



One voice for sport and recreation

CCPR STRATEGIC PLAN 2010 – 14

VISION, GOALS AND VALUES

Vision

CCPR is recognised as the definitive independent voice for sport and recreation in the UK, providing leadership, inspiration and support both to our members and to the sector as a whole.

Goals

We will promote and safeguard CCPR members' interests and wellbeing through effective and successful campaigning on all current and potential issues affecting the sport and recreation sector;

We will provide members with a combination of high quality services that they want, need and value;

We will perform excellently as a strong, well-managed, influential and respected representative organisation.

Values

Leadership – seeking to lead by example and set the highest standards for our members and the wider UK sport and recreation sector.

Responsibility to our members – recognising that, as a member organisation first and foremost, we have clear responsibilities and accountability to our members.

Collaboration – working co-operatively and constructively with all other relevant organisations and agencies for the benefit and protection of the wider sport and recreation community.

Integrity and trust – acting at all times with openness, transparency, rigour and integrity, thereby building mutual trust and confidence with our members, partner organisations and other stakeholders.

Fairness, equity and sustainability – promoting and committing to ethical, equitable, diverse and sustainable sport and recreation; and, whenever necessary, challenging unfairness, exclusion and poor practice.

Valuing others – valuing and respecting the individual and collective contributions of all our member and partner organisations, their staff, volunteers and participants.

Good communication – communicating clearly, confidently and effectively, mindful of the importance of two-way dialogue.

Enjoyment – encouraging a culture whereby those inside our organisation enjoy working and contributing and those outside it enjoy engaging and collaborating with us.

HIGH LEVEL OUTCOMES BY 2014

CAMPAIGNING

Due to the effectiveness of CCPR, its actions and campaigns:

- Sport and recreation benefit from a greatly improved legislative and regulatory environment.
- There is widespread recognition and support for investment in the contribution that sport and recreation make to wider social and economic policy objectives.
- The Government and its departments pursue a positive and all-inclusive policy towards the whole of sport and recreation in the UK, but particularly in relation to the legacy from London 2012, increased accessibility to and sustainability of clubs, and community sport in general.

To achieve the above outcomes we will:

- *Increase understanding and appreciation of our work and that of our members with the people who matter*
- *Ensure policy-makers are aware of the potential impacts that their decisions may have on our members*
- *Formulate and promote proactive policy proposals for the benefit of sport and recreation*

SERVICES

- Members benefit from a wide range of relevant services which meet their individual needs and help them to reach their full potential.
- Members and key partners participate in and value CCPR events as being important focal points in the sport and recreation calendar.
- CCPR is the definitive source of information and advice on key issues affecting both its members and the sector as a whole.

To achieve the above outcomes we will:

- *Increase the number, range and quality of services and events available to members*
- *Increase member engagement in the development and review of services*
- *Increase the 'return on investment' that members gain from their association with CCPR*
- *Increase the value of our briefings and communications to those who use them*
- *Bring our services to the attention of a wider group of people*

PERFORMANCE

- CCPR is a strong, modern and successful organisation with a robust and effective governance structure, which plans and manages its resources creatively but prudently.
- The organisation recruits and retains both an executive and a voluntary workforce of highly committed, motivated and well trained individuals, all working towards common goals.
- CCPR's membership reflects the continuous changes in the sport, recreation and physical activity sector.

To achieve the above outcomes we will:

- *Increase the skills-based composition of the CCPR staff, Board and committees*
- *Carry out and act upon reviews and benchmarking of governance and workforce structures and efficiency*
- *Establish financial reserves at nine months of operational requirements*
- *Increase direct engagement opportunities with 'target organisations'*
- *Monitor our membership in particular with regard to developments within the sporting sector*

KEY PERFORMANCE INDICATORS

We will promote and safeguard CCPR members' interests and wellbeing through effective and successful campaigning on all current and potential issues affecting the sport and recreation sector

- A Increase the quantity and improve the quality of policy changes made as a result of CCPR lobbying and interventions
- B Achieve all policy outcomes identified within CCPR's London 2012 legacy action plan

We will provide members with a combination of high quality services that they want, need and value

- C Increase year on year the number of members who use the services available through the organisation
- D Achieve 90% satisfaction levels across all services
- E Ensure 100% of target organisations choose to be or remain members of CCPR

We will perform excellently as a strong, well-managed, influential and respected representative organisation

- F Increase year on year the percentage of stakeholders who recognise CCPR as an influential organisation that can help shape their landscape
- G Increase the profile and reputation of CCPR and its work using all available communication tools
- H Maintain a minimum of nine months' financial reserves