

# Strategic Plan 2020 – 2025



bst is an independent leisure trust and registered charity. Established in 1965, we provide an inclusive range of services and facilities to encourage greater participation in physical activity, sport, leisure and health & wellbeing programmes. As a charity, we have no shareholders and so 100% of any surplus we generate is reinvested back into the local services and facilities we provide for our communities.

Our latest strategy recognises the importance of continuing to meet the needs of both our local communities for whom we provide our services and activities and those of the Trust so that we are able to continue providing the benefits of these programmes long into the future.

As a charity we seek to provide affordable, value for money facilities and activities for sport, recreation, leisure and improved health for the benefit of the communities we serve. We strive to provide the best possible customer experience in a friendly, inclusive and welcoming environment.

During recent years, the Trust has delivered a range of health programmes not just inside our facilities but out in the local community too, removing access and transport barriers.

We recognise that it is important that we focus on maintaining and improving our performance, both commercially and in service delivery.

We will continue to be innovative and consultative when exploring new opportunities and ensure that the Trust is seen as an excellent investment for all sources of external funding.

We recognise the valuable work being undertaken by other groups and organisations and strive to work in partnership where collaboration can add greater value for our customers.

With access to external funding and targeted re-investment of the surpluses we generate from our activities, we are confident we will successfully deliver our strategy.

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Our Trust operates through a Board of voluntary Trustees who are responsible for the strategic direction of the charity and who have played a full part in the development of this strategic plan, particularly to ensure that our charitable purpose continues to be discharged effectively. The Trustees are all local people from business and the community who bring a vast range of experience and expertise.

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Our strategic aims define our focus for the next five years. For each aim we have provided an objective so the purpose of each is clear and easy to understand. We have then listed the key actions that we will seek to achieve in order to meet each of the aims.

We trust this plan clearly articulates our purpose for all of our customers, partners, stakeholders and staff. We are also keen to seek out new opportunities that engage our local communities in regular physical activity that will benefit their

health and wellbeing. Therefore, if your organisation sees synergy with one or more of our aims then please do get in touch.

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Our Charitable Trustees: Martyn Frost (Chairman), Mark Clancy (Vice-Chair/Co. Secretary), Jackie Isgar, Elke Jackson, Visko Matich, Tommy Millar, Lynda Pickering, Cllr. Dan Putty, Dr. Rob Walker, Viv Whiteaker, Cllr. Paul Gaskell (BDBC representative).

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# Our Strategic Aims 2020 – 2025

## MORE ACTIVE COMMUNITIES

Provide a wide range of inclusive physical activity opportunities so everyone in our local communities can grow well and age well.

We will increase the levels of participation for all ages in sport and leisure activities

We will improve access for customers with additional needs

We will support the development of coaches and volunteers to increase the opportunity to participate

We will ensure provision caters for our local communities' needs

We will work proactively in partnership to remove barriers to participation

We will ensure customers are treated in a fair and equitable manner, taking positive steps to tackle discrimination and promote equality and diversity

We will work with local, regional and national organisations to promote and provide further opportunities to participate.

## HEALTHIER COMMUNITIES

Provide a broad programme of activity to improve the health of our communities and promote the benefits of healthier lifestyles.

To provide opportunities to participate in a safe environment for those who would most benefit from regular physical activity

We will increase the level of participation in our activities year on year

We will promote healthy lifestyles through our service delivery and marketing to increase public awareness of the value of physical activity

We will take a joined-up approach with health care practitioners, public sector organisations and others to maximise our contribution to improving the health of our local communities

We will work in partnership to help address health inequalities and tackle physical inactivity

We will engage with employers to encourage and motivate employees to be more active.

## CREATING OPPORTUNITY AND LOCAL INVESTMENT

Deliver an annual surplus in order to re-invest in the services and facilities we provide and create additional opportunity for our local communities.

We will work in partnership with others to leverage additional funding to improve opportunity to participate in sport, leisure, and health & wellbeing activity

We will maximise the return from commercial opportunities so that we are in a position to fulfil our charitable objects

We will seek out new business opportunities to develop and expand our offer of facilities and services

We will retain an active watch on our operating environment in order to react, whenever possible, to increasing competition locally and broader afield that may threaten the services we provide our local communities

We will develop a business that balances successful financial performance with adding value and improving opportunities for our local communities.

## CONTINUOUS IMPROVEMENT

To promote a culture where we continuously strive to improve the services and facilities we provide.

IT and technology will be used to aid both service delivery and service improvement

Effective health and safety and risk management practices will be maintained

Where practicable, we will take steps to reduce our environmental impact

We will govern the Trust with reference to best practice guidance

Trustee representation will reflect our need to be both charitable and commercial

Regular consultation will take place about facilities and services

We will maintain our focus on striving for excellent customer service and experience

We will undertake customer surveys to ascertain what is most important to our customers and measure how we are performing.

## BE A FABULOUS EMPLOYER

Recognise the importance and value of our teams and be an outstanding employer who people choose to work for.

We will fully engage our teams with the development of the Trust

We will equip all teams with the appropriate knowledge, skills and motivation to enable them to fully contribute to the Trust and our services

We will look after the health, safety and welfare of all our employees

We will ensure that all our employees are treated in a fair and equitable manner and that positive steps are taken to tackle discrimination and promote equality and diversity

We will provide effective forums and structures for communication throughout the organisation so that all employees are well informed and can contribute to the Trust.

