



**Barnsley Premier Leisure
Strategic Plan
2007 to 2012**

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INTRODUCTION

Welcome to Barnsley Premier Leisure's Strategic Plan for 2007 to 2012. Rather than simply refreshing what has gone before, we have taken a 'blank piece of paper' approach to its formulation. We have sought to ensure that it meets both the needs of our local communities and those of our own organisation. In its preparation, we have taken care to make it fit for purpose for the period of time it represents, and have made sure we are clear about our purpose.

In producing this strategic plan we have undertaken a number of important tasks, some of which are noted below. We have:

- invested time in reviewing our previous plan and evaluating our performance against it
- taken note of central government plans concerning health, well-being, sport and physical activity
- taken note of other national organisations' plans for raising participation in sport and physical activity such as Sport England
- evaluated recent research on participation in physical activity, namely the Sport England Active People survey
- taken note of regional and local plans from a wide range of organisations such as South Yorkshire Sport, Barnsley Primary Care Trust, One Barnsley (the Local Strategic Partnership) and its delivery partnerships, Barnsley Metropolitan Borough Council and Barnsley Children and Young People's Strategic Partnership
- recognised the valuable work already being undertaken by a significant number of other groups and bodies whom we would regard as our partners and stakeholders

For those readers unfamiliar with the structure of our organisation, it is important to note that Barnsley Premier Leisure is a not-for-profit social enterprise and a registered charity. We generate the majority of our income through fees and charges (which account for 86% of our turnover*) and receive support from Barnsley Metropolitan Borough Council (which accounts for 14% of our turnover*). We are a charitable company established in July 1999 and limited by guarantee. We seek at all times to provide affordable, value for money facilities and activities for sport, recreation and leisure for the benefit of the population of Barnsley and its surrounding areas and this continues to be reflected in our new Mission Statement (page 5).

The charitable company, also referred to as a Leisure Trust, wholly owns a trading company which operates those more commercial elements of our business such as corporate hospitality, food and beverages. It is imperative that the trading company operates effectively as any surplus it generates is covenanted to the charitable company so that we may fulfil our charitable objectives. This new Strategic Plan has been designed to apply equally to both our charitable and trading activities.

We operate a diverse mix of sports and leisure facilities across Barnsley that ranges from small community recreation centres to multi-use leisure centres, to the regional facility at the central Metrodome Leisure Complex. We are an inclusive organisation in all ways and strive to ensure equality of opportunity for all sectors of our local communities so that everyone may enjoy the benefits of participating in sport and leisure activities.

We recognise, as we move forwards, that greater focus has to be given to improving our performance, both commercially and in service delivery. We will be innovative and consultative when exploring new opportunities and ensure that our organisation is seen as an excellent investment for all sources of external funding. With proper access to external funding and targeted re-investment of surpluses generated from our trading activities, we are confident we will deliver successfully our new strategy.

Our organisation operates through a Board of voluntary Trustees who have played a full part in the development of the new strategic plan, particularly to ensure that our charitable purpose continues to be discharged effectively. The trustees bring a vast range of experience and expertise to bear, and at the time of writing, these include competencies in Health, Voluntary and Community Sector, South Yorkshire Police, Barnsley College, legal and accountancy profession, private enterprise and local. As we advance the new strategic plan, we will continue to encourage diversity in the membership of the Board.

We have recognised the significant contribution that we, as an organisation, can provide our local communities through involvement in sport and leisure. These include:

- Helping improve the health and well-being of our communities
- Helping improve the quality of life for our local communities from children and young people to adults and our ageing population
- Contributing to the regeneration and renewal of our communities
- Helping raise educational standards in our schools through sports participation
- Encouraging a lifelong learning approach through our training courses and employee development
- Contributing to tackling crime and disorder through the provision of diversionary activities
- Helping protect our environment from pollution and waste

In recognition of this, we have made sure that these contributions continue to be included within our strategy. Our strategic aims, which are explained from page 6, define our focus for the next five years. For each aim we have provided an objective so the purpose of each is clear and easy to understand. We have then listed the key actions that we need to achieve in order to meet each of the aims.

In publishing this strategic plan we are recognising and responding to the need for transparency and accountability to our customers, partners and staff. We welcome any feedback on the document and undertake to consider any contributions received as part of the arrangements in place for periodic monitoring and review of organisational performance against the strategic plan.

James Starbuck
Chief Executive
Officer

Patrick Cryne
Chair of Barnsley
Premier Leisure

Geoff Bray
Chair of the
Trading Company

* based on financial return for 2005/2006

MISSION STATEMENT

Working together to enrich lives through enjoyable sport and leisure choices for all

VISION STATEMENT

To be the destination of choice - by delivering innovative, value for money leisure opportunities for all with outstanding customer service

To be the provider of choice - by successfully managing and continuously improving leisure facilities and sporting opportunities for all

To be the employer of choice - by providing inspiring leadership and clear direction with the opportunity to make a real contribution to our work alongside highly motivated colleagues

OUR STRATEGIC AIMS

Improving Our Service

Encouraging Health and Well-being

Engaging with Local Communities

Engaging with Young People

Developing Our Business

Developing Our People

Managing Our Environment

AIM 1: Improving Our Service

Objective: Barnsley Premier Leisure will achieve continuous improvement in the operation of the Leisure Trust and Trading Company and in the provision of sporting and leisure opportunities

Key Actions

We will:

- a) make certain that effective service planning is part of our culture
- b) work within an effective performance management framework
- c) use Information Technology to aid service delivery and service improvement
- d) ensure that effective health and safety and risk management practices are in place throughout the organisation
- e) assure effective governance of the company through the Trust and Trading Company Boards and with reference to best practice guidance from the Charities Commission and Companies House
- f) continue to ensure that Trustee representation reflects our need to be both a social and commercial organisation
- g) continuously improve the quality of facilities and services available to our customers
- h) promote recognition of the Metrodome Leisure Complex as a regional centre for Sport and Leisure
- i) regularly consult with our customers and potential customers about existing and future facilities and services and will adopt a positive approach to feedback received from customers

AIM 2: Encouraging Health and Well-being

Objective: Barnsley Premier Leisure will contribute to improving the health and well-being of our local communities through providing opportunities to increase levels of physical activity and the promotion of healthy lifestyles

Key Actions

We will:

- a) help improve the health and well-being of our children, young people and adults through increased levels of physical activity and the promotion of healthy lifestyles
- b) work closely with other organisations, such as the Local Authority and Primary Care Trust, in order to maximise our existing contribution to, and create new opportunities for, improving the health of our local communities
- c) increase public awareness of the value of physical activity and the opportunities we provide to participate
- d) encourage employers in Barnsley to engage and motivate staff to be more active, both in and out of the workplace
- e) contribute to the work of the Fit for the Future delivery partnership (part of One Barnsley) to promote the benefits of an active lifestyle and provide opportunities to participate in sport and physical activity

AIM 3: Engaging with Local Communities

Objective: Barnsley Premier Leisure will help ensure that involvement in sport and leisure makes a full contribution to improving the quality of life in local communities

Key Actions

We will:

- a) increase the levels of participation of adults and older people in sport and leisure activities
- b) improve access to our services for customers with a disability in order to fulfil our section 5 agreement with the Disability Rights Commission
- c) support the development of coaches and volunteers to increase the number of opportunities to participate in sport and leisure activity
- d) work in partnership with all sectors of the community to promote and maintain community use of leisure centres
- e) demonstrate and promote recognition that our leisure centres are successful in developing strong, sustainable and vibrant local communities
- f) ensure that our sport and leisure provision caters for the needs and aids the development of our local communities
- g) ensure equality of opportunity for all sectors of our local communities to participate in sport and leisure activities and work proactively in partnership with others to remove barriers to participation for disadvantaged groups
- h) work to ensure that all our customers are treated in a fair and equitable manner and that positive steps are taken to tackle discrimination and promote equality
- i) contribute to the work of the Cultural Consortium delivery partnership to develop and promote cultural activity opportunities
- j) contribute to the work of the local community sport network to provide opportunities to participate in sport and physical activity

AIM 4: Engaging with Young People

Objective: Barnsley Premier Leisure will help improve the quality of lives for children, young people and their families through sustainable involvement in sport and leisure

Key Actions

We will:

- a) increase the participation of young people of all abilities in sport and leisure activities
- b) support schools in raising standards through increasing sport and leisure opportunities and developing strong school / leisure centre links
- c) ensure that our sport and leisure provision caters for the needs and aids the development of young people
- d) forge strong partnerships and work closely with other organisations, such as the Local Authority, in order to maximise the contribution we can make to the five outcomes of Every Child Matters (Be Healthy, Stay Safe, Enjoy & Achieve, Make a Positive Contribution, Achieve Economic Well-being)
- e) help improve the health and well-being of our children and young people through increased levels of physical activity and the promotion of healthy lifestyles
- f) contribute to the reduction of crime and disorder in our communities by providing diversionary activities for those at risk of offending and creating new opportunities, where possible, through partnership with the Police and the Local Authority

AIM 5: Developing Our Business

Objective: Barnsley Premier Leisure will focus on developing existing and new business opportunities in order that we can afford to fulfil our strategic and charitable objectives

Key Actions

We will:

- a) work in partnership with other providers and organisations to maximise the opportunity for us to enhance our sport and leisure provision through external funding
- b) work with the Local Authority to identify a comprehensive capital investment strategy for the maintenance and continued enhancement of our leisure centres, taking into consideration the Building Schools for the Future programme
- c) position ourselves to maximise business development initiatives by ensuring we have sufficient capacity within our structures
- d) review and continually improve and enhance our Information Technology infrastructure to improve our effectiveness and meet the needs of our customers
- e) set and meet financial targets in order that we can continue to invest in our facilities and services
- f) maximise the return from commercial opportunities so that we are in a position to fulfil our charitable objects
- g) develop a business that balances successful financial performance with adding value and improving opportunities for the more disadvantaged sectors within our local communities
- h) regularly review our business environment so that we can continue to operate in a flexible and proactive way, ensuring we remain competitive and meet the needs of the company and our customers
- i) regularly review this strategy to ensure we keep abreast of, and are able to evaluate, emerging leisure trends and opportunities for diversification

AIM 6: Developing Our People

Objective: Barnsley Premier Leisure 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 full potential

Key Actions

We will:

- a) fully engage employees with the development of the business through involvement in the service planning process and personal reviews
- b) equip all our employees with the appropriate knowledge, skills and motivation to enable them to fully contribute to the business and our services
- c) ensure the health, safety and welfare of all our employees in accordance with our legal obligations
- d) continue to commit to the principles of the Investors in People Standard by recognising the potential of all employees and their contributions
- e) ensure that all our employees are treated in a fair and equitable manner and that positive steps are taken to tackle discrimination and promote equality
- f) provide effective forums and structures for communication throughout the company so that employees at all levels are informed and can contribute to the business

AIM 7: Managing Our Environment

Objective: Barnsley Premier Leisure will adopt good environmental practices in the course of our business, using resources and energy as efficiently as possible

Key Actions

We will:

- a) adopt policies and conservation measures to reduce our consumption of energy and resources so that they are used in an efficient manner
- b) promote the efficient use of energy and resources to both staff and customers
- c) measure and control our consumption of energy and water so that we can determine how effective our conservation measures are
- d) locally procure products and services, wherever practical, from companies and suppliers that have a demonstrable commitment to protecting the environment
- e) use recyclable products, wherever practical, to limit the impact of our services on the local environment

CONCLUSION

We recognise that we will only fulfil our potential as a charitable company by working in partnership with a wide range of organisations and are always willing to discuss new partnerships where there are areas of commonality.

We hope this document makes it clear to see the value that Barnsley Premier Leisure can add to Barnsley and its surrounding areas and would welcome your comments, particularly if you feel there is an opportunity for us to work with an organisation or group that you represent.

Should you wish to discuss further any of the content of this Strategic Plan then please contact, in the first instance, our Marketing and Communications Section on 01226 738 666 or email enquiries@bpl.org.uk

RESOURCE SECTION

The list below includes websites which we feel are most useful for finding out more about the contribution that sport and physical activity can make to our local communities. There are also links to our key stakeholder's websites and to the government departments that have an impact on the area in which we work.

Barnsley Premier Leisure	www.bpl.org.uk
Barnsley Metropolitan Borough Council	www.barnsley.gov.uk
One Barnsley	www.onebarnsley.com
Fit for the Future	www.barnsleyfit4thefuture.co.uk
Barnsley PCT	www.barnsleypct.nhs.uk
Barnsley Hospital Foundation Trust	www.bhnft.nhs.uk
Sport England	www.sportengland.org
South Yorkshire Sport	www.sysport.co.uk
Institute for Sport Parks and Leisure	www.ispal.org.uk
Sporta, representing cultural & leisure trusts	www.sporta.org
Charities Commission	www.charity-commission.gov.uk
National Council for Voluntary Organisations	www.ncvo-vol.org.uk
Disability Rights Commission	www.drc.org.uk
Department for Culture Media and Sport	www.culture.gov.uk
Department for Education and Skills	www.dfes.gov.uk
Department of Health	www.doh.gov.uk
Communities and Local government	www.communities.gov.uk

BOARD STRUCTURE

Barnsley Premier Leisure

Patrick Cryne **Chair**
Pauline Acklam MBE **Vice-chair**
Geoff Bray
Barrie Betton
Robin Caulfield
John Clark
Richard Jones
Alan Methley
Valerie Mills
Councillor Margaret Morgan
Jeffrey Pickering
Ian Taylor

David Gibson Company Secretary
Tony Conway Employee representative

Barnsley Premier Leisure Trading Limited

Geoff Bray **Chair**
Barrie Betton
John Clark
Richard Jones
Nigel Webber

David Gibson Company Secretary

LEISURE FACILITIES

The Metrodome Leisure Complex
Queens Ground
Queens Road
Barnsley
S71 1AN
Tel: 01226 730060

Dorothy Hyman Stadium
Snydale Road
Cudworth
Barnsley
S72 8LH
Tel: 01226 710736

Penistone Leisure Centre
Thurlstone Road
Penistone
Sheffield
S36 6EF
Tel: 01226 766025

Hillies Pavilion Golf Club
Wentworth View
Wombwell
Barnsley
S73 0LA
Tel: 01226 754433

Dearneside Leisure Centre
Goldthorpe Road
Goldthorpe
Rotherham
S63 9EN
Tel: 01709 880040

Hoyland Leisure Centre
West Street
Hoyland
Barnsley
S74 9EH
Tel: 01226 744063

Royston Leisure Centre
Station Road
Royston
Barnsley
S71 4EQ
Tel: 01226 722991

Wombwell Swimming Pool
Hough Lane
Wombwell
Barnsley
S73 0DP
Tel: 01226 753896

Royston Civic Hall
Station Road
Royston
Barnsley
S71 4EQ
Tel: 01226

Athersley Leisure Centre
Newstead Road
Athersley North
Barnsley
S71 3NA
Tel: 01226 299907