



GLL

Leisure's Most Successful Social Enterprise



The Future of Leisure Leisure Trusts

Mark Sesnan

Sports and Recreation Trusts Association (SpoRTA)

(GLL) Greenwich Leisure Limited

A MAP TO SHOW GLL PARTNERSHIPS IN THE LONDON AREA



KEY
GLL Operated Borough / Partnership



GLL

Leisure's Most Successful Social Enterprise



www.gll.org



SpoRTA Definition

“A non profit distributing organisation that runs indoor leisure centres open to the general public”.

- Must not distribute profit
- Must be independent of Councils and Private Companies
- Must subscribe to the ‘Charter of Integrity’
- Genuine Leisure Trusts are Social Enterprises (companies that trade for a social purpose)



GLL

Leisure's Most Successful Social Enterprise



More than **120** SpoRTA members

Membership includes 'pre CCT' Trusts

- Small community pools
- New Town established trusts

However, the majority were formed post
1993 / Compulsory Competitive Tendering



GLL

Leisure's Most Successful Social Enterprise



'Leisure Trust' is a descriptive title

There is no such legal definition!

Includes differing legal structures:

- Registered charities
- Exempt charities
- Companies Limited by Guarantee

Has various influences on the Management Board

- Staff Led
- Stakeholder Led
- Self appointed Boards



GLL

Leisure's Most Successful Social Enterprise



Where are the Leisure Trusts ?

- England, Scotland and Wales
- SpoRTA has six regions five in England/Wales and Scotland
- Trusts exist in Metropolitan and Boroughs/Districts/Unitaries
- Trusts run small, medium, large leisure centres, sports facilities, parks, golf courses as well as libraries & training colleges
- Some Trusts run only one facility, others run several



GLL

Leisure's Most Successful Social Enterprise



Leisure Trusts and Boundaries

- Some Trusts stay within their original boundary
- Some designate a geographical area
- Some have ambitions into other services such as Libraries, Theatre etc
- The rules/articles dictate the powers and area of operation. You choose!



GLL

Leisure's Most Successful Social Enterprise



Do Trusts go Bust ?

Trusts

- Several failures
- Several mergers/rescues (by other Trusts)
- 100+ successful and operating

A pretty impressive record.... Not quite the picture some private sector colleagues would try and paint !



GLL

Leisure's Most Successful Social Enterprise



But we should not be afraid of failure !

- Huge growth of the sector, with many new companies formed
- If the business plan is flawed, then so is the business
- The Private Sector still exists and plenty of them went bust!!



GLL

Leisure's Most Successful Social Enterprise



Trusts Working Together

Example:

The London Fitness Network

- 90 leisure centres in London
- Gym, Swim, Dance and Sauna
- One Price LFN membership
- All the London Trusts working together!



GLL
Leisure's Most Successful Social Enterprise



www.londonfitnessnetwork.org.uk

LONDON
Fitness Network

HOME

A membership that covers the capital



GLL
Leisure's Most Successful Social Enterprise



Coming in 2008 ?

The UK Fitness Network
(UKFN)
(Currently in development)



GLL

Leisure's Most Successful Social Enterprise



The Future (1)

More mergers, more consolidation: Good for the Customers and good for the Businesses.

- Better Management resources
- Lower overheads
- Economies of Scale
- 'Joined up' customer offer
- Less directly political



GLL

Leisure's Most Successful Social Enterprise



The Future (2)

More focus on 'Partnerships' with Councils,
less on 'Contracting'. Trusts are not
designed to fit procurement contracts.

- Councils need to decide, Partnership or Contract ?
There are plenty of Contractors!
- Trusts need to deliver 'cross cutting' added value
- Should form part of the Councils community and economic strategies to have a symbiotic independent partner to work with



GLL

Leisure's Most Successful Social Enterprise



The Future (3)

More 'Culture Wide' Trusts

- Hounslow, Wigan and Rochdale
- Some Trusts already run:
 - Sports Development
 - Theatres
 - Golf Courses, Parks and Outdoor Pursuits
 - Skills Training colleges



GLL

Leisure's Most Successful Social Enterprise



The Future (4)

- Trusts role in PFI
- Trusts role in BSF
- Trusts in Partnership with the Private Sector

..But not of course SHAM trusts!



GLL

Leisure's Most Successful Social Enterprise



Key Challenges for Leisure Trusts

- To ensure that the Community and the Councils and Government recognise 'the difference'
- To get long term agreements so that long term funding plans can work
- To get more confidence from banks so that finance can be raised more easily
- To attract the right calibre of Trustee and particularly Chair
- To forge constructive Partnership relationships with the host Councils
- 2012 !