

Leisure Trusts in a Changing Environment

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Introduction to Sporta

- The Sports and Recreation Trusts Association the UK association for charities and societies in public leisure
- Incorporated in 2006, still member led Executive Board
- Tight membership criteria
- Small central team
- London and Edinburgh



110 Members

67,000 staff

3700 services & facilities

The Sporta Membership

Combined turnover

£1.5bn

233 million customer visits

How Sporta supports members - Strategic Objectives

Sporta's Mission

To be the recognised voice of leisure and culture trusts; to raise awareness of our members' and their social impact; and to protect the status of the trust model.

To lead the leisure and culture trust sector, and enhance the recognition of trusts as services focused on and impacting upon public policy To invest in research to define the proposition of member trusts and Sporta To champion good procurement practice for leisure and culture services To protect leisure and culture trusts by supporting them to be future proof and resilient To enable trust networking & knowledge sharing through 'Special Interest Groups' and regional meetings To ensure Sporta is a sustainable organisation

What is the 'Trust' Model?

- Council ownership of facilities, which are leased to the Trust
- CLG, CBS and Mutuals
- Trusts are charitable (most registered charities)
- Significant financial savings mainly from charitable reliefs, but much more...
- Some Council representation on their Board, but limited to less than
 20%

Genuine charitable trusts reinvest ALL their surpluses back into their communities

What does this mean?

- Independent, transparent organisations, governed by skill-based Trustees
- Quality facilities and services
- Increased access to charitable and grant funding, and social investment
- Embedded partnerships and connections in the local community
- Local jobs, training and career pathways supporting the local economy and population



Falkirk Community Trust

The environment is changing...

- Financial challenges
- Increased competition for incomegenerating activities
- Increasing demand for services



Procurement and contracting environment

Trusts are evolving

- Diversification of services
 - Schools Children's Centres
 - Parks Catering

- A significant role in Health
 - Referral schemes
 - Social Care
- Cultural services
 - Arts Libraries
 - Heritage Events



Wave Leisure: Seaford Downs



Vision Redbridge



"Altruistic Mission" versus "Shareholder Value"



Keep asking "Why?" and the answer you arrive at is "Profit"

...Genuine Social Enterprises are different.

"Altruistic Mission" versus "Shareholder Value"



- "A Community More Active, More Often" Oldham Community Leisure
- "Creating Active Places and Healthy People" Places for People

•they appear to be similar, but each type of organisation has a different outlook!

Not all Trusts are as they seem...

- As well as in-house provision, Private Contractors and Leisure Trusts, there is an "in-between" model a Charitable arm of a private sector organisation structured to maximise profit for shareholder value
-Beware of Charitable status claims!!
- Regional Director LinkedIn profile:

"Over the last decade have been at the forefront of the commercialisation of the local authority leisure sector. I advocate a wholly commercial approach, believing that local authorities must recognise the importance of a profit-driven operational style or risk closure"



How are we similar?

- 1. We are professional and customer focussed
- 2. We perform well against industry standards

How are genuine charitable Trusts different?

- 1. Profit is for resilience & reinvestment (not shareholders)
- 2. We collaborate & share best practice
- 3. We are more flexible when it comes to what's written in the contract
- 4. We work with, not for the Council
- 5. We are committed to the Community we serve
- 6. We can attract inward investment through charitable status

Quality Facility Management, a More Active Community, or both?



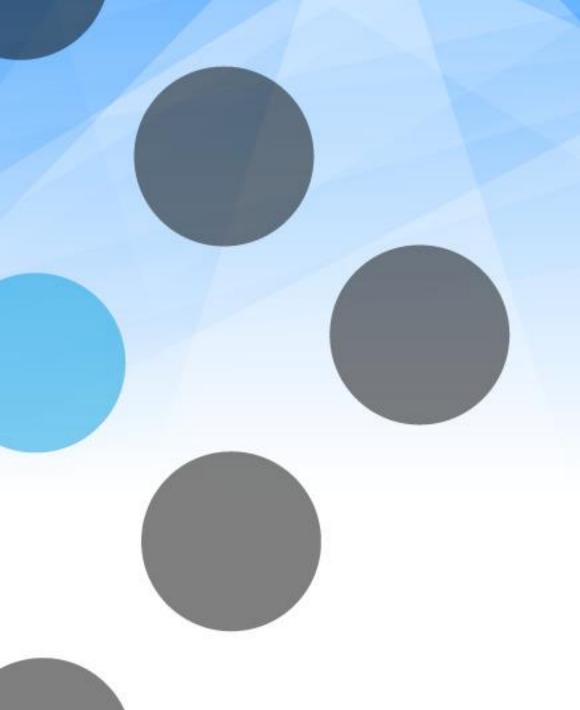
Examples of "Added Value" in Oldham:

- Investment to set up Junior Parkrun, plus expanding Run Event Series
- Community-based classes, targeting those who self-exclude or can't travel
- Chair-based exercise classes in residential homes
- Award sponsorship and charitable donations
- Supporting local charities & community groups
- Strategic contribution to Council priorities



The Importance of Wider Outcomes in Commissioning

- Like a job interview, commissioning should be about selecting a <u>partner</u> based on the best fit for what you need going forward
- If its important, make it a contractual requirement, not a method statement!
- Make the commission fit YOUR local needs
- Measuring wider outcomes is difficult, but that doesn't mean you shouldn't try
- Why not set the price first, then make your decision based on outcomes, with a contractual requirement to review and agree these periodically?



Thank you

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