

Business Plan

2020–2021

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.

Our values: collaborative • passionate • professional • transparent

Our strategic aims and objectives:

AIM 1 Support trusts to remain solvent through and recover post COVID-19

OBJECTIVES

Provide accurate information and analysis to support trusts to make effective decisions during the closedown period.

Create and co-deliver a 'Covid-19 trust recovery support programme' to help inform trusts' decision making.

Highlight the responses of leisure and culture trusts to support their communities and local authority partners.

Collate insight and evidence on the position of leisure and culture trusts across the UK and raise them through Government(s) ministries and departments.

Work in collaboration with sector partners to influence policy and influence partners' awareness of trusts and trusts' insight.

AIM 2 Ensure that the community leisure and cultural trust sector is visible, thriving and valued for its contribution to public benefit.

OBJECTIVES

Build effective relationships and communications to be aware of and influence policy and raise the profile of trusts.

Position and champion the trust sector as significant contributors to national policy objectives and to their local communities.

Advocate the impact and social value generated by member trusts to ensure they are recognised and understood.

KEY INITIATIVES

- Build political relationships through targeted individual meetings/communications, APPG/Cross Party Groups, committee engagement
- Facilitate and formalise open dialogue with charity and financial regulators across the UK to engage them in the trust landscape.
- Build profile through communications including policy briefings on public leisure and culture services to targeted political contacts
- Influence policy through consultation responses and develop public polling questions on pertinent points for public leisure and culture services.
- Develop long-term, strategic alliances with key stakeholders who can influence policy and decision-makers
- Clearly articulate members' contributions to a range of policy areas and priorities, and co author resources with key stakeholders where appropriate.
- Develop an MOU with Keep Scotland Beautiful to provide strategic support and advice to members across the UK and promote how trusts are reducing their environmental impact.

- Develop policy positions to support the continual advocacy of the trust model and publish them on the 'Our Work' web page and share with stakeholders as appropriate
- Place pertinent media pieces and content across social media.
- Develop annual reports with 4global's DataHub that demonstrate the impact and social value of the trust model.
- Support members to articulate the value of their work to their communities and partners.
- Scale and implement the social value template developed in 2019/20 with member trusts across the UK.

AIM 3

Further build the resilience of community leisure and cultural trusts.

OBJECTIVES

Proactively support and facilitate collaborative working to enhance members' knowledge and skills and explore sustainable business development opportunities.

Enable greater understanding and use of technology, data, insight and impact measurement tools.

Support trusts to strengthen and develop their workforce, Boards and leaders.

KEY INITIATIVES

- Manage and deliver the Sport England funded 'Bridging Communities' programme with members, NCVO and Absolutely Cultured.
- Administer and develop a thriving and engaging peer network of Special Interest Groups based on member needs and the landscape.
- Support members to enhance their knowledge of charity finance and tax and maximise their charitable status, through partnership with Charity Finance Group.
- Maintain the Data & Insight Partnership with 4global's DataHub and create bespoke reports and learning opportunities with regards to social impact, trends and insight.
- Share the social value 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, including Business Partners, in the use of technology, data and insight to shape business decisions.
- Offer support to trust Trustees and / or stakeholders on the strengths, weaknesses, opportunities and threats within the public leisure and culture landscape.

AIM 4

Be a valued, effective and sustainable membership association.

OBJECTIVES

Ensure Community Leisure UK is widely known and recognised for being the trusted voice of community leisure and cultural trusts.

Provide support and advice for other non-profit-distributing models and local authorities regarding public leisure and cultural services across England and Wales.

Keep pace with and respond to the changing leisure and culture landscape.

Community Leisure UK has good governance and is considered a good place to work.

KEY INITIATIVES

- Actively seek to present at local government and partners events and conferences to engage with and influence local government officers and decision makers.
- Develop the 'Our Work' section of the website to discuss the trust model with case studies from members.
- Produce and share reports created in collaboration with Datahub, with robust data and evidence of the sector.
- Celebrate leisure and culture trusts' achievements at the Community Leisure UK Awards.
- Pro-actively challenge negative press/opinions around the trust model with evidence.
- Work alongside local government representative bodies to engage with and support officers and Members regarding their culture and leisure services.
- Actively work to understand the viewpoints of and challenges to local government with regards to public leisure and culture services.
- Develop a mechanism to engage and support local authorities and Local Authority Trading Companies.
- Staff team proactively scan the horizon, through strategic partners.
- Succinct briefings are created and circulated to members on relevant landscape topics.
- Monitor the impacts after leaving the EU, and impacts of potential independence votes in Scotland and Wales.
- The Executive Board maintain Tier 2 of the Code for Sports Governance and its associated requirements, as an effective governance framework.
- Staff team report that Community Leisure UK is a "good place to work".
- Develop a financially resilient organisation.

With thanks to our Business Partners for their support:



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