



Business Strategy

2023-2026

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Vision

To be the trusted and credible representative organisation for members.

Recognition of Charitable Trusts as a sustainable and competitive model driven by social good and demonstrated through social value, focused on community impact.



Purpose

To facilitate collective improvement through collaborative working and sharing, find sector-wide solutions to new emerging challenges and re-define the Trust Model benefits in an increasingly hostile and competitive environment.

Trusts are key providers of public leisure and cultural services across the UK, offering accessible and affordable opportunities for individuals and communities to engage and benefit from these services. They provide programmes that support physical, mental and social health and wellbeing support local and national priorities and outcomes and are highly valued by the public.



Our Values

We embed our values through everything that we do, creating a common purpose and an organisational culture that we are proud of.

Integrity

We believe in a principled and ethical approach to our work, championing transparency in every aspect of our and our members' work.

Passion

Our passion drives our work and our team, with a core belief in championing the Trust model and the value of public leisure and culture services.

Fairness

Inclusivity and equity are at the heart of everything we do, regardless of the shape or size of members or partners.



Relationships & Partnerships

Relationships are key in everything that we do.

As a membership association, we establish strong relationships, built on trust, with our members. Our members and CLUK depend on strong partnerships to deliver services and achieve our objectives. On behalf of our members, we work with:

- National Agencies for Sport, Leisure, Culture and the Arts
- Local and National Governments
- Politicians
- Health Bodies
- Regulatory Bodies
- National Governing Bodies
- A wide range of partners across culture, sport and physical activity

Community Leisure UK is an apolitical organisation and open to engaging with any organisation where there is an opportunity to collaborate in the interests of our members.



Strategic Objectives

Advocacy

Champion and protect the charitable trust and social enterprise model.

Insight

Develop resources and inform work through insight gathered through membership channels, as well as utilising and sharing best practice from partners.

Support

Members are able to adapt to a changing landscape and benefit from effective membership networks, sharing best practice and finding new innovative solutions.

Resilience

A sustainable organisation where the Trust family, both CLUK staff and members, feel valued and included.



What Does Great Look Like?

Advocacy

- Increase awareness and understanding of the Trust Model across partners.
- Develop trust model resources for members to use locally and internally.
- Attend key political events and engage with key political parties across the UK, inputting into manifestos.

Insight

- Regular horizon scanning and landscape briefings valued by members and partners.
- Annual HR survey with increasing number of participants.
- EDI survey insight that identifies areas for improvement.

Support

- Facilitate a robust calendar of member meetings each year.
- Invest time in relationships where there is a mutual advocacy and expertise benefit
- Spotlight good practice and case studies from across the membership.

Resilience

- Regular survey of the CLUK staff team to gauge satisfaction and areas for improvement.
- Strong Business Partner relationships.
- Annual NPS score from members demonstrating value of membership.



Our Team



Kirsty Cumming
CEO



Bryony Hudson
Programme Manager
Active Kindness



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Administration &
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Jennifer Huygen
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Stephanie Seaton
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