



Circadian Trust

Strategic Plan

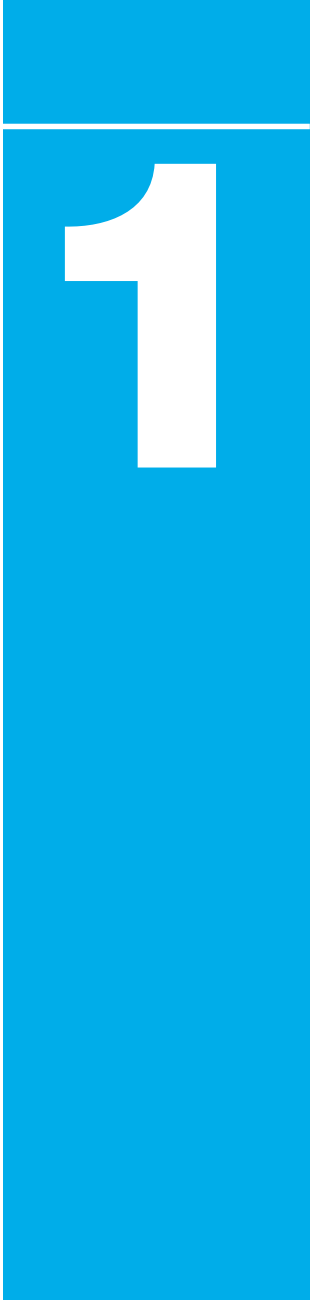
2023 - 28

New Horizons

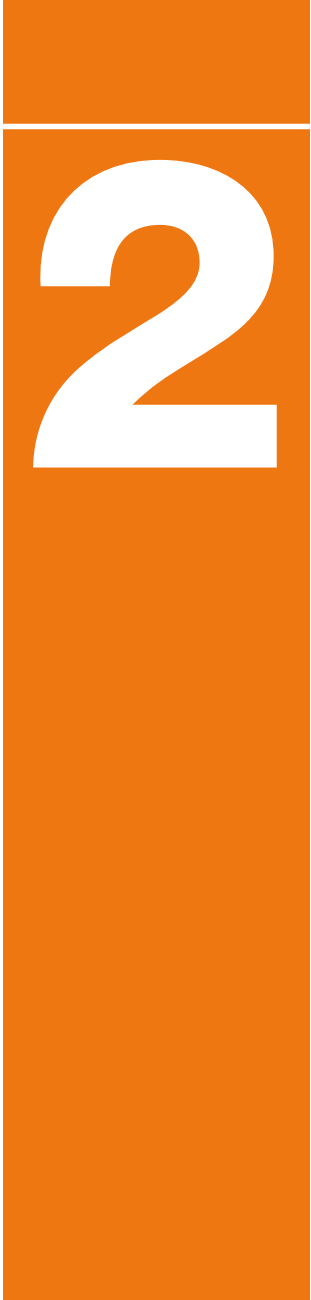


CIRCADIAN TRUST

Reinvesting your money
into local facilities



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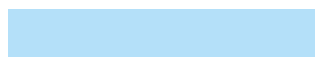
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SECTION

1

Welcome &
Introduction

Welcome

From the Chair and CEO.

We are honoured to lead Circadian Trust; an innovative Social Enterprise which proudly stands out in making a positive difference in our community by using the power of participation in physical activity to improve the lives of local people. As a social enterprise, we use business best practices and apply the fruits of this to our mission.

The benefits of this approach apply across communities and society and can help with physical and mental health, community cohesion, and locality shaping. We believe in the power of local communities; all our trustees are based within the region; our employees live locally, and we are committed wherever possible to using local suppliers. Economically, this means that nearly every £ we make stays local and any surplus we generate is only used to improve the facilities and services we provide in South Gloucestershire.

In business terms, we are only focused on business and social outcomes that benefit South Gloucestershire and its people. We also realise that we can only do this and function effectively by developing and working in partnership with fantastic partners in all sectors.

To this end, our new strategy “New Horizons” has been widely consulted with our stakeholders and partners at South Gloucestershire Council, in health services, and the local VCSE sector. We conduct customer and non-user research which continually feeds into our planning and improvement processes.

The next few pages outline our commitment to deliver, develop, and improve and to truly inspire our customers, communities, and partners.

Valerie Lee
Chair

Mark Crutchley
Chief Executive



Introduction

Circadian Trust is an independent Charitable Company based in South Gloucestershire, managing and developing sports and physical activity facilities and services in partnership with South Gloucestershire Council (SGC).

It was established 18 years ago and is a very successful organisation with an innovative approach to service and delivery aiming to provide the best for its customers.

Circadian prides itself on its partnership approach and works with other statutory and voluntary organisation's to really inspire Active Lifestyles within the communities it serves.

The Company:

- Had a turnover of £12 million in 2022-23 which was still slightly below the 2019-20 peak in the pre-Covid world. We will exceed pre-Covid income levels in 2023-24.
- Employs over 500 people making it one of the larger employers in South Gloucestershire.
- Had 2.1 million customer activity visits in 2022-2023, up from 1.8 million in 2007 but still below the 2.5 million annual visits prior to the Covid pandemic. We expect to return to pre-pandemic visitor levels in 2023-24.
- Has invested over £16million in local facilities and services since 2006.
- In 2022-23 as measured by Sport England's Moving Communities platform, we delivered £12 million in Social Value returns to the South Gloucestershire population, in improved health, reduced illness, improved educational attainment, and better quality of life.

Our survival through, and recovery from the Covid pandemic demonstrates the resilience of our model and the careful application of our Trustees, management team, and colleagues.

This bold and ambitious new strategy sets out how we will respond to current and future challenges, to ensure that Circadian Trust and the sport and physical activity sector remain vibrant and relevant in the years to come.



“New Horizons” – The Next 5 Years

The impact of Covid 19 on Circadian Trust was severe. This has been followed by a cost-of-living crisis, a generational spike in inflation rates, and a war causing an energy price crisis.

As a result, we face serious social, economic, and environmental problems and we must learn from this. We need to create a more compassionate, fairer, more diverse, and more environmentally sustainable society. By working innovatively with our partners, we can tackle today’s challenges and make the most of future opportunities.

Covid brought the public sports and leisure sector to a crossroads. To carry on as before, or recognise that we need to “pivot,” using the public assets we operate and services we deliver to transition from a traditional leisure offering to being an “active wellbeing” service, aligned with our partners in local government, health, education, and localities. We had already committed to this transition with the launch of our 2018-22 strategy, however, this was totally blown off course by the pandemic before its halfway point; and our more recent strategy “Reset 2021-23” was fully focussed on survival and recovery from covid disruption.

We are very happy to re-commit to this transition, and we have been cognisant of new and emerging strategies from Sport England’s “The Future of Public Leisure,” the DCMS “Get Active” and SGC’s local plan and Joint Strategic Needs Assessment whilst drawing up this plan.

The Transition from delivering traditional services to a wider focus on active wellbeing explains why our strategy is called “New Horizons.” This bold and ambitious new strategy sets out how we will respond to these challenges, to ensure that Circadian Trust and the sport and physical activity sector remain vibrant and relevant in the years to come.

Our vision would create a closer relationship between health and leisure, built on prescribing (both medical and social), co-location of services, and the delivery of primary, secondary, and tertiary prevention opportunities - providing users with convenient places and ways to be active, located in close proximity to other health and social care services and facilities.

The following sections including a revised Mission, Vision, and Values, and Strategic Themes and Actions demonstrate how we will improve our assets, develop our services, and drive-up participation across the community. Success is very important - the health and well-being of our communities rely on it.



SECTION

2

Mission, Vision
and Values



OUR MISSION:

“Making a positive difference to our communities by inspiring active lifestyles for all.”

OUR VISION:

“Delivering outstanding physical activity and wellbeing services and developing new opportunities by collaborating with partners and people to achieve healthier communities.”

Underneath the Mission and Vision statements are 4 “overarching” values which underpin the culture of the Trust and its planning and decision making processes, as well as linking, via stated actions, to the Charitable objects.

OUR VALUES:

1. **PEOPLE FIRST**

People are at the heart of everything we do, and we always strive to provide affordable and high-quality services for all.

We are committed to providing a diverse, inclusive, equitable, and non-judgmental environment for our customers, community, and colleagues.

2. **EMPOWERMENT**

We are committed to empowering:

Our customers – To be in control of their wellbeing.

Our communities – By focussing on their needs, providing local jobs, and reflecting their diversity.

Our people – By developing our colleagues to be the best they can be, we will create great people, great service, and great community culture.

This means that we will:

- Be respectful and provide supportive, encouraging, and non-judgemental spaces and services for customers and colleagues.
- Recognise and celebrate our own, our customers, and communities' potential.
- Understand the power of collaborating, innovating, and working together.

3. **COMMUNITY FOCUS**

We believe that good health and well-being start in our communities. This is what makes us unique. We work with great local partners to collaborate, invest, and innovate in local communities to improve wellbeing and resilience.

4. **CARING FOR OUR ENVIRONMENT**

We believe that the environment and individual wellbeing are intrinsically linked. We are committed to:

- Excellent stewardship, protecting the planet and its resources for future generations.
- Minimising our environmental impact as a business by collaborating with our commissioners and stakeholders.



SECTION

3

Strategic Themes

1. Commercial Development

Increasing market share and surplus via a wider and improved product offering, driving service excellence, and delivering services more conveniently.

Initial Examples:

- Developing commercial “Healthy Lifestyle” packages.
- Membership types additions/review.
- Improving and developing digital offerings.
- Improving customer journeys to ensure service excellence.
- Commercial contracts – new contracts or facilities.

2. Community and Partnership Working

Delivering increased social value in existing and new locations by leveraging our unique partnership and social enterprise status and skills.

A commitment to working with community partners and existing providers of wellbeing activities including the SGC Public Health team, the Integrated Care Board, Sirona, and the locality partnership so we all make the best use of our resources. We remain committed to partnerships, avoiding duplication and recognising where other organisations are better placed to deliver.

Examples:

- Newly commissioned services/contracts with new or existing partners.
- Extending our programmes where there is demand and it is affordable to do so.
- Developing our workforce to enable extended reach within our communities.





3. Improving our Environment

Working with our main stakeholder (SGC) to reduce our carbon footprint and continuing our journey towards minimising our environmental impact.

Examples:

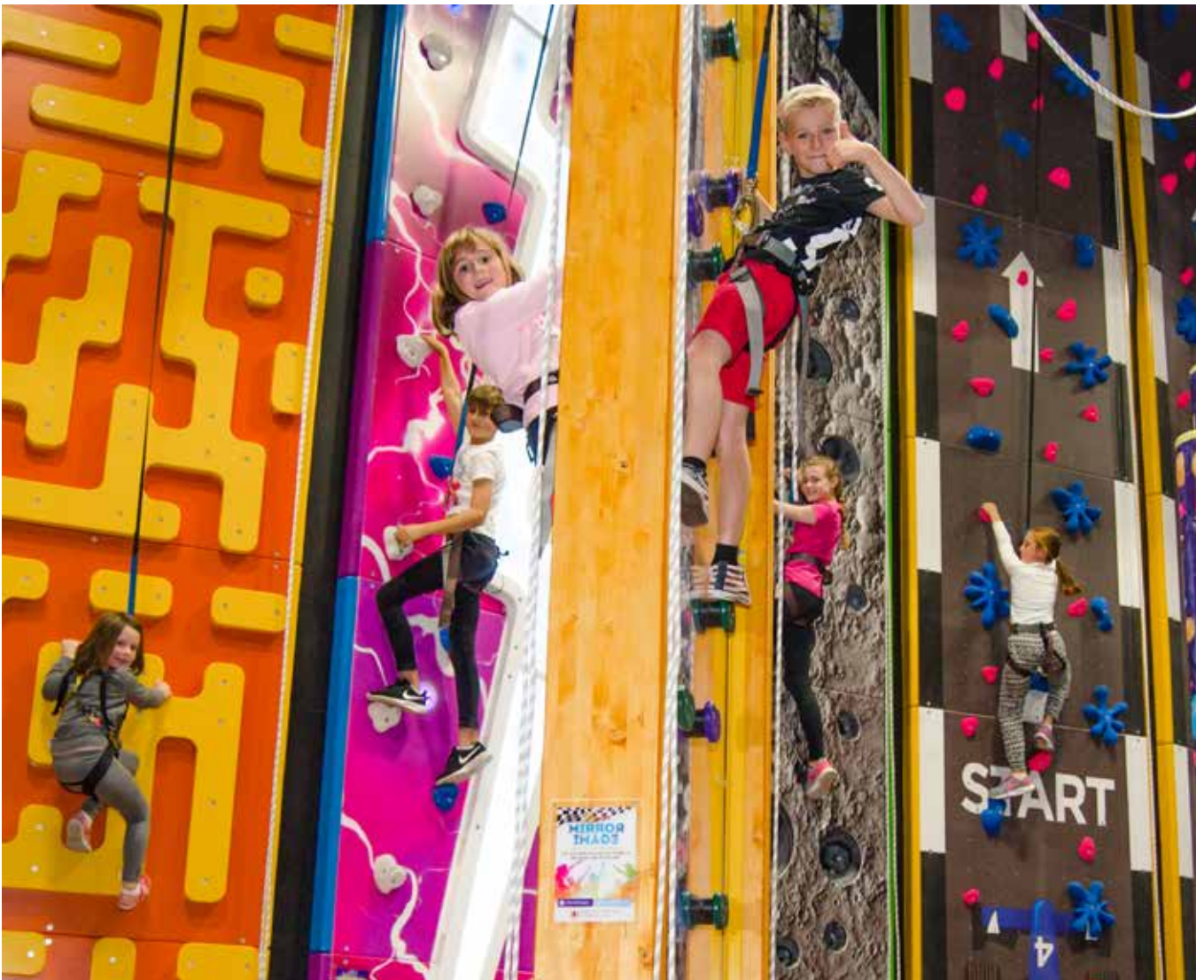
- Sole and joint investment into carbon-reducing mechanisms e.g., Photovoltaic power, etc.
- Continually improving our own internal processes and procurement methods to ensure that they minimise our impact on waste, miles travelled, emissions, and pollution.
- Developing our people and educating our customers to understand how their actions can help us minimise environmental impact.
- Always procure locally where possible and with the environment in mind.
- Minimising waste and emissions.

4. Employer of Choice

We are committed to recruiting locally and developing our people into sector-leading teams both as a commercial necessity and as part of our commitment to our communities as we move into the health and wellbeing space.

Examples:

- Developing innovative training and development routes for our people to become sector leaders.
- Committing to apprenticeships and partnerships with local schools, colleges, and universities.
- Commitment to paying more than NMW and moving towards the RLW as quickly as feasible.



SECTION

4

Strategic Actions



1 | Commercial Development

In the next period we will aim to increase our market share and surplus via a wider and improved product offering, driving service excellence, and delivering our services more conveniently, focusing on the following key areas:

1.1

Digital Delivery: Improving the Customer Journey by simplifying processes. We will further develop our digital strategy, software, and sales processes to facilitate a simple and efficient experience for our customers. The key areas of focus will be improving / developing:

- Online sales and booking system and improvements via the website.
- Self-check-in systems including for classes.
- Fewer touchpoints so the customer experiences a more seamless experience through our centres.
- Internal procedures across all outlets to improve and deliver a consistent customer experience.
- Develop a more self-service approach for booking and entry systems.

1.2

Developing a Commercial Wellbeing Offer: We will look for opportunities to increase revenue and growth, by widening our wellbeing offer in-line with market demand, whilst adhering to our core values.

We will enable customers to gain easy access to our services, developing self-referral pathways, initially focussing on the delivery of new products in the following key areas:

- Weight Loss programmes.
- Pain Management Courses.

- Mental Health programmes.
- Developing a corporate well-being service to sell to local businesses.

1.3

Developing our Facilities to Meet Demand: We will remodel, and redevelop our business in line with customer demand and expectation, market demand, competition, partnership development, and industry trends:

We will enable customers to gain easy access to our services, developing self-referral pathways, initially focussing on the delivery of new products in the following key areas:

- We will increase the capacity of our Group Exercise classes where there is demand.
- We will increase the Healthy Lifestyles programme capacity.
- Improvements will be made to standards in gyms, changing areas etc., to meet and exceed customer expectations.

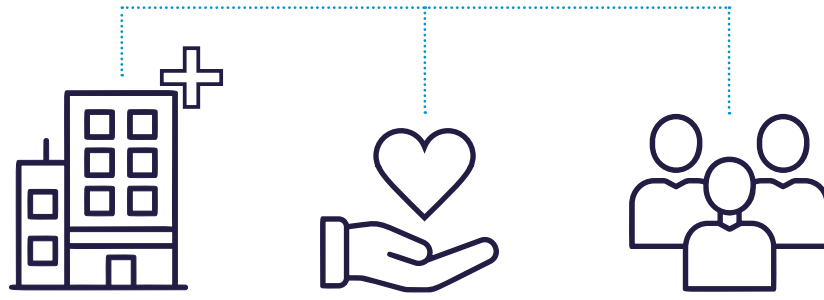
1.4

Active Brands Review and Relaunch: As a charitable trust, we reinvest our profits back into our local Active Lifestyle Centres, and as a social enterprise we apply business strategies to generate our income in order to meet our social and environmental commitments. This is a powerful message and can influence customer buying choice, partnerships, and set us apart from our competitors. We will consolidate and simplify our brands to improve recognition and understanding, whilst also ensuring we are recognised as:

- A charitable trust and social enterprise.
- Leaders in personal wellbeing.
- Being community-based and focussed.
- Being “Green”; as well as being committed to improving the health of our community, one of our key priority aims is the health of our planet.
- Investors: we reinvest our profits back into our facilities and communities.

Outcomes

- 15 % Increase in Health and Fitness membership base in 5 years, with a commensurate increase in membership revenue.
- 15% Increase in swim school membership in 5 years, with a commensurate increase in revenue.
- Improved net promoter score [5% above industry average]
- Social Value health scores [via Datahub] in the upper quartile.
- Improved brand recognition measured via non-user survey.
- Internal Spaces to be remodelled, to increase group exercise usage by up to 15%.



2 | Community and Partnership Working

It is our overarching aim to continue to deliver Increased social value, demonstrating how physical activity makes an impact on health care cost savings, reduced crime, increased educational attainment and improved life satisfaction.

This will be achieved as we continue to grow and build strategic partnerships with other trusts and health service providers, who share the same values and goals, leveraging our charitable and social enterprise status, and applying for public funding to deliver services as opportunities arise.

2.1

We will expand, making our Healthy Lifestyles and Wellbeing services available to all residents across South Gloucestershire:

- We will develop our self-referral pathways, enabling residents to gain easy access to our services, to help manage long-term illness and/or aid recovery, and/or make better activity/lifestyle choices.
- Wellbeing checks will be included for all clients as part of their membership or wellbeing initiative.
- We will develop a corporate wellbeing service to sell to local businesses.
- BodyTone and BioCircuit will form a part of the Healthy Lifestyles on Referral Programme, with future considerations to invest in a new BodyTone Suite.

2.2

We will establish a Wellbeing Hub at each Active Lifestyle Centre:

- The Wellbeing Hub will tie-in under the umbrella of our overarching Active Lifestyle Centre brand.
- The Wellbeing Hub will work to grow partnerships with the Integrated Care Board (ICB), Public health, and other health providers.

- The Wellbeing Hub will develop an Active “outreach” programme, [mobile or within our communities], to build rapport, getting our brand out into the heart of our communities.

2.3

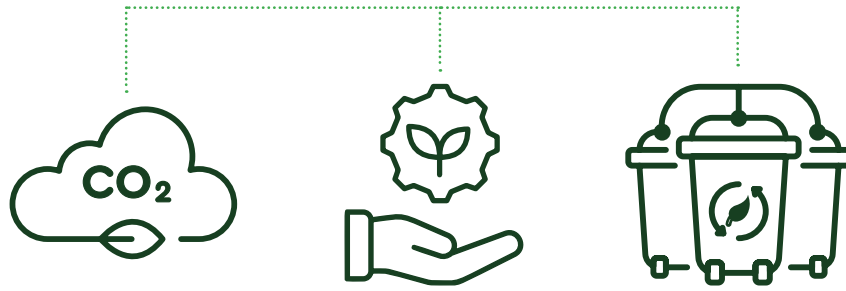
We will become a focal part of our communities, actively engaged in understanding community groups, who they are and what their needs are. Being aware of local issues, developments, and opportunities.

- Form relationships with our local sports clubs and help them to grow and develop pathways.
- Attend and become more involved in Town / Parish Council meetings and forums.
- Run free community open days, provide offers to local residents such as well-being days for Mother’s/Father’s Day, etc.
- Continue to grow our partnership and service delivery with South Gloucestershire Council Public Health Team, the Integrated Care Board, Voluntary and Community Sector organisations, and others.

Outcomes

- Up to 5 new partnerships over the life of the contract.
- Increase individual referrals from health partners from the current target of 1,500 per annum to 2,500 by 2028.
- Social Value health scores [via Datahub] in the upper quartile.





3 | Improving our Environment

Working with our main stakeholder [South Gloucestershire Council], we have invested and put many measures in place over the years, to reduce our environmental impact, and continue to do so. Sustainability, clean energy, and carbon reduction are top of our agenda.

3.1

Working in partnership with South Gloucestershire Council we will play our part in achieving plans for our buildings to become carbon neutral by 2030, and significantly reduce our gas and electricity power by 2028. We will:

- Invest in energy-saving technology, such as, Photovoltaic Solar Panel [PV], Solar Hot Water, and Rainwater Harvesting.
- Improve insulation and reduce heat loss.
- Investigate and bid for viable grants and funding.

3.2

We are working to make our staff and customers more environmentally aware. Integrating sustainability practices across the business, getting all employees engaged in day-to-day sustainability efforts, introducing Green Teams in Centres, whilst encouraging customers to be environmentally aware when visiting e.g. saving water when showering. We will embed this further:

- Through continual training embedding a green culture for staff and customers.
- By educating and involving customer groups/clubs, encouraging them to play their part.
- With visible leadership champions in each Centre.
- By encouraging both staff and customers to actively walk or cycle to our Centres.
- We have achieved ISO 14001 accreditation for Environmental Management and will investigate other environmental accreditations.



3.3

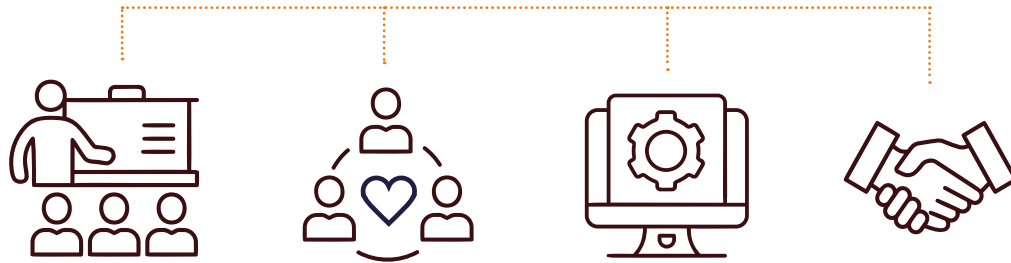
We work to try and minimise waste. We recycle everything made from recyclable materials at a local recycling centre to keep travel miles down.

We will enable customers to assist in the sustainability of our services, developing self-referrals, initially focussing in the following key areas:

- Look to improve recycling opportunities.
- Move the business to a paperless system.
- Include environmental requirements and credentials in our Procurement Policy.

Outcomes

- 25% reduction in CO2 emissions by 2028
- 10% reduction in water consumption by 2028.
- To ensure that our targets align with our landlord and key commissioner South Gloucestershire Council in meeting their obligations for carbon neutrality.
- Maintain DEC Certification at level B or better.
- Maintain ISO14001
- Recycling rates up to 75% by 2028.
- Able to quantify the green credentials of all suppliers by 2028.



4 | Employer of Choice

We are committed to recruiting locally, and developing our people into sector-leading teams, both as a commercial necessity and as a commitment to our communities. Our staff are at the heart of our business, and help bring our mission, 'Inspiring Active Lifestyles' to life.

4.1

It is our aim to become recognised as the company to work at for sector-leading training and development. Having successfully embedded a new Performance Development Review programme, our focus will now move to:

- Establishing links with schools and colleges, offering work experience and apprenticeships.
- Offering clear career training pathways e.g., management and leadership programmes, Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) accreditation.
- Encouraging women and older people to return to work.

4.2

We are committed to maintaining, supporting, and improving the health and wellbeing of our staff. Employees now benefit from mentoring programmes, mental health support as well as health and dental insurance. In line with our mission to Inspire Active Lifestyles, we will review:

- Employee family membership package

4.3

We are working to improve our processes and systems. Work has already been carried out to simplify the Induction process to ensure new employees transition smoothly, in a timelier manner into the company. Our focus will move to:

- Making further improvements to automate recruitment and make onboarding a smoother process.
- We will look at solutions to integrate our payroll, time and attendance, and Human Resources systems. This will reduce administrative time, reduce repetitive processes, generate a higher level of regulatory compliance, and improved employee experience.

4.4

We aim to become an 'employer of choice' within the leisure industry, retaining and developing employees, offering good benefits and a positive company culture. We aspire to be:

- In the upper quartile for the 'Best Places to Work For' accreditation award [by 2028].
- A Real Living Wage Employer.





CIRCADIAN TRUST

Reinvesting your money
into local facilities

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