

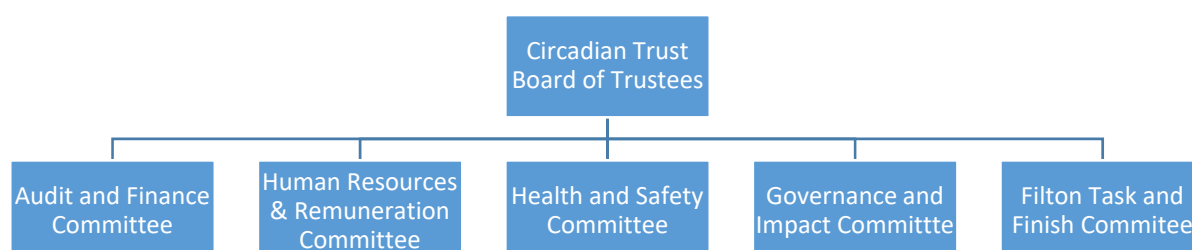
CIRCADIAN TRUST ANNUAL REPORT 2020-21

Organisational Structure and Decision Making Process

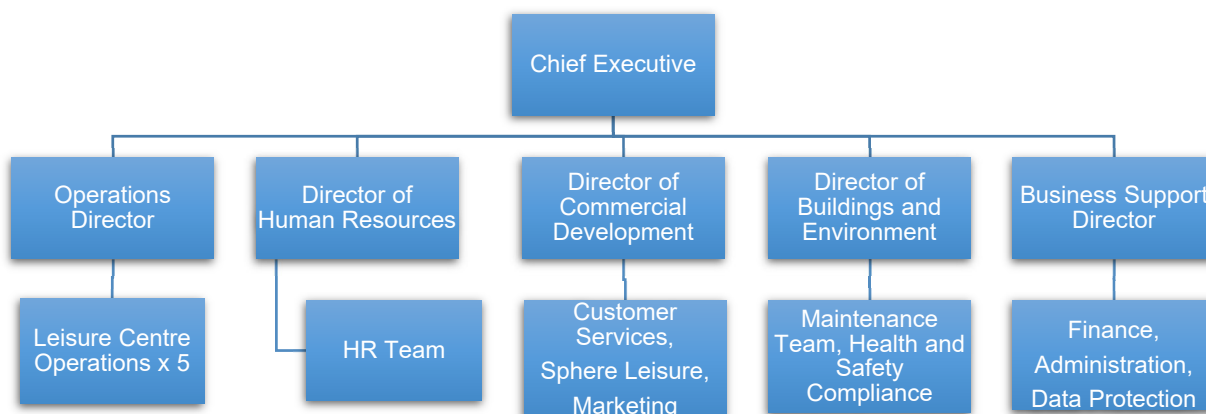
The full Board usually meets at least once a quarter to take decisions on strategic and development issues. However, during 2020–21 due to the Covid-19 pandemic and its effect on the Charity's ability to trade, it met 7 times.

The charity structure allows for the creation of committees to scrutinise detailed policy decisions and proposals and carry out delegated tasks on behalf of the full Board. In 2020-21 Board committees were:

- Audit and Finance Committee with responsibility for scrutiny of the finances of the organisation; this met 9 times to consider the significant impact of Covid-19 on the organisation's finances.
- Human Resources & Remuneration Committee dealing with strategic employment issues such as terms and conditions of employment and the appointments of senior staff and Trustees. This met 6 times to consider important issues driven by the Covid-19 pandemic including the application of Furlough schemes to the workforce and a significant restructuring exercise, which resulted in the downsizing of the workforce to cope with the implications of restricted trading during the pandemic.
- Health and Safety Committee to deal with strategic issues including monitoring external health and safety audits and the implementation of any recommendations. This also met six times to consider changes to operational practice to ensure compliance with Covid-19 secure operating guidelines.
- Governance and Impact Committee reviewing Governance, Board Policy and looking at the measurement, evaluation and reporting aspects of social impact of the charity. The G&I Committee met 3 times in the year due to the main Board meeting more frequently to discuss Covid-19 and its effect on impact.
- Task and Finish Committee was created in the last quarter of the financial year to evaluate a tender bid for a contract in South Gloucestershire. This committee met three times between December 2020 and March 2021 prior to a tender bid being submitted. The tender was not successful.



The operational management of the company is delegated to the Chief Executive Team (CEOT) led by the Chief Executive. CEOT consists of the Chief Executive, Business Support Director, Operations Director, Commercial Development Director, Director of Buildings and Environment and Head of Human Resources.



Risk Management

The Covid-19 Pandemic caused facilities to be closed for Lockdown and reopened repeatedly in 2020 – 21. First closure was between 20th March and 27th July 2020, again in November 2020 and then between 4th January and April 12th 2021. Each re-opening required full risk assessments and changes to operational practices. The Charity only traded for 4 months in the 2020-21 financial year and due to Covid-19 compliance was required to operate in a severely restricted manner during those open months.

The Board and CEOT team developed a separate strategic Risk Matrix specifically for managing the impact of Covid-19. This was considered at every full Board meeting in 2020-21 to ensure that financial, strategic and Covid-19 risks emanating from the pandemic have been properly considered and managed.

In November 2020, the Board of Trustees reviewed the Risk Management Policy including other risks and uncertainties to which the Company is exposed and updated its risk map and matrix.

The Charity has systems to ensure that the business, financial, operational and health and safety risks are regularly scrutinised in detail. Health and Safety Risks to staff and customers, which are specific to our operating environment, are reviewed on a quarterly basis by the Health and Safety Committee of the Board.

Statement of Recommended Practice “Accounting and Reporting by Charities”

The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) has been complied with.

OBJECTIVES AND ACTIVITIES

Circadian Trust is an independent Charitable Company based in South Gloucestershire managing a range of sports, leisure and lifestyle facilities and services for its local community.

Our Mission

- Inspiring Active Lifestyles

Our Vision

- A Healthy, Active Community

Underneath the Mission and Vision, statements are 3 “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 (see Public Benefit section below).

Our Values

- Customer First – We look at everything through our customers’ eyes and strive to give them the best possible experience.
- Empowerment – We develop our people to be experts in their field, to help our community develop active lifestyles, and to act like owners – spending money where it matters most.
- Inclusion – We offer services to our whole community and strive to ensure equality in everything we do.

During the 2020-21, Financial Year Circadian Trust had been in the final year of its Strategic Plan, Evolution: Developing Sustainably. This was intended to cover the period 2018 to 2021 and focussed on 4 strategic aims:

1. Delivering for our customers and communities
2. Developing and delivering a sustainable business model
3. Growing the Business
4. Business Efficiency

Achieving the strategic aims is the focus of the business with the ultimate aim of delivering our public benefit objectives. The purpose of this Annual Report is to demonstrate how we are working towards these aims and our charitable objects.

The impact of Covid-19 has completely undermined the final year of this strategy and indeed seen the Charity fighting for survival as this report demonstrates.

Circadian Trust usually prides itself on its business approach to generate funds to re-invest in services for public benefit. Our company structure is geared to ensuring that we offer services that are

accessible to the whole community and this enshrined within our memorandum and articles of association.

Each week we aim to deliver public benefit to thousands of visitors and the examples below provide a flavour of the work we carry out. This has been severely disrupted for the whole year due to Covid-19.

We are now certain that we will survive the pandemic, but it will take many months (potentially up until the end of 2022-23 financial year) to recover our services and finances to a similar position to that we enjoyed prior to the first lockdown in March 2020.

We launched a new Strategic Plan: 'Reset' to cover the years 2021-2023. The plan recognises that the impact of Covid has impacted on our previous long-term plans and places focus on the recovery and normalisation of our commercial business first; this is to enable the long terms sustainability of those facilities and services which require cross subsidy. The key aims of the plan are

1. Delivering a sustainable charitable business for our customers and communities;
2. Re-establishing the charity and the customer base;
3. Capitalising on new social value and business opportunities.

EQUALITY AND DIVERSITY

Circadian Trust has a comprehensive Equality and Diversity Policy, which exceeds the standards, laid down by the Equality Act 2010, is approved by Trustees and is regularly reviewed. The principles of this policy are outlined below:

All service-users are valued equally

We see all service-users and potential service-users as of equal value regardless of disability/impairment, ethnicity, colour, creed, nationality, national origin or status, culture, religion or belief, gender, sexual orientation, gender identity, marriage or civil partnership or pregnancy and maternity status.

Welcoming and celebrating diversity

Treating people equally does not necessarily mean treating them all the same. Our policies, procedures and activities must not discriminate, but are differentiated, as appropriate to take account of differences of life-experience, outlook and background, and in the kinds of barriers and disadvantage which people may face; in relation to disability/impairment, medical needs, ethnicity, colour, creed, nationality, national origin or status, culture, religious affiliation, sex, sexual orientation, gender identity, marriage or civil partnership or pregnancy and maternity status.

Fostering positive attitudes and relationships, and a shared sense of cohesion and belonging

We intend that our policies, procedures and activities should promote positive attitudes, an absence of harassment, positive interaction, good relations and dialogue between groups and communities different from each other, and absence of prejudice-related bullying and harassment and mutual respect.

Circadian Trust as an employer

Policies and procedures should benefit all employees and potential employees, for example in recruitment, promotion, and in continuing professional development. Our policies and procedures will help all those who work for us to develop their full potential and the talents and resources of the workforce will be utilised fully to maximize the efficiency of the organisation.

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Proactively reviewing what we do in order to reduce and remove inequalities and barriers

We proactively ensure that we make progress in regard to ensuring equality of opportunity for all, and we regularly review our actions. We will not simply seek to avoid discriminatory practices, we will take opportunities to maximise positive impacts by actively going about reducing and removing inequalities and barriers to equality and taking positive actions towards promoting and enhancing equality of opportunity for all.

Creating Opportunity

We recognise the needs of every individual along with our commitment to enabling them to achieve their full potential.

Consulting widely

People affected by a policy or activity should be consulted and involved in the design of new policies, and in the review of existing ones.

Society as a whole should benefit

We intend that our policies and activities should benefit society as a whole, both locally and nationally, by fostering greater social cohesion, and greater participation.

DISABLED PERSONS

The charity will employ disabled persons when they are suitable for a particular vacancy and every effort is made to ensure that they are given full and fair consideration when such vacancies arise. There is a redeployment scheme in operation so that employees who have been injured or disabled during their period of employment can, where possible, continue in employment with the Charity.

During employment, the charity seeks to work with employees, taking into account their personal circumstances, to ensure appropriate training, development and advancement opportunities are available to enable them to reach their full potential.

BUSINESS PERFORMANCE

Trustees and the Management Team (consisting of the Chief Executive, the 5 Directors) regularly review performance of the Charity management on a monthly basis to ensure that the organisation is hitting key targets in relation to business performance and other factors.

Performance and results are usually scrutinised on a quarterly basis by Trustees. During the past year, this has increased to a monthly basis due to the impact of Covid-19 on the Charity.

Coronavirus (Covid-19) and its impact

Business performance was decimated in 2020-21 due to the Covid-19 lockdowns and restrictions and the pandemic continues to affect the business performance with income expected to be at 75% of pre pandemic levels in 2021-22. The business reopened successfully in April with most activities recommenced by July 21. A downsizing in staff (and customers) meant that some programmes were limited but the business hit its Q1 financial targets and is confident about being on track to increase monthly income to cover monthly costs by early 2022.

In previous annual reports, trustees and management have used a balanced scorecard as one of the tools to assess performance and this was regularly reviewed to take into account strategies adopted. A traffic light system was used to show figures in red that are below target and not improving; in amber where figures are behind target but improving; and green where figures are beating target or has improved on previous year.

The scorecard takes a range of measures which are either related to our strategy or agreed business plan, and show that the Charity is on track. Due to the effect of Covid-19 and the fact that the business has been locked down for much of the year it was not possible to use this scorecard.

We intend to get back to a revised full format scorecard when we are clear that our services are properly measurable and unaffected by the pandemic.

The decision this year was made to focus on customer “physical activity” visits during the pandemic as this area was critical to ensuring we had a sustainable business moving forward. The visits can be related to the lockdown dates and phases stated previously in the report:

Visits	Jul- 20 (partial)	Aug- 20	Sep-20	Oct-20	Nov- 20	Dec- 20	Jan- 21	Feb- 21	Mar- 21	Total	July 19 – Mar 20
Health and Fitness	5272	34211	37821	40508	5385	29207	3874	0	0	156,278	735,685
Swimming Lessons	n/a	n/a	24035	27468	3848	17344	3886	0	0	76,581	271,742
Exercise Classes	1392	10422	14424	17495	4744	0	0	0	0	48,477	216,788
Casual Swimming	n/a	4679	12414	16721	3169	9531	1283	0	0	47,797	340,800
Swimming Pool Hire	n/a	n/a	4671	6512	938	4054	270	0	0	16,445	46,444
Sports Hall Hire	475	2732	6040	9092	1457	3668	471	0	0	23,935	254,571
Commercial Facilities	n/a	1606	5810	8524	1055	0	0	0	0	16,995	796,617
Total	7139	53650	105215	126320	20596	63804	9784	0	0	386,508	1,810,801

The main negatives that can be seen from these figures are the losses we have had in all our attendances – the business has been decimated on 2020-21.

However, on the positive side, we can see that as soon as we have had a period that the Centres have been open then the members have started to come back to the Centres demonstrating that underlying demand remains.

In 2020-21, the real focus was to keep the business sustainable. Operationally the focus was on ensuring customers and staff feel safe, which has been achieved by ensuring that we are following government and UK Active guidelines for Covid-19, Social Distancing measures being put in place (one way systems, screens reprogramming areas), vigilant cleaning and sanitisation by both staff and customers and wearing the relevant PPE (facemasks) where appropriate.

In 2021-22, we will be able to start refocussing on the previous Customer Performance indicators, Social Impact indicators, and Business Performance indicators

Capital Investment

The company is committed when funds allow; to invest in improvements to the facilities it manages, the equipment it provides for customers and staff; and the services it delivers across the business.

However, in 2020-21 due to the loss of income from Covid-19, Circadian Trust has not been in a position to invest capital into the business this year. We aim to budget for a capital investment programme in 2022-23, with investments being limited to essential items only in 2021-22.

PUBLIC BENEFIT STATEMENT

The Trustees confirm that they have complied with the duties in public benefit requirement outlined in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The objects for which the Charity is established are to undertake and promote for the benefit of the general public and in particular, but without limitation, the people who live and work in South Gloucestershire and its environs:

- The provision of facilities for sport, recreation or other physical activity or leisure time occupation of individuals who have need of such facilities and services by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their condition of life and to advance their education in leisure and health activities;
- The promotion and protection of good health through community participation in healthy recreation;
- The maintenance, improvement or provision of public amenities and the provision of schemes to assist and encourage the use of such amenities by members of the public;
- The advancement of education and training in leisure and sport related subjects;
- Such other charitable purposes for the benefit of the community consistent with the objects above as the Trustees shall determine.

ACCESS AND COMMUNITY PROGRAMMES

Pricing

Our pricing strategy for customers without need for further support is firmly based in the value for money category. This is also underpinned by a range of payment methods including a "pay as you play" philosophy for most activities we provide.

Furthermore, we offer a comprehensive "concessionary" pricing offering discounts of up to 50% for those in need of special assistance related to age, health or socio economic circumstances. The majority of concessionary prices offer access to facilities and services at a cost of less than the cost of providing the service.

Our inclusive pricing policy also extends to local sports clubs who use our facilities with junior and disability sports clubs benefiting from concessionary prices for the facilities they hire from us.

Programming

We programme our facilities to meet the needs of a diverse community and make special efforts to offer programmes for customers who require access because of age, disability, sex or other needs. Examples of this include older people's activities, junior programmes, disability access sessions and sex specific sessions where appropriate. However, this has significantly been affected in 2020-21 due to the Covid-19 restrictions.

Access and Inclusivity

We go the extra mile in making our facilities accessible to customers who are disabled. All of our changing facilities are developed to "changing places" standards; with hoists and equipment up to the standard of being able to deal with quadriplegic disability. All of our facilities have ramps and internal lifts making over 90% of our floor areas accessible to wheel chair users.

We also offer carer partnership concessions so that customers requiring a carer to accompany them can participate at no cost to the carer.

We usually ensure that staff undertake access and inclusivity training; however, this has had to be put on hold this year due to Covid-19 and will be reinstated for all new starters and staff requiring refresher training in 2021-22.

We also work with groups such as Paul's Place, Avon Autistic Group and South Gloucestershire Chinese Association all of which are beginning to return to the Centres following the removal of restrictions on 19th July 2021.

Clubs and Groups

We usually provide a home to over 200 local sports clubs and community groups providing everything from Aikido to Water Polo and everything in between each week; we host training sessions and competitions up to national standard on their behalf. These are all voluntary organisations – just like us. Unfortunately, they have had nowhere to meet, practice or play for parts of this year due to the pandemic. Clubs have returned or are planning to following the lifting of Covid-19 restrictions. However, several clubs did not survive the pandemic.

GB Representative Athletes – we offer complimentary memberships given to local individuals representing Great Britain at various sports, most GB athletes receive no funding to pursue their success. 40 sportsmen or women including Gymnasts, Paralympian's and Badminton players receive memberships whilst they represent their country to help them maintain their fitness. These athletes have also been restricted by Covid-19 but most have now returned to training.

Healthy Lifestyle Management and Partnerships

The 'Healthy Lifestyle on Referral' (HLOR) project at our five Lifestyle Centres was created to help and support people with medical or long term conditions become more active had become a great success.

There are now referral pathways to all our 25 local GP surgeries, Sirona Care and Health, North Bristol Trust, Southmead and Cosham Hospital.

In 2019-20, giving a total of 1,240 Referrals used our services which was an excellent achievement.

Our target within our Active Lifestyle Strategy is to engage with 2,500 referral clients per annum by 2021. Unfortunately, due to Covid-19 we have had to extend this target to year 2022-23 due to the

fact that we have been unable to provide this service and therefore have not had any new clients in 2020-21.

Following the lifting of Covid restrictions we are now back to 100% of the level, we were in 2019–20 with 301 new referrals in Q1 of 2021-22.

Sirona Care and Health

Sirona Care and Health is a local large not for profit health care provider commissioned to deliver a range of services by the NHS in the sub region. They relocated to Thornbury Active Lifestyle Centre in 2018 having previously been based at Thornbury Hospital and are seeing over a thousand clients a month. Both parties can confirm this partnership has been a real success.

The site and Sirona care are working together to offer options for Sirona patients to come into the gym, swimming pool etc. to continue strengthening and rehabilitation after their treatments.

Other Access and Community Groups

There are a number of groups including Active in Life, Dementia Social Groups, Active Breathing, Reach, Impact Mentoring, Breakthrough Mentoring, Choices 4U, Osteoarthritis Exercise, Multiple Sclerosis / Parkinson Disease Classes, and Post Natal Classes that have been unable to use our facilities this year due to Covid-19. It is planned to resume these classes following government and UK Active guidelines.

Aquatics Management

As the major provider of public swimming facilities in the district, we continue to work in partnership with Swim England to deliver our Aquatics Strategy, which aims to:

- Increase participation in all aquatic areas; but with special focus on adult swimming
- Improve access and opportunity for all
- Successful development (Learn to Swim to club) pathways.

Due to Covid-19, we have been restricted with regards to increasing participation. However, we have taken this opportunity to reprogram all 5 Centres swimming pools. This was following looking at the use of data from the previous year to better understand our target markets plus the fact that we had to reprogram the pools due to Covid-19 restrictions and social distancing.

Schools learn to swim and disability swim groups have been restricted this year but are all now re-engaged in 2021-22 and have returned either when guidelines allow, or when they were comfortable to do so.

Free Swimming to Pregnant Women

We started to offer free swimming to pregnant women during public swim sessions across all the 5 Active Lifestyle Centres. The 12-month pilot scheme began on 1st February 2020. This was suspended throughout 2020-21 financial year.

The scheme has been set up to help overcome the increasing prevalence of obesity and in particular the effects of obesity during pregnancy, which increases the risk of adverse health outcomes to both mother and child. In addition, obesity during pregnancy increases the risk of life-long health problems

in children, including obesity, type 2 diabetes, and heart disease. This scheme restarted again on April 12th with over 130 women enrolled in the first quarter of 2021-2.

Community Impact

Besides Health, Sports and Education our facilities managed and offered services to a wide range of community partners / organisations in 2019-20. These services have been cancelled in 2020-21 due to Covid-19 but are planned to start again in 2021-22.

Active Play (previously Play on Prescription) – Relunched in September 2021.

U3A – U3A stands for University of the Third Age. Yate LC provides activities to this group who are formed of retired and semi-retired people. This restarted in September 2021.

ACHIEVEMENTS AND PERFORMANCE

The year saw significant disruption to our business due to Covid-19, we have worked very hard to remain solvent and keep the charity viable for the future to this end we:

- Managed to reopen and operate all our facilities and as many services as feasible in the periods between lockdowns.
- Operated our facilities safely and within Covid-19 operating guidelines earning plaudits from customers, staff and commissioners for our approach.
- Operated innovatively using our expertise to support local Covid-19 response systems by operating as a food distribution centre at our facility at Yate during lockdown 1 and testing centres at 4 sites in lockdown 3.
- Successfully utilised government support schemes to help keep the business viable including Coronavirus Job Retention Schemes (CJRS), flexible furlough schemes and local support grants during closure periods.
- Applied for and were successful in attaining a grant worth £653,000 from Sport England's National Leisure Recovery Fund (NRLF) in partnership with South Gloucestershire Council to help our business and services recover in the post pandemic restrictions period.
- Carried out a comprehensive staff restructure programme, which unfortunately saw us lose many colleagues via natural wastage, and a small voluntary and compulsory redundancy programme. In total, we lost the equivalent of just over 43 full time equivalent posts.
- Significantly improved our customer systems (bookings, payment and membership), online presence and data collection to comply with Covid-19 operating protocols, offer improved services – such as online fitness class offerings, and meet the requirements of funding and grant bids.
- Significantly improved our staff systems including communications and payroll to keep our staff involved, informed and consulted; and meet the requirements of support schemes such as Furlough.

- Completed and submitted a bid to operate a facility at Filton once the Covid-19 restrictions have been eased.
- Continued to nurture successful partnerships with:
 - o South Gloucestershire Council
 - o Sirona Health and Care
 - o Bristol, Bath, North Somerset and South Gloucestershire CCG
 - o Southern Brooks Community Partnerships
 - o Swim England
 - o Local GP Practices

These continue to develop and will enable the resumption of existing and creation of new services in Health and education to deepen our social impact delivery in future.

FINANCIAL REVIEW

Total income for the year dropped to £5.6m due to the leisure centres being closed during lockdowns due to Covid-19. The centres were closed for eight months and as a result trading income was over £8m lower than in 2019-20. The Company made significant expenditure savings through reducing staffing levels, the Furlough scheme and the support of suppliers who allowed payment holidays for many contracts.

Overall, the Charity made a loss of £2.1m in its unrestricted funds with net current assets reducing by over 50%. Cash Balances had been high at the beginning of the pandemic due to an unpaid rent debt to the council. South Gloucestershire Council have supported the charity by converting the debt to a long-term liability thus ensuring the solvency of the charity. Cash Balances at the end of the year were at just over £1m.

After the FRS 102 adjustment to take account of the Pension Deficit, the group showed a loss for the year of £3.5m. The Board are reviewing Pension arrangements as part of their long-term strategy to meet the challenges of rising staff costs due to increases in the national minimum and living wages.

The Company intends to use its reserves and net current assets to support the business during 2021-22 and has budgeted to make a loss of £714k. This loss is attributable to the continuing restrictions to operation caused by the pandemic and recovering from this towards the end of the financial year. The Trustees expect the charity to start making monthly surpluses by the end of 2021-22 and make an annual surplus by 2022-23, returning to pre-pandemic surplus levels during the financial year 2023-24. Trustees continue to meet regularly to review finances and ensure the solvency of the Company.

Reserves Policy

The Trustees have reviewed the risks to the Company and established a Reserves Policy to ensure that the Company has sufficient funds to guard against long-term risk. In the short term reserves will be continue to be used to cover the shortfall of income as a result of the Covid-19 Pandemic, in the longer term the Company will aim to rebuild free reserves of up to 3 months trading expenses.

The general reserve at the end of the year was £1.8m (before FRS102 pension adjustments). This year the FRS102 Pension Valuation showed a pension deficit of £7.5m. This is higher than our general reserves and Trustees continue to review the pension arrangements and ways to limit the costs of the scheme are being explored.

PLANS FOR THE FUTURE

Short Term (2021–22)

- Manage the implications of the Covid-19 pandemic as effectively as the Trust can, working closely with South Gloucestershire Council, although the Trust recognises that the impact is likely to be severe and will continue to require strategic changes in the short to medium term;
- Restart our services to the roadmap outlined by the Government and within guidelines agreed with DCMS and UKActive for the safe operation of services with the expectation that disruption to our services will continue to mid-year;
- Completion of outstanding lease and contract documentation with SGC;
- Continue with consultation with South Gloucestershire Council and other stakeholders on two local schemes, which may fundamentally affect our services and provision in coming years at Kingswood High Street and Yate Town Centre;
- Develop a new customer journey to encompass our new product suite including developing its structure, developing our workforce to deliver this and reframing the messages to our customers (new and old);
- Adopt a new customer booking and entry systems to simplify processes for our customers;
- Continue with the progress of our IT and systems to continue our development for post Covid-19 trading and operating;
- Work hard to recover the customer and membership base in those services which have historically provided our sound finances, in order to support the charity in its further objectives;
- Review our pay and terms and conditions of employment to ensure that we remain competitive.
- Finalise our new Strategic Plan “Reset” – covering the period including financial years 2021–23.

Medium Term (2022–24)

To continue to work towards delivery of the mission, vision and longer term objectives agreed in the Strategic Plan for the period 2021–2024.

Bringing back as many subsidised social / community benefit services as soon as it is safe and affordable to do so.

Reintroducing a Capital Expenditure Programme to continue to invest in better facilities, equipment and services for our local communities as soon as we are able to do so.

Update our ICT network systems as our existing contractual arrangements end in 2022.

Develop our teams so that we “grow our own” technically qualified and professional staff.

Working with partners and stakeholders to ensure that lessons and opportunities arising from the Covid-19 pandemic are applied locally. For example, the very important part that physical activity and fitness play in physical and mental resilience both preventing and reducing the severity of illness and improving mental health and wellbeing.

Long Term

To continually improve our range of services available to our customers and ensure they match demand including significant facility development (as our estate of facilities is ageing).

To continue to develop and deliver activities which encourage all sections of the population to undertake healthy active lifestyles, being innovative in our approach and intervening for public benefit where necessary to do so.

To ensure that our long-term strategy is congruent with our stakeholders’ plans.

To develop the range of Business and Partnerships opportunities to improve the overall business performance of Circadian Trust.