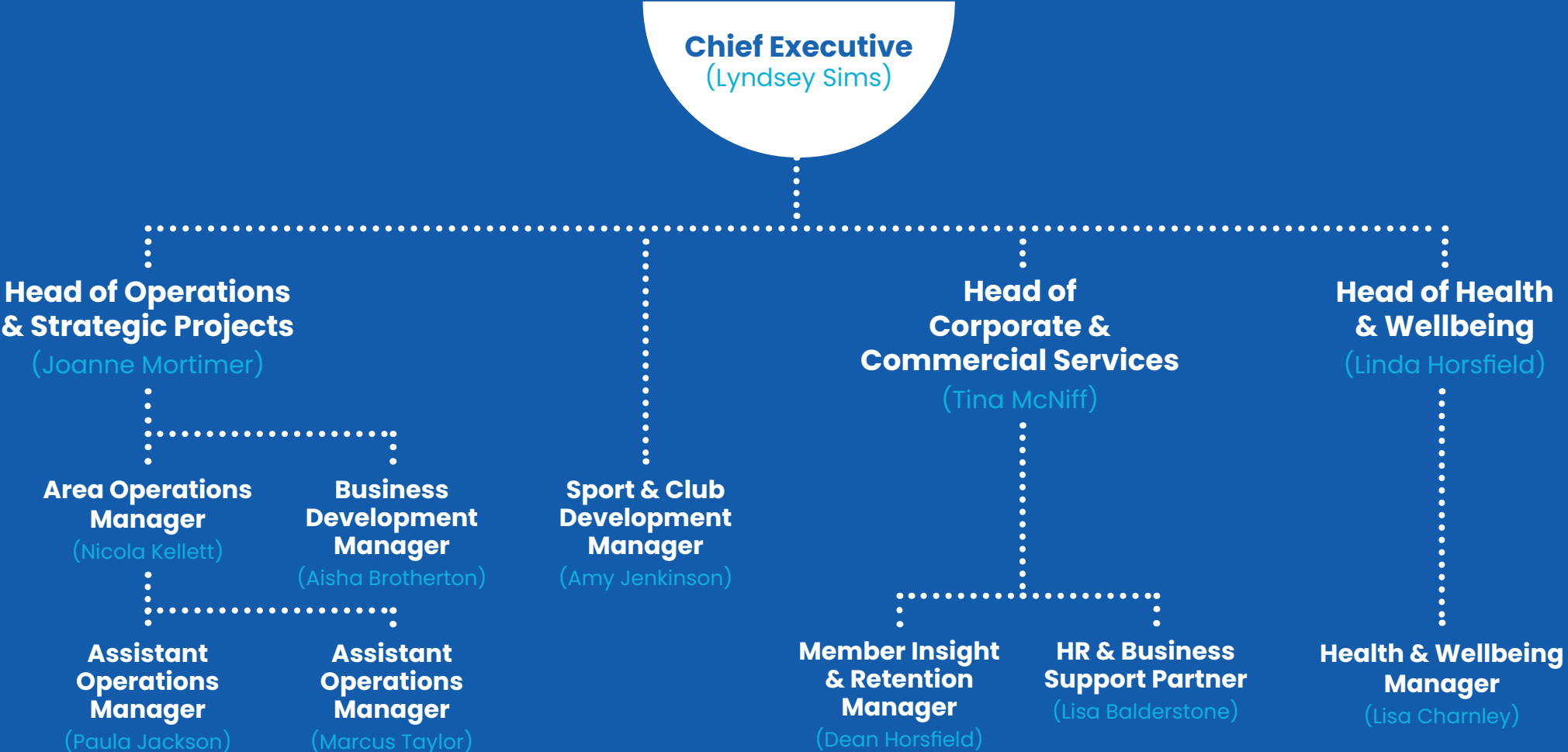
2. The Trust model

We are proud to be part of a UK-wide network of Charitable Trusts. Members of the network all have two things in common. To do good and make things better. We help make your community better because as a charitable organisation we are set up to do good. Every penny that we make goes back into local facilities or to create new programmes that our communities want and need like health walks or programmes to keep us all fitter as we get older.



3. Our people

Our workforce is our greatest asset. We employ over 200 people and provide opportunities for people to volunteer, learn and develop. The majority of positions within the Trust are frontline, operational roles. We currently have 12 positions in the organisation to lead and manage people and projects across the charity. These positions are shown in 'Our People Structure' below.



4. Our facilities & services

We provide accessible and affordable gym, group exercise, aquatic activities, recreational sport, soft play, relaxation, cultural and learning activities for health and wellbeing with ancillary catering and retail facilities.

The Trust currently operates six facilities on behalf of Hyndburn Borough Council, one facility on behalf of United Learning Trust and owns one community facility.

1. Hyndburn Leisure Centre
2. The Cath Thom Leisure Centre
3. Mercer Hall
4. Accrington Town Hall
5. Accrington Academy Sport & Leisure
6. Clayton Community Centre
7. Bank Mill House
8. Oswaldtwistle West End Community Centre



5. Our mission, vision and values



Our mission: We inspire people to live healthier, happier lives through leisure, sport and culture – and help make our community a better place for everyone.

Our mission statement is a living, breathing thing; an approach that underpins every aspect of our work.

We want to ensure that our team members are able to talk about our mission with confidence, and we aspire for it to be reflected clearly in the experiences and testimonials of our customers. It should be at the root of all processes and decisions in order to keep us focused – and to keep us accountable. As such, we've worded it in a way that's direct, impactful and easy to remember.

We love Hyndburn, and we're proud to live and work here. But we're not blind to the challenges and inequalities

that exist here. In Hyndburn, 69% of adults are overweight or obese. Here, the percentage of local people engaging with culture falls 10% below the national average, 25% of children live in 'absolute low income' households compared with 15% nationally, and 23% of Year 6 children are obese.

We know that getting people involved in physical activity, sport and culture means people are more active, which in turn leads to better health. People who engage in leisure and cultural activities also feel more connected to their community, which brings a myriad of individual and social benefits too. When we say it transforms lives, we really mean it.

But to do it – and to do it for everyone – we can't do it alone. For a mission of this size, we need everyone on board.

Our vision: Improving health – Building community – Transforming lives

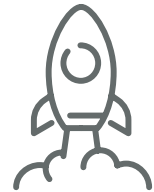
Our vision is unapologetically ambitious. ***It's a statement of intent: where we want to be; where we see our future.*** Our vision considers the significant progress we've made in recent years including recovering from the Covid-19 pandemic, but it refuses to rest on those laurels.

Although it's a high-level statement rather than a nuts-and-bolts one, there are some clear goals underneath it. Some of our desired outcomes are measurable; some less so. For example, we want to narrow the gap between physical activity levels in Hyndburn compared to the England average and reduce health inequalities. We want members of our community to have access to high-quality, great value facilities and to make healthier choices like walking and cycling. We want our borough to feel vibrant, distinctive and prosperous.

We know how important it is to establish a lifelong understanding of the relationship between physical activity, cultural engagement and wellbeing in childhood. Therefore, several of our goals relate to young people and their activity levels – and this is where we start getting specific. For example, we want to increase the percentage of children who are active every day. At the same time, we want to reduce the percentage of inactive adults in Hyndburn, narrowing the gap between our current position and the national average.

We're certain about one thing: that there's no such thing as a small goal. Every little step forward helps to add up to the big picture of individual and community transformation.

Our values: When we talk about values, we mean the core of who we are as an organisation and what we believe in. Like our mission and vision, they help to guide our work and our plans for the future.



Aspire

WHAT WE MEAN

- Keep learning
- Seek out opportunities
- Set goals & strive to achieve them
- Be forward-thinking
- Make a difference

Where you'll see our values in action:

- In our recruitment processes
- In our employee appraisals and training
- In our dealings with partners and stakeholders



Inspire

WHAT WE MEAN

- Be open, positive and dynamic
- Develop others
- Show by doing
- Share successes
- Take part and take others with you

- In our internal and public-facing communication
- On our website and social media feeds
- In every customer interaction



Unite

WHAT WE MEAN

- Community comes first
- Values others' opinions and efforts
- Be actively inclusive
- Work with empathy and trust
- Believe we can do more together

6. Our strategic pillars – what we'll do

Our people

We have four major pillars to our strategy: **People, Provision, Partnerships and Performance**

Our people covers our aspiration to improve health and wellbeing for everyone in Hyndburn. 'Everyone' means all ages, all demographics, with a particular focus on positive experiences for young people. But it's not just about starting well – it's about living and ageing well, too. We're well aware that some people can be hard to reach, and face barriers to engagement. That's why we're committed to being actively inclusive, open-minded and forward-thinking. Whatever your age, gender, sexuality, ethnic, cultural or socio-economic background, we want to make it possible for you to engage in physical activity and cultural events on your doorstep. More than that, we want to make it an appealing prospect.

'People' also includes our employees. Our team is our greatest asset, and at the forefront of delivering our vision. It's vital that we support them to feel healthier, more connected and valued because that's the best way to achieve our wider goals.

And finally, a note on 'health and wellbeing'. Of course, we want to help people avoid ill-health, manage long-term or chronic conditions or even reverse them. However, physical health is just one of our focus areas. The mental health benefits that come from being physically active, and the sense of wellbeing that arises from feeling connected, involved and cared about is a major contributor to transforming lives.



Our provision

Our provision covers our leisure, culture and health provision – what it looks like, what it feels like, and how it reflects the wants and needs of the people we serve. We'll continue to be ambitious about the quality of the services we provide while still ensuring that our offering is put together in a 'bottom-up' way i.e. by listening, reflecting and adapting to our community.

We've always said that leisure services and cultural programmes shouldn't be 'done to' a community, but rather an opportunity for the community to get involved with to help shape and design.

Our Provision also includes our facilities, which include purpose-built leisure facilities, community centres and heritage venues. We're always asking ourselves how our settings can inspire the people of Hyndburn to live active, healthy, connected lives, as well as meeting our stringent sustainability targets. After all, high-quality environments and facilities not only make people more likely to engage in leisure or cultural activities; they also help instil a sense of community pride and individual self-worth.

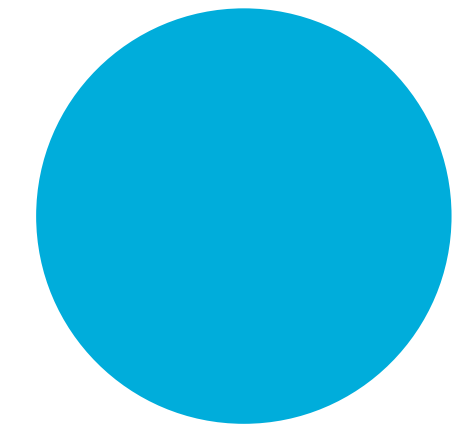


Our partnerships

Our partnerships covers the connections we're building, from grassroots community groups to national funders. It's through uniting – locally, regionally and nationally – that we'll be able to continue to develop sustainably and responsibly, with authenticity and ambition.

We take an active approach to building relationships, and we're always on the lookout for opportunities that allow us to maximise or share resources. We talk clearly about what we're doing and looking for and we're heavily invested in our communities, so our existing networks are strong. However, we're not complacent – we know that relationships require care and attention in order to endure and thrive.

Whoever we're working with, we're committed to listening to different views and trusting our partners. We try to remain focused on outcomes, and finding a common purpose that we can all rally around, to make things better.



Our performance

Our performance is largely about how we are supporting more people to participate in leisure and cultural activities and our financial sustainability, especially in the context of providing sustainable, high-quality leisure, culture and health provision.

Over the next three year we aim to embed a positive, performance culture across the organisation and will be working with industry experts to benchmark our performance against others and to identify further opportunities to improve.

Investing in new and existing facilities will help us to lower our maintenance costs longer-term and put more focus on people rather than bricks and mortar.

We remain focused on ensuring that we are capturing and sharing the stories of lives transformed, facilities reimaged and communities brought together. These stories celebrate personal and community-wide achievements and have the ability to inspire others.

Embracing new digital improvements will also make us more efficient and can help us to reach more people. All of these efforts will lead to us to becoming more sustainable and the organisation being able to build much-needed cash reserves, that can reinvested into local facilities and services.

7. Our delivery themes – how we'll do it

We've identified 14 key themes through which we'll set out to transform our vision into a reality.

1. **Active Wellbeing – Universal**
2. **Active Wellbeing – Targeted**
3. **Active Environments**
4. **Sport & Club Development**
5. **Culture, Arts & Heritage**
6. **Community & Inclusion**
7. **Capital Development**
8. **Facility Operations**
9. **Environmental Sustainability**
10. **Marketing**
11. **Workforce**
12. **Digital**
13. **Insight & Growth**
14. **Financial Sustainability & Growth**

A delivery plan has been produced for each theme. These plans will be refreshed every year based on our current position, challenges, opportunities and goals. Key metrics will be tracked and analysed, so that we can clearly demonstrate improvements and more importantly the outcomes and impact that our customers are experiencing, and this will be shared in our annual impact report.

Active Wellbeing – Universal

Lead: Head of Operations & Strategic projects

Objective: To increase participation in inclusive, high-quality mainstream leisure, sport and physical activity opportunities that support people of all ages and abilities to be more active, more often, spend quality time together, learn lifelong skills and build positive health and wellbeing habits

Key aims by 2027:

- Increase participation across our mainstream leisure, culture and physical activity programmes
- Over 4500 health & fitness members
- Over 2000 young people coached every week
- Over 90% of Hyndburn schools engaged in services every year

We will:

- Programme our facilities effectively to maximise usage and provide opportunities for people of all ages, abilities and stages of life

- Optimise participation growth in swimming, gymnastics, football, climbing, racket sports, group fitness, and gym-based activity
- Increase participation in play and early years activities, using Adventure City as a hub for activity
- Deliver high-quality National Governing Body recognised schemes and inclusive mainstream programmes
- Ensure members and participants receive a positive, person-centred welcome, support and follow-up where appropriate
- Offer a broad range of activities, challenges, events and school holiday activities to suit different interests, fitness levels and abilities

Performance Measures 2026:

- Attendances by facility
- Fitness members
- Attendances at group fitness classes and occupancy
- Young people coached every week
- Young people participating in school swimming lessons
- Pay as you go members
- Non-swimmers who can now swim
- Attendances at Adventure City



Active Wellbeing – Targeted

Lead: Head of Health & Wellbeing

Objective: To develop and deliver targeted, commissioned and specialist health and wellbeing services that support people of all ages and abilities to improve their physical, mental and social wellbeing, with clear links into health and care pathways.

Key aims by 2027:

- More people referred into and supported through appropriate health and care pathways
- People achieve measurable health and wellbeing outcomes, such as increased activity, improved confidence, and improved mobility
- Strengthen integration with local health, care, voluntary and community sector partners

We will:

- Deliver commissioned and specialist programmes that respond to local health needs and inequalities
- Support people referred through health, care and community pathways to become more active and improve their wellbeing

- Utilise national guidance, local insight and research in the development of interventions and services
- Work with partners to identify gaps in provision and develop services that support prevention, early intervention, rehabilitation and long-term condition management
- Maintain excellent relationships through the Hyndburn Health & Wellbeing Partnership, and the Community Action Network
- Ensure targeted services are person-centred, inclusive and accessible
- Monitor outcomes to demonstrate the impact of commissioned and specialist services on health, wellbeing and participation

Performance Measures 2026:

- People referred into Active Wellbeing programmes
- People completing Active Wellbeing programmes
- People achieving health and wellbeing goals
- Referrals from health, care and community pathways
- Evidence of improved health and wellbeing outcomes
- Partnership activity with health, care and voluntary sector organisations



Active Environments

Lead: Head of Health & Wellbeing



Objective: To improve health and wellbeing by working with communities and partners to create, promote and improve active environments across Hyndburn, ensuring that local spaces and places encourage and enable people of all ages, abilities and backgrounds to be more active

Key aims by 2027:

- Increase the use of local spaces and places for physical activity, active travel, outdoor leisure, play, sport and informal recreation
- Improve access to active environments for people who face the greatest barriers to being active
- Support residents to improve their physical and mental wellbeing through better use of green, blue and community spaces

We will:

- Lead the Hyndburn Active Environment Strategy, supporting spaces and places that encourage and enable people to be active
- Work with residents, and partners to identify barriers, opportunities and priorities for active environment improvements
- Promote inclusive access to parks, open spaces, walking routes, cycling routes, play spaces, and outdoor activity opportunities
- Support green social prescribing by connecting people to outdoor activities that improve physical and mental wellbeing
- Support the development of community-led projects that encourage everyday activity, including walking, play, outdoor leisure, conservation, gardening, arts, culture and informal recreation
- Ensure active environment work is inclusive, accessible and representative of Hyndburn's communities

Performance Measures 2026:

- Active environment projects delivered
- Community engagement activity
- External funding secured
- Green social prescribing referrals and participation
- New or improved walking, cycling, play or outdoor activity opportunities
- Partnership activity with health, care, community and environmental organisations

Sport and Club Development

Lead: Chief Executive

Objective: To strengthen the sport and physical activity infrastructure across Hyndburn by supporting sustainable clubs, building strong partnerships and creating clear participation pathways so that more residents of all ages and backgrounds can take part in sport and physical activity.

Key aims by 2027:

- Strengthen the network of local sports clubs to improve sustainability, governance and collaboration
- Strengthen partnerships with National Governing Bodies, schools, colleges, community organisations and health partners
- Raise the profile of the sport and physical activity club network in Hyndburn

We will:

- Develop and deliver a borough-wide Sport & Club Development Plan
- Support and strengthen the Hyndburn sport club network through forums, guidance and shared learning

- Work with National Governing Bodies of Sport to align local opportunities with national development programmes
- Strengthen partnerships with schools, colleges and the School Sport Partnership to improve participation pathways
- Develop opportunities for young people to access volunteering, work experience and apprenticeships within sport and leisure
- Promote local sport and physical activity opportunities through coordinated marketing campaigns and communications
- Support clubs to become more inclusive, accessible and representative of Hyndburn's communities
- Identify and secure external funding to support club development, participation growth and facility access
- Establish and manage a grant fund to help remove barriers to participation and support new opportunities across the borough
- Use insight and participation data to target development work and measure impact

Performance Measures 2026/27:

- Number of affiliated clubs supported
- Number of partnership projects with clubs, schools and education providers
- External funding secured for sport development
- Working with partners, gather insight from local people through community engagement



Culture, Arts & Heritage

Lead: Chief Executive



Objective: *To contribute to borough-wide Culture plans, including providing opportunities at facilities we operate to host and organise high-quality opportunities for local people and visitors.*

Key aims by 2027:

- Raise the quality and opportunity for Cultural Participation
- Contribute towards the creation and delivery of a new 10-year Culture & Heritage Strategy for Hyndburn
- Deliver a series of UKSPF events and activities that 'raise the bar'
- Increase the programme of Cultural activities across facilities operated by the Trust

We will:

- Work with the community and stakeholders to develop a vision for the future use of Mercer Hall
- Develop a sustainable operational model for Mercer Hall
- Ensure that cultural activity is strategically embedded into facility development plans and capital projects

- Identify fundraising and income opportunities to support the delivery of the Mercer Hall vision
- Collaborate with artists, community groups, and organisations to deliver high-quality programmes of activity across the Trust

Performance Measures 2026/27:

- Deliver a full year of events, activities and community programmes at Mercer Hall
- Make Mercer Hall a well-used Cultural & Community Hub
- Continue to look for funding and investment to support Mercer Hall and cultural activity across the Trust
- Develop a clear and sustainable way of running Mercer Hall
- Work with more artists, community groups, partners and local organisations
- Increase the number of residents and visitors taking part in cultural and community activities

Community & Inclusion

Lead: Head of Operations & Strategic Projects

Objective: *To ensure Hyndburn Leisure's facilities, services and programmes are welcoming, inclusive and accessible to more people across our communities, by actively identifying and breaking down barriers to participation including cost, accessibility, disability, cultural differences, confidence, health inequalities and social isolation.*

Key aims by 2027:

- Increase access to Hyndburn Leisure facilities, services and programmes for people who may currently face barriers to participation.
- Review and strengthen our concessionary pricing offer to ensure it is fair, accessible, clearly communicated and targeted to those who need it most.
- Develop facilities, programming and customer experiences that better reflect the needs of our diverse communities, including disabled people, older adults, young people, families, culturally

diverse communities and people experiencing health inequalities.

- Build stronger connections with community partners, voluntary groups, health organisations, schools, faith groups, local residents and customer representatives.
- Create more inclusive spaces, activities and opportunities that bring people together and support physical wellbeing, mental wellbeing and community connection.
- Strengthen community engagement approaches, including groups such as Friends of Mercer Hall, to ensure local people can influence and shape future developments.

We will:

- Review our facilities, services and customer journey to identify barriers to access, inclusion and participation.
- Use customer insight, community feedback and partner knowledge to shape programming, opening times, pricing, communications and facility improvements.
- Review and update concessionary pricing, including eligibility, promotion, ease of access and impact.
- Strengthen relationships with local businesses, community organisations, health partners, education providers, faith groups, voluntary sector partners and resident-led groups.

- Support and develop community voice mechanisms, including Friends of Mercer Hall and other local engagement groups.
- Train and support our teams to provide welcoming, inclusive and confident customer service.

Performance Measures 2026/27:

- Review access barriers across facilities and services, with actions identified and progressed
- Establish or strengthen community voice groups, including Friends of Mercer Hall
- Complete a review of concessionary pricing and implement an updated approach
- Deliver training or guidance to support inclusive, welcoming customer service
- Capture and share good news stories showing how barriers have been reduced and participation increased
- Working with partners, gather insight from local people through community engagement

Capital Development

Lead: Head of Operations & Strategic projects

Objective: To enhance the health and wellbeing of residents by working with partners to strategically develop, modernise and repurpose facilities so they meet evolving community needs, improve user experience and support inclusive participation in leisure, culture, and sport.

Key aims by 2027:

- Deliver priority capital development projects across the facility estate
- Enhance member and user experience through modernising and redeveloping facilities to meet evolving needs
- Attract external investment to support facility development
- Improve the quality, accessibility and sustainability of facilities

We will:

- Work with the Council to attract investment and deliver a phased refurbishment programme at Hyndburn Leisure Centre

- Work with the local community and attract investment to carry out further repurposing works at Mercer Hall
- Identify opportunities to deliver further capital improvements at Wilson Sports Village and Clayton Community Centre
- Ensure capital developments are informed by community need, customer feedback, insight and health and wellbeing outcomes
- Seek external funding and partnership investment to support facility improvements
- Ensure facility developments improve accessibility, inclusivity, environmental sustainability and long-term community benefit

Performance Measures 2026/27:

- Investment in capital developments
- Progress against Hyndburn Leisure Centre refurbishment
- Progress against Mercer Hall repurposing plans
- Progress against Athletics track improvement plans
- Progress against pitch improvement plans
- Progress to improve accessibility

Facility Operations

Lead: Head of Operations & Strategic projects

Objective: To enhance the health, safety, accessibility and day-to-day experience of residents, members and visitors by operating and maintaining high-quality, inclusive facilities that meet community needs and support positive health and wellbeing outcomes.

Key aims by 2027:

- Optimise facility operations to ensure efficient, effective and safe use of facilities, maximising community benefit
- Maintain facilities to a high standard through planned and responsive maintenance
- Improve customer experience across the facility estate
- Gain external accreditation for facility operations
- Strengthen health, safety and compliance across all facilities

We will:

- Deliver an annual programme of planned and responsive maintenance across the facility estate
- Review and update all relevant health and safety policies and procedures, as required
- Implement the necessary actions following annual independent health and safety site inspection audits
- Work towards relevant external accreditations that demonstrate high standards of facility operation, safety and quality
- Use customer feedback, operational insight and performance data to improve the user experience
- Identify opportunities to improve operational efficiency, reduce risk and support long-term sustainability

Performance Measures 2026/27:

- Industry accreditation
- Maintenance tasks completed
- Investment in maintenance
- Operational efficiency
- Updated health and safety policies
- Customer satisfaction ratings



Environmental sustainability

Lead: Head of Operations & Strategic Projects

Objective: To contribute to Hyndburn Borough Council's climate emergency declaration and commitment to achieving net zero by 2030 by promoting environmental sustainability across operations and minimising utility consumption, with a focus on energy efficiency, and enhancing awareness of green initiatives.

Key aims by 2027:

- Reduce utility consumption through introducing efficiency measures
- Embed an energy-efficient culture, encouraging employees and users to adopt sustainable practices
- Deliver further improvements to reduce carbon output across the estate

We will:

- Identify opportunities to minimise utility consumption across our estate
- Develop energy efficient operating procedures and deliver training to employees
- Set up systems to regularly analyse usage data and consumption levels
- Review our recycling practices and identify opportunities for improvement
- Identify and document good practice improvements across each facility
- Evaluate consumption based on facility dimensions and income generated to enable benchmarking across
- Increase awareness of Hyndburn Leisure's green credentials with stakeholders and customers

Performance Measures 2026/27:

- Reduction in utility consumption across the estate
- Facility metrics for utility consumption v facility dimensions and usage/income
- Training and awareness raising activity delivered
- Customer & employee awareness of the Trust's environmental sustainability progress and plans
- Carbon reduction achieved across the estate
- Investment in energy efficiency

Marketing

Lead: Chief Executive

Objective: To provide a focused, insight-led marketing, communications and engagement function that drives income, increases awareness of services across the Trust, and encourages people across Hyndburn to lead active, healthy lifestyles.

Key aims by 2027:

- Deliver a clear annual campaign plan that supports income growth, participation, customer retention and brand awareness
- Use customer, community, digital and campaign insight to identify priorities, improve performance and guide future investment
- Increase awareness of the Trust's full leisure, culture, health, wellbeing and community offer

We will:

- Implement a new marketing delivery model for 2026, with clear annual campaign planning, monthly reporting and regular reviews
- Deliver targeted campaigns that increase

participation, support retention, and raise awareness of services across the Trust

- Improve digital engagement through better use of email, social media, website, mobile, app and push notification channels
- Develop and maintain a website map and annual improvement plan to ensure content is current, accessible, easy to navigate and aligned to customer demand
- Strengthen PR, positive reviews and case study activity to evidence and celebrate how we are delivering our mission
- Embed effective prospecting, sales, retention, consultation and co-design processes across key customer contact points, ensuring activity is inclusive, accessible and representative of Hyndburn's communities

Performance Measures 2025/26:

- Campaigns delivered against annual campaign planner
- Social media reach and engagement
- Positive review numbers and ratings
- Website visits and website improvements completed
- Email marketing reach, open rates and engagement
- Customer & business case studies completed



Workforce

Lead: Head of Corporate & Commercial Services

Objective: *To recruit, develop and retain a high-quality workforce, to deliver our mission and vision with the highest levels of performance by building a positive culture, which leads to the organisation having highly engaged people.*

Key aims by 2027:

- Attract and retain the best people by reviewing and modernising the way we advertise, recruit and develop people
- Have clear pathways in place for employee development & progression routes
- Improve our processes of listening to and engaging our employees to make the Trust a better place to work
- Ensure our employees are supported with their wellbeing and have the opportunity to become wellbeing champions

We will:

- Review and update all relevant human resources policies and procedures including; inductions and appraisals
- Review and update our recruitment processes and associated documents

- Introduce an apprenticeship scheme
- Review and enhance our performance recording and analysis for the People service
- Review and update our uniform procurement, policy and procedures across the organisation
- Develop and launch a learning academy for young adults/volunteers
- Develop and launch learning programmes for aspiring managers, newly appointed managers and senior managers
- Improve our employee communications e.g. newsletters, intranet and team roadshows and events
- Focus on improving workforce wellbeing e.g. introducing mental health first aiders and reviewing our employee benefits
- Improve employee engagement, providing opportunities to help to shape key policy development and ways of working
- Be a values-based organisation and ensure that values underpin our HR processes and ways of working

Performance Measures 2026/27:

- Attendance levels
- Employees who are Hyndburn residents
- Employees under 25 years of age
- Employees completing learning & development
- Volunteers
- Employee engagement

Digital

Lead: Head of Corporate & Commercial Services

Objective: *Harness the power of data to drive transformative change across the organisation.*

Key aims by 2027:

- Identify and implement digital and automated solutions to elevate the overall customer experience
- Identify and seize opportunities to increase automation, transitioning towards paperless systems, promoting sustainability and improving operational efficiency
- Increase reliance on secure cloud-based storage solutions and systems to enhance data accessibility, security and scalability
- Obtain external accreditation for our digital practices e.g. Cyber essentials

We will:

- Make best use of our systems and subsystems in an integrated fashion to optimise results and outcomes
- Develop a team of Digital Champions across the organisation
- Move the company network onto a cloud-based storage solution

- Introduce a cloud-based telecommunications system
- Identify opportunities to introduce digital and automated solutions to enhance procedures and/or customer experience
- Review procurement of digital hardware and software
- Review our CCTV provision and make recommendations for future developments
- Review digital and data compliance policies and procedures
- Introduce a performance management framework to effectively monitor and evaluate performance against key goals

Performance Measures 2026/27:

- App and Course Pro usage
- Reduction in abandoned calls
- Achieve Cyber Essentials
- Policy reviews completed
- Training for employees on systems and subsystems
- Reporting in place to measure and track company goals



Insight & Growth

Lead: Head of Corporate & Commercial Services

Objective: *Better understand who our customers are, how they use our services, and where there are opportunities to grow, retain and support more people to be active and well.*

Focus:

This theme will use customer data, customer insight and local health priorities to help us make better decisions. It will help us identify trends, improve retention, target people who would benefit most from our services, and use evidence to inform future programming, marketing and capital investment.

We will:

- Improve the quality and completeness of customer and membership data
- Regularly review membership trends, cancellations, attendance and usage
- Increase the value of direct debit membership collections

- Increase online bookings, sales and digital transactions
- Improve membership retention and reduce cancellations
- Use customer insight to identify under-represented groups and communities we need to engage
- Use membership and participation data to inform future programmes, pricing, marketing and capital plans

Performance Measures 2026/27:

- Customer data quality
- Online bookings & sales – value & number
- Customer survey/engagement delivered and analysed
- Membership growth
- Direct debit value & number
- Member/customer retention

Financial Sustainability & Growth

Lead: Head of Corporate & Commercial Services

Objective: *To strengthen the Trust's long-term financial sustainability by delivering a programme of efficiency, income growth and commercial improvement projects that maximise value, improve profitability and support continued investment in services for local communities.*

Key aims by 2027:

- Deliver a structured annual programme of efficiency and growth projects
- Improve financial performance through effective cost control, income generation and commercial decision-making
- Strengthen procurement processes to ensure value for money, quality and compliance
- Review pricing, profitability and operational expenditure to support sustainable service delivery

We will:

- Develop and deliver an annual efficiency and growth plan, identifying priority projects that improve efficiency, and profitability
- Review operational expenditure across the Trust to identify savings, reduce waste and improve value for money
- Strengthen procurement processes to ensure contracts, suppliers and purchasing decisions deliver best value
- Monitor financial, participation, sales and customer trend data to identify opportunities for growth, and better performance
- Review pricing, profitability and cost recovery across key services
- Develop commercial partnerships with agencies and suppliers to outsource or enhance services where this can improve efficiency, income or customer experience, including areas such as vending and other secondary spend opportunities
- Embed regular reporting and review processes to track progress, evaluate impact and focus on delivering the greatest value

Performance Measures 2026/27:

- Efficiency and growth projects delivered
- Income generated through commercial growth projects
- Savings achieved through expenditure reviews
- Procurement reviews completed
- Pricing and profitability reviews completed
- Secondary spend income growth



8. Accountability

– how we'll know if we're successful

The performance of our organisation is measured in a number of ways. Over the next three years, we will track and share progress against the four pillars of our strategic plan.



People

- Increase participation levels
- Support people to reach their health & wellbeing goals
- Improve customer and employee satisfaction
- Develop our workforce



Provision

- Improve the quality of facilities
- Improve the quality of services and activities
- Improve how we communicate with our customers
- Reduce carbon emissions, contributing to the Council's net zero ambition



Partnerships

- Expand and strengthen our partnerships with place and sector organisations
- Coordinate, support, and contribute to local 'place' partnerships and networks
- Increase community engagement to design and develop services that meet the needs of our customers
- Maintain strong relationships with commissioners and funders



Performance

- Improve financial sustainability
- Introduce and utilise systems and processes to improve efficiency and measure progress
- Share the progress being made by our organisation
- Showcase the personal progress being achieved by our customers





Hyndburn
Leisure

www.hyndburnleisure.co.uk