



Broxtowe
Borough
COUNCIL

Provider of last choice

I don't think so!



Leisure & Culture
Broxtowe Borough Council



Some facts.....

Population – Approx 111,000 (591,000)

Area – 80 sq km (2459)

Staff - 700

Politics – Labour / Lib Dem Coalition

4 main towns

Beeston and Stapleford

Kimberley and Eastwood

Borders –

Amber Valley, Rushcliffe, Erewash, City of Nottingham

IMD

Ranked 219 (of 326) but 4 LSOA in top 20% (208)



Some thoughts....

Peter Senge (author of the Fifth Discipline)

“You cannot force commitment, what you can do...you nudge a little here, inspire a little there and provide a role model. Your primary influence is the environment you create”

- Personal Mastery
- Mental Models
- Building a shared vision
- Team learning
- Systems thinking



The Centre Portfolio

- 4 Leisure Centre's – Kimberley, Bramcote & Chilwell and Eastwood
 - 2 wet: 2 dry
 - 3 Fitness suites
 - Over 170 health and fitness classes a week
 - Health suite (steam room, sauna and spa)
 - 2 Swimming facilities
 - BUT Ageing combined age of 3 principal sites is 130!

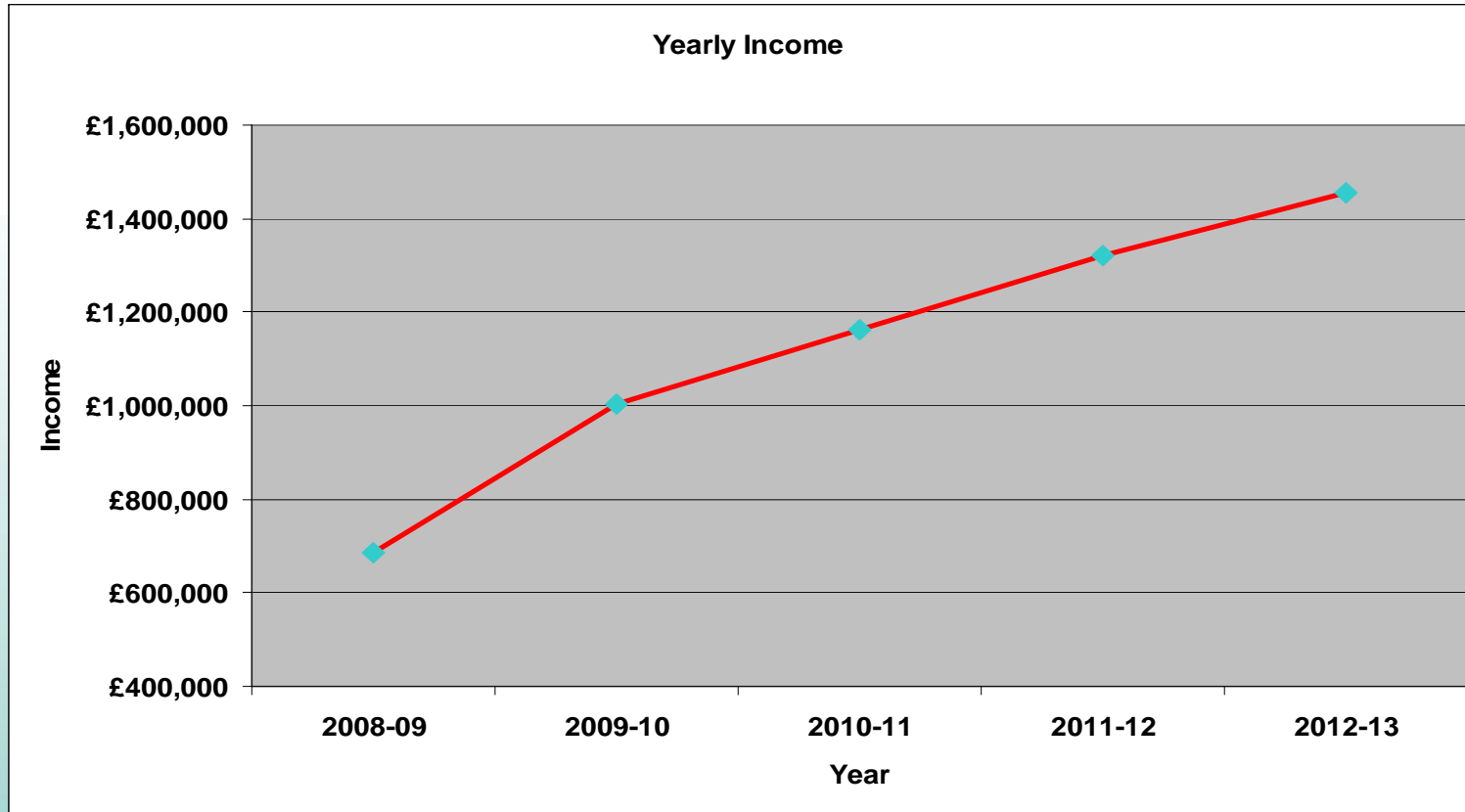


Turn back time...

- 2005
 - Income
 - Average income from DD was <£29K per month
 - Additional income through the till approx £4K
- 2013
 - Annual Income £3 Million
 - Health and Fitness now £110k per month



Health and Fitness Growth



How We Did It...

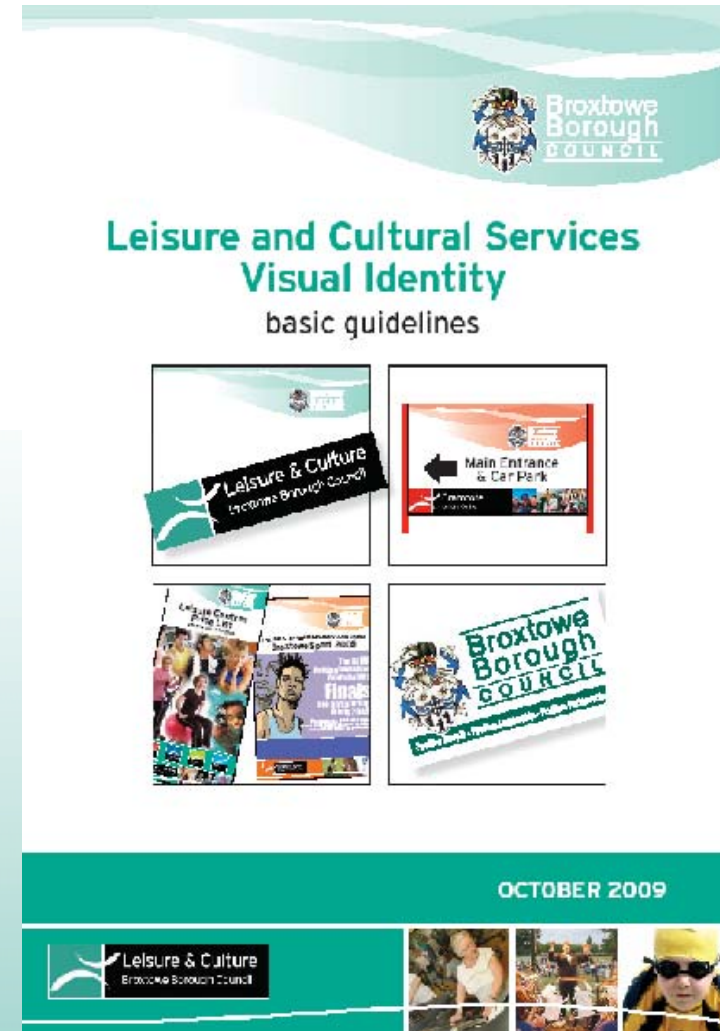
- Marketing and Promotion
- Investment
- Memberships and Pricing
- Information Management
- Use of technology
- A Focus on Sales
- Retention
- Courage, determination, risk taking
- Difficult decisions
- Some luck!!



INVESTOR IN PEOPLE



Identity is key to successful marketing



Branding and Identity



DISABLED INVESTOR IN PEOPLE



Investment



Fitness - £2 Million
Reception - £250,000
Changing - £1 Million
3G pitches - £1.5 million



Memberships and Pricing

- Examine all prices and change as appropriate (up and down!)
- No Fitness membership price rises in 10 years (except £0.99 for VAT)!



Information Management

- Targets
- Sales monitoring
- Enquiries & data collection
- Conversion rates
- Sophisticated sales monitoring (developed in house)



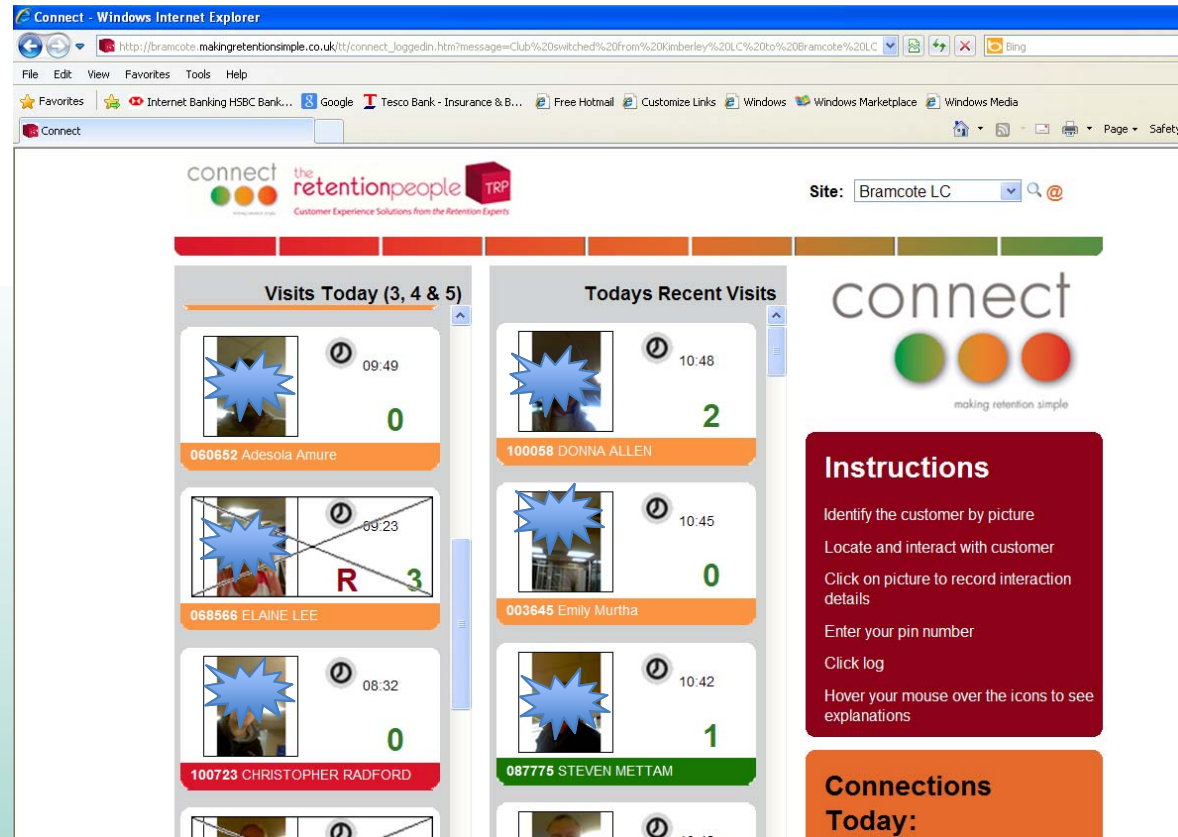
A Focus on Sales

- Standardised sales process
- The enquiry card
- Membership Advisors
- Lead generation and specific targets



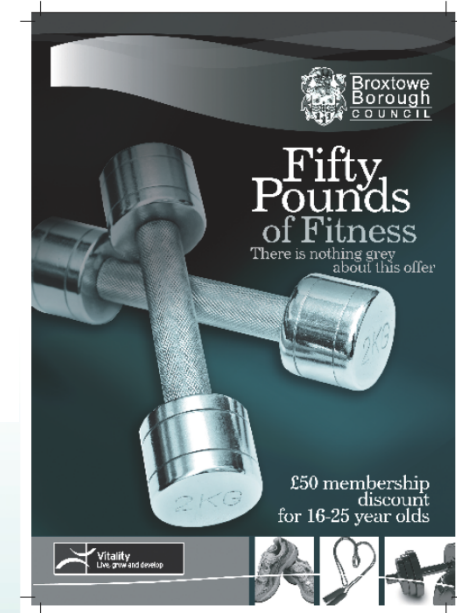
Retention

- Connect retention system
 - Traffic light system
 - Interaction types
- Annual programme of fitness challenges
- Refer a friend scheme



Marketing Plan

- 12 month promotional plan
 - 4 main promotions
 - Open days
 - Bring a friend
 - Student memberships



Net Promoter

- 90 day survey
- 1 question
 - Would you recommend us!
 - 10,9, – Promoters
 - 8,7 – Passives
 - 0 – 6 detractors
 - Score range in therefore -100 to +100
- 0 is accepted as good, 50 as excellent
- Leisure Average = 24
- Net Promoter + system



New Leisure IT System

- Revised membership structure
 - simplified
- More benefits for Direct debit / annual members
 - Advance bookings
 - Prices
- Online payments
- Online courses
- Online joining



Swimming School

- Already one of the biggest swim schools
- New lesson structure
- New pricing structure
- Direct Debits
- Apprentices
 - IOS
- New Image



What Next?

- Continued journey of improvement
 - ‘Dave Brailsford Principle’
- On-line joining
 - Quick and easy online service “a la” Amazon
- Potential new facilities?
 - Oxylane



EXTERNAL VISUAL

Broxtowe Leisure Centre
External Visuals 1:100 (A3) SK004





Site legend

1. New site access from A610
2. Swale
3. Car park
4. Village Square
5. Main building
6. Partner building - Garden Centre
7. Play area
8. Multi-use area
9. Food Outlet
10. Football centre
11. Team sports
12. Tennis / netball
13. Tree climbing experience
14. Urban sports / Community
15. Cycle track
16. Activity Park
17. Active way paths
18. Outdoor sales area
19. Service / Delivery area
20. Bicycle station
21. Bus drop off and information point
22. Adventure golf centre
23. Leisure Centre
24. Planting to Verge Wood perimeter

Key to features

-  Car Parking - Reinforced grass
-  Proposed trees and planting to extend and enhance existing protected woodland areas
-  Swale
-  Maintained grass park
-  Tarmac / Road
-  Artificial play surface
-  Existing trees and planting
-  Natural turf pitch
-  Pedestrian / cycle track
-  Buildings
-  3G / Artificial play surface
-  Hard surface, pedestrian



Oxlane Village: Broxtowe
Illustrative Masterplan

Scale @ A3: 1:2500

Thank You



Leisure & Culture
Broxtowe Borough Council



INVESTOR IN PEOPLE

