

Community Leisure UK Business Plan 2021 – 2022



Introduction

This Business Plan sets out the aims, objectives and activities of Community Leisure UK for the next year. It sits under the three year (2020-2023) [organisational strategy](#), which has the following three aims:

AIM 1

MEMBERS ARE THRIVING & VALUED

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

AIM 2

ORGANISATIONALLY SUSTAINABLE

Be a valued, effective and sustainable membership association.

AIM 3

MEMBERS ARE RESILIENT

Further build the resilience of community leisure and cultural trusts.

Equalities statement

Community Leisure UK is committed to promoting equality, diversity and inclusion and condemns discrimination and racism in all forms. We recognise the presence of systemic inequality, discrimination and racism within our society and understand the role and platform we have to acknowledge, address and take action against it as part of our work as a representative body within the public leisure and culture sectors.

2021-22 Aims and Objectives

Aims	Objectives	Activity	Timeline
Ensure that the community leisure and cultural trust sector is visible, stable and valued for its contribution to public benefit.	Support members through the Covid-19 recovery period	<ul style="list-style-type: none"> Facilitate fortnightly peer sharing sessions Provide weekly update emails with overview of relevant news Quarterly impact reports 	Ongoing Ongoing Ongoing
	Identify key partners and develop long-term strategic partnerships	<ul style="list-style-type: none"> Produce and regularly review stakeholder analysis Agree partnership agreements/MoUs with relevant partners Establish health steering group to help build connections with health partners 	Ongoing June 2021 May 2021
	Raise awareness and understanding of members and their work at a political and decision making level	<ul style="list-style-type: none"> Meet with trade unions to begin regular dialogue Respond to relevant consultations Establish parliamentary monitoring systems and processes Promote manifestos ahead of Wales and Scotland Parliamentary elections 	July 2021 Ongoing August 2021 April 2021
	Position and champion the trust sector as significant contributors to national policy objectives and to their local communities.	<ul style="list-style-type: none"> Provide policy responses for partners on key issues Develop library of case studies and share through Community Active platform 	Ongoing Ongoing
	Develop the culture work and profile of the organisation	<ul style="list-style-type: none"> Facilitate quarterly culture SIG meetings Quarterly meetings with Arts Council England, Arts Council of Wales and Creative Scotland. Facilitate Charitable Trusts Peer Network for the Arts after the initial funding award. Scope and contact potential new members that may benefit from joining CLUK network. 	Ongoing Ongoing Ongoing September 2021
	Advocate the impact and social value generated by member trusts to ensure they are recognised and understood.	<ul style="list-style-type: none"> Support members to articulate the value of their work through Data and Insight Group Scale and implement the social value toolkit developed in 2019/20 with member trusts across the UK. 	Ongoing October 2021

		<ul style="list-style-type: none"> Produce bespoke reports through partnership with DataHub. 	Ongoing
	Campaign for good procurement practices, transparent trading structures and a shift towards commissioning public leisure and culture services.	<ul style="list-style-type: none"> Produce updated paper on delivery models and proactively share with partners Share procurement consultation response with partners and follow up discussions Provide direct support to members facing contract re-procurement. Contact HMRC and FCA re transparent trading structures work 	<p>June 2021</p> <p>July 2021</p> <p>Ongoing</p> <p>May 2021</p>
Further build the resilience of community leisure and cultural trusts.	Campaign for long-term investment and support for the sector	<ul style="list-style-type: none"> Quarterly reports to highlight finance risks, using NLRFF & CLRF data Call for freeze in reductions in management fees Advocate for second round of NLRFF 	<p>Ongoing</p> <p>May 2021</p> <p>April 2021</p>
	Highlight the benefits of the charitable trust model as a delivery partner for local authorities	<ul style="list-style-type: none"> Continue to promote the benefits of the trust model in all communications and through Community Active platform Promote the 'Supporting Conversations' leaflet with local authorities. Produce leaflet sharing factual information for member to share with local authorities and other partners 	<p>Ongoing</p> <p>Ongoing</p> <p>May 2021</p>
	Proactively support and facilitate collaborative working to enhance members' knowledge and skills and explore sustainable business development opportunities.	<ul style="list-style-type: none"> Manage and deliver the Sport England funded 'Active Kindness' programme with members, and NCVO Administer and develop peer network of Special Interest Groups based on member needs and the landscape. Develop and deliver an annual programme of member-led regional and company meetings 	<p>From June 2021</p> <p>Ongoing</p> <p>Ongoing</p>
	Enable greater understanding and use of technology and digital platforms and tools.	<ul style="list-style-type: none"> Arrange webinars with relevant Business Partners, and other partners, in the use of technology, data and insight to shape business decisions 	Ongoing

	Support trusts to strengthen and develop their workforce, Boards and leaders.	<ul style="list-style-type: none"> ● Pilot a trust-focused development and learning programme: leadership and managing change. ● Work with partners through the National Disability Workforce Group to encourage the inclusion of people with disabilities to be part of the workforce 	July 2021 Ongoing
Be a valued, effective and sustainable membership association.	Ensure Community Leisure UK is widely known and recognised for being the trusted voice of community leisure and cultural trusts.	<ul style="list-style-type: none"> ● Present at local government and partners events and conferences ● Develop the 'Our Work' section of the website to discuss the trust model with case studies from members. ● Create a series of monthly updates and information updates for all staff within member trusts 	Ongoing Ongoing Ongoing
	Provide support and advice for other non-profit-distributing models and local authorities regarding public leisure and cultural services across England and Wales.	<ul style="list-style-type: none"> ● Scope out risks and potential to expand membership and support to Local Authority Trading Companies. 	December 2021
	Keep pace with and respond to the changing leisure and culture landscape.	<ul style="list-style-type: none"> ● Succinct briefings are created and circulated to members on relevant landscape topics. 	Ongoing
	Community Leisure UK has good governance and is considered a good place to work.	<ul style="list-style-type: none"> ● The Executive Board maintain Tier 2 of the Code for Sports Governance and its associated requirements, as an effective governance framework. ● Develop an inclusivity policy and action plan ● Staff team report that Community Leisure UK is a "good place to work". ● Deliver a surplus budget for 21/22. ● Continue to maintain Fair Tax Mark accreditation. 	Ongoing June 2021 Ongoing Ongoing Ongoing