



# **Leisure Trusts:**

## **The Development of a good idea**

Trevor Hawkins



# Background Reminder

## The Perceived Benefits:

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



# Growing up with Trusts

- *Distribution of savings*
- *Borrowing*
- *Culture change*
- *Renewing engagement*
- *Extending the contract base*
- *The services provided*
- *Best Value*
- *Performance*
  
- ***Lasting partnerships***

# How have Trusts been judged?

The logo for APSE (Association of Public Service Enterprises) 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.

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

# Going Well?



## Failures ?

- **North Wilts:**  
*“Unworkable Contract specifications”*
- **Hounslow:**  
*“Broken up into separate parts”*
- **Enfield:**  
*“Unachievable savings in East Herts”*

## Winning Friends?

- **Unison:**  
*“Tax Dodge”*
- **European Services Strategy Unit**  
*“the case against Trusts”*
- **Private Sector**  
*“distorting competition”*



***but also many success stories***



# Take 2

## Contract renewal

- *Best Value – VFM ?*
- *Procurement*
  
- *Tendering? What do we want?*

# WHERE IS THE MESSAGE:

The logo for APSE, consisting of the word "apse" in white lowercase letters inside a magenta oval shape.

*Wider Trusts?*

*Widening the business base v focus*

*VFM*

*Developments in case law*

*Capital Injection*

*Contractor or strategic partner*

*Reporting Outcomes*



# Renewal time

- (CLL) performing well – no desire or benefit to returning in-house, *member expectations* ?
- Problems of trying to reconfigure CLL to manage a wider portfolio
- Procurement rules
- Additional trusts for additional activity?
- No client? No Leisure strategy?

# Transferring management or something wider?



The original issues:

- *What Transfers?*
- *Is the future relationship adequately defined?*
- *How is success measured?*

# Applying the subsidy



*The physical activity partners:*

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

# Commissioning Decisions



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

# Sport England Trinity



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

# Grow



- Recreation within the younger age groups and those hardest to reach.
- Finding activity for all standards
- Link physical activity to health
- 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
- Academies to promote local sports
- Supporting through cut off points
- Developing local sporting opportunities
- Supporting local voluntary clubs

**FAILED**

# Continued participation



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

# Successful Leisure planning



- Understand the subsidy
- Clarify the priority outcomes
- Business targets & commissioned outcomes
- Ease accessibility
- Make success visible

# ***Smart Commissioning***



- ✓ *Clarify the broader outcomes*
- ✓ *Strategic co-ordination of partners*
- ✓ *Target the funding*
- ✓ *Define the role and remit of the Trust*
- ✓ *Define the future client role*



# Contact details

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