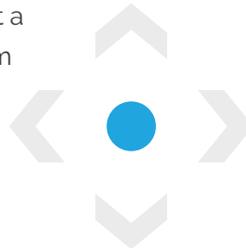
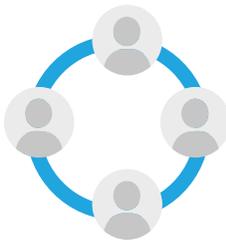


Business Plan 2019–2020

Community Leisure UK is the members' association that specialises in representing charities and social enterprises delivering public leisure and culture services across England, Scotland and Wales.

We:

- provide a nationwide platform enabling members to meet peers and access strategic partners to find best practice solutions to common problems and recommendations to tackle future industry developments; and
- use the power of the collective membership to represent, reach, influence and promote the charitable trust model benefits at a national level, to inform policy and increase understanding of the trust model.



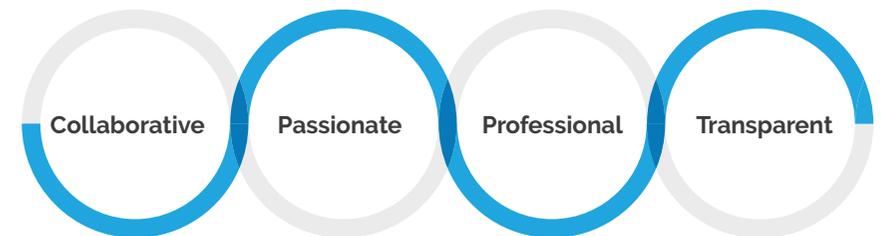
VISION

Our members are the leading providers of accessible leisure and culture services.

MISSION

To be the recognised voice of leisure and culture trusts across the UK.

OUR VALUES



We aim to enable the following outcomes for members

SHORT TERM

A sense of belonging to a network
Access to bespoke help and guidance
Representation through a stronger voice

INTERMEDIATE

Feel more informed on future organisational challenges through bespoke support
Creating and delivering increased social impact
Access to business and training opportunities

LONG TERM

Enhanced resilience for trusts
Culture for reporting on and embedding social impact
Equitable and inclusive public leisure landscape

OUR TEAM

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Five strategic objectives for 2019–2020

All strategic objectives are underpinned by a Communications Plan

ONE

To lead the positioning of the community leisure and culture trust sector as public services focused on public benefit.

- Facilitate and formalise open dialogue with charity & financial regulators across the UK
- Develop and implement a member-led Cultural Development Strategy to increase and strengthen engagement with key decision makers in the cultural services landscape, and to improve outcomes for members
- Ensure members are recognised as significant organisations who contribute to cross national and local policy objectives
- Engage public health bodies with members through open & continuing communication
- Maintain contact at political level with Ministers, Directors and civil servants across policy
- Increasing prominence of Community Leisure UK at political events
- Engaging sports councils across the UK to articulate the landscape, opportunities and encouraging them co-support a resilient trust sector
- Develop a stronger presence and visibility within the leisure and culture trust sectors through developing policy and service positions to support continual advocacy of the trust model

TWO

To champion the commissioning of leisure and culture trusts nationally and locally.

- Provide proactive support through peer-led workshops on members' experiences and learning in relation to contracts
- Support a focus on commissioning, rather than procurement
- Provide direct support to members facing contract re-procurement
- Continue to champion the importance of and awareness of transparent trading structures within public leisure

THREE

To protect community leisure and culture trusts by building their resilience.

- Support members to enhance their knowledge of charity finance and maximise their charitable status
- Develop a social impact tool co-designed by members, to specifically identify and articulate the social impact of the trust model
- Create opportunities for members to engage with expert organisations in data and insight to shape business decisions
- Enable members to engage in technology developments and trends
- Support the development of strategic leaders within members
- Building on the trust resilience report, scope members' sustainability through service development and diversification
- Support building the knowledge and landscape awareness of Trustees and Chairs of trusts

FOUR

To enable effective inter-trust and peer networking, and knowledge sharing.

- Administer and develop a thriving and engaging peer network of Special Interest Groups based on member needs and the landscape
- Drive engagement and energy into supporting members in Wales on a bespoke agenda
- Engage in and develop regional and members' meetings, providing updates to members and listening to member needs
- Deliver members' meetings including General Members' Meetings and an AGM
- Celebrate leisure and culture trusts' achievements at the Community Leisure UK Awards 2019

FIVE

To ensure Community Leisure UK is the relevant and sustainable association for leisure and culture trusts across the UK.

- Solidify the membership base, ensuring members are satisfied with Community Leisure UK's work, implement the Net Promoter Score and action the required improvements
- Ensure Community Leisure UK's membership criteria is reflective of the public leisure and culture landscape and delivery models. Identifying areas of potential support to different models
- Develop diverse income streams for Community Leisure UK
- Community Leisure UK staff are listened to, involved, and supported to develop in their roles

With thanks to our Business Partners for their support:



communityleisureuk.org
@CommLeisureUK
in Community Leisure UK

