

# LEISURE TRUSTS QUO VADIS?

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- a. Current direction of travel of leisure trusts
- b. Challenges facing leisure services and trusts
- c. How leisure trusts might respond to these challenges.

## Analysis of current leisure trust market

- Over 120 trusts now in operation
- Annual turnover ranges from £100k to £110 million
- Over 26000 employees
- In excess of 210 million user visits per year
- All operate as an NPDO
- Emerging growth of “super trusts”
- Significant element of growth of Social Enterprise
- 57% are single partner trusts

## Impact of trusts (Sporta Impact Study)

- Most Councils that have a trust attest to its effectiveness
- Lots of trusts have been asked to take on additional facilities
- Many of these are of little commercial , but significant community, interest.
- Increasingly innovative sources of funding are being discovered
- Re-investment in facilities/services is happening.
- Trusts are very good at partnership

# Obvious challenges

- Reductions in core funding
- Increasing costs
- Tax treatment challenges
- Relationship with council

## Strategic challenges

Comprehensive Area Assessments

National Indicator Set

World Class Commissioning

Partnership review (Audit Commission)

## Comprehensive Area Assessment

**How well do local priorities express community needs and aspirations?**

### Issues for the trust -

- Demonstrate a good understanding of the local and sub-regional challenges and issues
- Clear about LSP partnership priorities
- Support delivery on cross-cutting issues
  - Sustainable neighbourhoods
  - Tackling health inequalities
  - Cohesion & equality
  - Community engagement and access

## Comprehensive Area Assessment

**How well are outcomes and improvements being delivered?**

### Issues for the trust-

- CAA judgements about actuals not plans. Are measures in place?
- How are these strategically relevant
- Trust needs to demonstrate it is making a difference



## Comprehensive Area Assessment

### What are the prospects for future improvements

#### Issues for the trust -

- How effective are the trust and its partners' plans and strategies
  - in supporting the LSP
  - Supporting ambitions to "close the gap"
  - Effectiveness of multi-agency arrangements

How will you know if they are working and how well they are working??

## National Indicator Set

### Direct challenges -

- NI 6 participation in volunteering
- NI 8 Adult participation in Sport
- NI 9 Use of public libraries
- NI 10 Visits to museums or galleries
- NI 11 Engagement in the Arts

### Outcome challenges

- NI 54/55/56/116 Child poverty
- NI 110 Positive activities for young people
- Plus a raft of deprivation and cohesion indicators

## Commissioning

### **Capacity building**

- Capacity audit and plans to address shortages
- Using the strengths of charities, voluntary groups and social enterprises
- Packaging services
- Raising skill levels/ reducing unemployment

### **Governance**

- Basis of understanding between purchaser/provider
- Clear lines of accountability
- Documented and robust policies and procedures including provision for review
- Funding agreements that reflect development needs
- Plans in place that also reflect development needs.

# Commissioning

## Issues for trusts

- Contracts/commissions outside the trusts current area
- Extending the range of the trust work areas
- Developing bidding skills
- Developing commissioning skills
- Outcome based work practices

## Partnership review; The Audit Commission approach

- Ability to lead rather than dominate the partnership
- Ability to invest time in developing partnership strategies
- Effective communication and a good joint awareness of local issues
- A realistic understanding of the resources needed to deliver on complex priorities
- Ability to look outside immediate boundaries to assess impact on outcomes
- Using partnerships to secure extra resources & funding
- Evidence of structural changes to better respond to partnership working
- Sound financial management and transparent decision making
- Regular reviews
- Development of memoranda of understanding, protocols and agreements

How trusts might respond.

**Gerry Sutcliffe (Sports Minister)**

“ I believe sport & leisure trusts have a significant role to play in helping the government, particularly DCMS, to achieve many of its objectives in the sport & culture sectors”

**Will we see –**

- Fewer but larger trusts even to regional level.
- Emergence of trust support services industry
- More cultural trust/ less single theme trusts
- Trusts as commissioning agents, building local capacity

# OVER TO YOU!