



Leisure Trusts:

**A model of Sports Provision that
works for you**

Trevor Hawkins

Providing Sport and Leisure

The logo for 'apse' is located in the top right corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, set against a magenta oval background.

- *What are we trying to achieve?*
- *What can we afford?*
- *What capacity is out there?*
- *Who provides what?*
- *What do we prioritise?*

Applying the subsidy



The physical activity partners:

- *Facility Management Operators*
- *Sports Development teams*
- *Health sector*
- *Sporting Bodies*
- *Voluntary sector*

Transferring management or something wider?



The issues:

- *What Transfers?*
- *Is there a long term strategic commitment ?*
- *Is the future relationship adequately defined?*
- *How is success measured?*

The early “trust” transfers



The Perceived Benefits:

- *Revenue savings*
- *Stakeholder engagement*
- *Capital borrowing*
- *Focus on Leisure*
- *Seamless transfer*



Growing up with Trusts

- *Distribution of savings*
- *Borrowing*
- *Culture change*
- *Extending the contract base*
- *The services provided*
- *Performance*

- ***Lasting partnerships***

How have Trusts been judged?

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- Leisure p/indicators
- Quality standards
- Reducing Subsidy
- Added value?
- **Outcomes**

Smart Commissioning



- ✓ *The role and remit of the Trust and Partner*
- ✓ *The future client role*
- ✓ *Strategic co-ordination of partners*

Sport England Trinity



- **Grow**
- **Sustain**
- **Excel**



Sport will never have a higher profile. But then, nor will you.

Sport is in the spotlight as never before – and so is Sport England. We're building a team to play their part in transforming the sporting landscape in England and in making sure that the Olympic Games leave a lasting sporting legacy. We're not talking about vague ambitions. We're talking about concrete, practical initiatives designed to deliver a world-class community sport system. So where do you fit in? Right at the top.

Strategic Leads

£53,781 (£57,861 in London)

A higher salary may be available for exceptional candidates

We're looking for senior professionals to join our National Governing Bodies (NGB) & Sports Directorate, the team working directly with the Governing Bodies of Sport. While each role is responsible for a specific area of development, all will have a profound impact on our ability to deliver our GROW, SUSTAIN and EXCEL outcomes – that is, to grow the number of people doing more sport, sustain sports participation by improving sporting experiences and helping talented athletes fulfil their potential. It's all about building relationships, investing wisely and making an impact with your small, expert team. Relevant expertise, real credibility and an active engagement in sport or the sports sector are all vital. We are looking for Strategic Leads in these areas:

Coaching & Officiating You will combine practical coaching or officiating experience with proven ability to develop and grow a sporting organisation. Ref: NGB001

Excel You will understand how to identify and accelerate elite sporting talent. You will have a track record in this area, and are looking for the next step in your career. Ref: NGB002

Relationships (2 roles) You will have managed relationships at every level, with proven success in a relevant area such as talent development, member-based initiatives or governance, with a proven record of results. Ref: NGB003

Growth You will need senior-level strategic experience, great problem-solving skills and the ability to identify and find innovative solutions. You'll love data and have the ability to apply it to sports participation. Ref: NGB004

Head of Innovation

£41,570 (£45,650 in London)

We want great ideas. You'll be managing a fund to help those ideas succeed, as well as developing innovative practice, sharing expertise and monitoring performance – your powers of analysis and experience of working at a senior level will help you meet these complex challenges within our NGB & Sports Directorate. Ref: NGB005

Head of Strategy & Special Projects

£41,570 (£45,650 in London)

As part of our Research & Strategy Directorate, you will use your background in consultancy, corporate planning, corporate strategy or business development to influence our future strategic direction and ensure that market opportunities are seized. Ref: RS001

In all cases, location is flexible with roles based in London or at one of our eight regional locations. We offer an attractive salary and benefits package – and an unrivalled opportunity to influence the future of community sport in England.

Interested? Then please visit www.sportengland.org for more information. Return completed application forms to hrcruitment@sportengland.org quoting the relevant reference number. Closing date: 6th March 2009.



Sport England actively promotes diversity in employment and sport and welcomes applications from all parts of the community.



Grow



- Recreation within the younger age groups and those hardest to reach.
- Finding activity for all standards
- Link physical activity to health

- Don't be ashamed of sport and competition

Excel



- Success at the highest level promotes ambition and interest
- Prestige facilities raise standards
- Champions are role models



The History of Sustain

- Keeping kids in sport
- Promoting PE within primary schools
- Youths feeding into adult teams
- Academics to promote local sports
- Supporting through cut off points
- Developing local sporting opportunities
- Supporting local voluntary clubs

FAILED

COMMUNITY COHESION

Minister hits out at 'fuddy-duddies'

By Michael Burton

The minister responsible for community cohesion has accused councils of being 'fuddy-duddy' in the way they deal with teenagers.

The comments, by CLG under-secretary Sadiq Khan, were made at a seminar on youth projects funded by the Prince's Trust charity and attended by Prince Charles last week at Clarence House in London.

Asked why councils did not do more for young people, the minister said: 'The fuddy-duddies at councils don't know how important these facilities are. Hanging baskets may be important but football pitches are more important.'

'The cost of not giving these facilities is greater than if they were given, as it's cheaper to get young people involved. But as only 35% of 18 to 24-year-olds vote, why do we think old fuddy-duddies like MPs and councillors listen instead to old people?'

Mr Khan, who became a CLG minister last October, added: 'The frustration we hear around the country is that local authorities don't listen, they're too slow, and we need to make it easier for groups to access the money

we give to councils. There are some groups which are professional form-fillers and others which are innovative but not so used to the process. We need to put pressure on local authorities not to give in to the usual suspects.'

Seminar speaker, Professor Ted Cattle, chair of the Institute of Community Cohesion and a former council chief executive who led the report into the riots in Oldham, Bradford and Burnley in 2001, said: 'If you invest in your youth leisure services you get less crime and truancy, and I don't think councils do enough.'

Prince's Trust chief executive, Martina Milburn, told *The MJ* afterwards: 'My personal view is that the comments were a bit unfair. We have a good relationship with councils and want to be a bridge between them and our client groups.'

The seminar included presentations by Prince's Trust youth projects from Dewsbury in Yorkshire, Belfast and Birmingham.

Prince Charles told the seminar that the cause of youth crime was lack of self-esteem and added: 'People who join gangs are crying out for help, and if we can channel their enthusiasm we can achieve far more.'

Leisure projects 'a dog's breakfast'

Sport and leisure projects designed to help keep teens on the straight and narrow are 'wasteful, inefficient and bureaucratic', says a spending watchdog.

Chairman of the Audit Commission, Michael

O'Higgins, called the grants system which funds such projects 'a dog's breakfast'.

According to the commission report *Tired of hanging around*, more than £113m would be saved if just one in 10 young offenders was kept

out of further trouble. He said: 'It's ludicrous that funding schemes for young people in trouble with the law should be so complicated.'

'Major opportunities to save public money are going begging.'

IN BRIEF

Criticism in site

A senior councillor has called for controls of social networking sites, after CCTV footage of a town centre fight appeared on YouTube.

Harrow LBC cabinet member, Susan Hall, said film from the council's own CCTV camera of a youth punched unconscious was illegally uploaded on to YouTube, and turned into a clip under the heading 'one punch knock-out'.

Writing in *The MJ* this week, Cllr Hall said: 'Do you allow the Internet to become a kind of unlicensed broadcasting system without the checks and balances required by a regional TV show?'

And Chorley DC chief executive, Donna Hall, also writing in *The MJ*, said her blog was selectively quoted on YouTube.

● See p20 and 31.

Elderly care plea

The LGA has renewed its calls for more cash to stem the elderly care crisis. Responding to Help the Aged's report, *Nobody's listening*, Cllr David Rogers, chair of the community wellbeing board, said: 'Councils want to provide the services vulnerable people deserve, but the resources available are letting them down.'

Recruiting hopes

Knowsley BC has revealed it is recruiting for a host of senior posts for its management team.

It hopes the new directorate of regeneration, economy and skills will bring a fresh approach to its sustainable communities.



Continued participation



- Accessible Local Opportunity
- Continuity and local roots
- Realistic goals before dreams
- Don't promote elite trawling over local roots
- Don't decry modest ambition

Successful Leisure planning



- Understand the subsidy
- Clarify the priority outcomes
- Plot the map
- Find your partners
- Ease accessibility
- Make success visible



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