



Community Leisure UK

Business Plan

April 2018 - March 2019

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communityleisureuk.org

🐦 @CommLeisureUK

MISSION STATEMENT:		To be the recognised voice of leisure and culture trusts; to raise awareness of our members' and their social impact; and to protect the status of the trust model.			
VISION STATEMENT:		Enable and empower our members to become the leading providers of accessible and affordable leisure and cultural services throughout the UK. Community Leisure UK will be the recognised authority in our field, with a focus on informing policy and increasing understanding of the trust model and its benefits.			
STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3	STRATEGIC OBJECTIVE 4	STRATEGIC OBJECTIVE 5	STRATEGIC OBJECTIVE 6
To lead the leisure and culture trust sector, and enhance the recognition of trusts as services focused on and impacting upon public policy	To invest in research to define the proposition of member trusts and Community Leisure UK	To champion good procurement practice for leisure and culture services	To protect leisure and culture trusts by supporting them to be future proof and resilient	To enable trust networking & knowledge sharing through 'Special Interest Groups' and regional meetings	To ensure Community Leisure UK is a sustainable organisation
To develop a communications plan to underpin the delivery of Strategic Objectives 1-6					
KEY INITIATIVES	KEY INITIATIVES	KEY INITIATIVES	KEY INITIATIVES	KEY INITIATIVES	KEY INITIATIVES
<ul style="list-style-type: none"> To ensure trusts are recognised as legitimate charitable organisations through developing long-term, strategic alliances with key stakeholders who can influence policy and decision-makers Provide responses and / or challenge viewpoints that are factually incorrect and not favourable to the trust model Develop a stronger presence and visibility within the leisure and culture sectors, through developing policy positions, views and comment 	<ul style="list-style-type: none"> To invest in research to define the proposition for member trusts in relation to increasing customer engagement Recommend the best way of branding this proposition to the customer, based on research conclusions Develop a national promotional/ communication plan for Community Leisure UK to help with interaction and influencing key stakeholders. Shaped by research Change the name and branding of Community Leisure UK, based on the evidence from the research programme support trusts and Community Leisure UK to engage with and embed the learning and marketing recommendations 	<ul style="list-style-type: none"> To complete and effectively communicate the conclusions from the work on trading structures in leisure Organise and deliver a workshop(s) for member leisure trusts on fellow trust's experiences of re-procurement and their learning on retaining contracts Scope and deliver a workshop(s) for trusts and their local authority partners to explore progressive, partnership opportunities Engage with leisure consultants on best use of the re-released Sport England Leisure Procurement Toolkit Communicate with trusts facing or under contract reprocurement to offer direct support and link with trusts in previously similar positions to peer support Engage with leisure consultants on leisure procurement practice Scope the delivery of a trust resilience strategic project to produce an outcomes framework demonstrating social outcomes and value 	<ul style="list-style-type: none"> To apply fact-based pressure to ensure that the trust model is understood and that the technical and fiscal foundations are maintained or improved Scope future business models of leisure and culture trusts, to support their sustainability through potential development and diversification Enable the sharing of insight and data on the landscape, trends and future technology and predictions with members to support future business decisions and sustainability Develop the strategic leadership within trusts to support trusts' resilience Develop the strategic leadership of trusts' governing boards to support trusts' resilience Submit a response to the Civil Society Review led by the Minister for Civil Society Explore opportunities for trusts to improve their financial position e.g. on VAT or procurement exemptions Continue to support members by challenging any implications from the NNDR relief review in Scotland 	<ul style="list-style-type: none"> Establish / continue with Special Interest Groups based on member needs Ensure the Special Interest Groups and regional meetings, link to Community Leisure UK's strategic objectives Engage in and develop Community Leisure UK's regional meetings Maintain a working and cosupporting relationship with GM Active. 	<ul style="list-style-type: none"> Solidify the membership base, because members are satisfied with Community Leisure UK's work and think "being a member is important" Scope ability to grow Community Leisure UK's membership based in line with Community Leisure UK's strategic objectives, particularly in the cultural sector Staff are listened to, involved, and supported to develop in their roles Frequent risk and stakeholder review across Community Leisure UK UK and Community Leisure UK Scotland Redevelop the Community Leisure UK website with a focus on informing stakeholders

