

# Leisure Social Enterprises

A real future for public leisure  
services



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# The state of public sector leisure

- ◆ Small fish in a big pond (last in the queue after Education , Social Services etc)
- ◆ Non mandatory services (except libraries and allotments)
- ◆ Serial under-investment
- ◆ Chasing customer expectations
- ◆ In danger of becoming the 'poor relation' of leisure sector



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# The leisure centres market place

- ◆ High levels of private sector investment
- ◆ Increasing levels of customer spend by those who can pay
- ◆ Driven by high standards & 'state of the art' provision
- ◆ FTSE players (Whitbread, Fitness First, Holmes Place etc)



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# Private Sector Centres do not meet public need

- Largely adult only
- No sport development
- Affordability (targets A,B,C1)
- No 'sport' facilities
- Not generally located in communities
- Staff skills base is limited



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# The need to protect public sector leisure

- ◆ Protection of access
- ◆ Affordability
- ◆ Promotion of integrated Council policy
- ◆ Sports Development principles
- ◆ Local networking & partnership
- ◆ Investment within public assets
- ◆ Local jobs for local people
- ◆ Regeneration through sport



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# Options for leisure for management of public leisure centres

- ◆ DSO - in house
- ◆ Private Sector Contractor
- ◆ Social Enterprise (Leisure Trust)



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# Every Leisure Trust is different

- Different motivations for establishment
- Different legal structures
- Different stakeholders mix
- Different portfolios
  - ◆ Leisure Centres
  - ◆ Dual Use facilities
  - ◆ Libraries / Parks /Tourism
  - ◆ Theatre / Arts



# Transfer to a 'Trust'

- ◆ Needs to be a 'limited company'
- ◆ Needs to be 'non profit distributing'
  
- ◆ Company Limited by Guarantee'  
(Charitable)  
or
- ◆ Industrial & Provident Society
- ◆ Possibly use of new 'Community Interest Company' structure



# Why did Greenwich choose to work with a Social Enterprise?

- Society for the Benefit of the Community
- Social Enterprise - staff led
- Loss of direct control to the Council

BUT

- Could achieve Rate Relief savings
- Could save jobs & services
- Value of NNDR savings in 1993 was in excess of £400K, (the savings target).



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# GLL attributes

- Owned by staff
- Governed by Stakeholders
- Not for profit
- Close to the community
- Public sector values
- Protects/creates good local jobs
- Regeneration vehicle
- Tackles social exclusion



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# GLL Management Board

- ◆ 11 Elected staff
  - ◆ 3 Members of the Council
  - ◆ 2 Elected Customers
  - ◆ 1 Trade Union rep
  - ◆ + Managing Director
- 
- ◆ Only staff can be Members
  - ◆ One person one share one vote



# The Growth of GLL

1993 LB Greenwich	9 centres
1997 LB Waltham Forest	5 centres
1999 London Leisure College Partnership	
2000 LB Merton	4 centres
2000 LB Newham	4 centres
2001 Tramshed Theatre	
2002 LB Barnet	8 centres
2002 Epsom & Ewell	1 centre
2003 Bellingham (BeCorp)	1 centre
2004 LB Tower Hamlets	7 centres
2004 Hammersmith & Fulham	2 centres
2004 Crystal Palace NSC	1 centre



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# GLL Diversification

- London Leisure College Partnership
- Leisure Partners Limited Consultancy
- Tramshed Theatre
- Health Living Networks
- SEL / BL4L / DTI SE unit
- Regeneration Agencies



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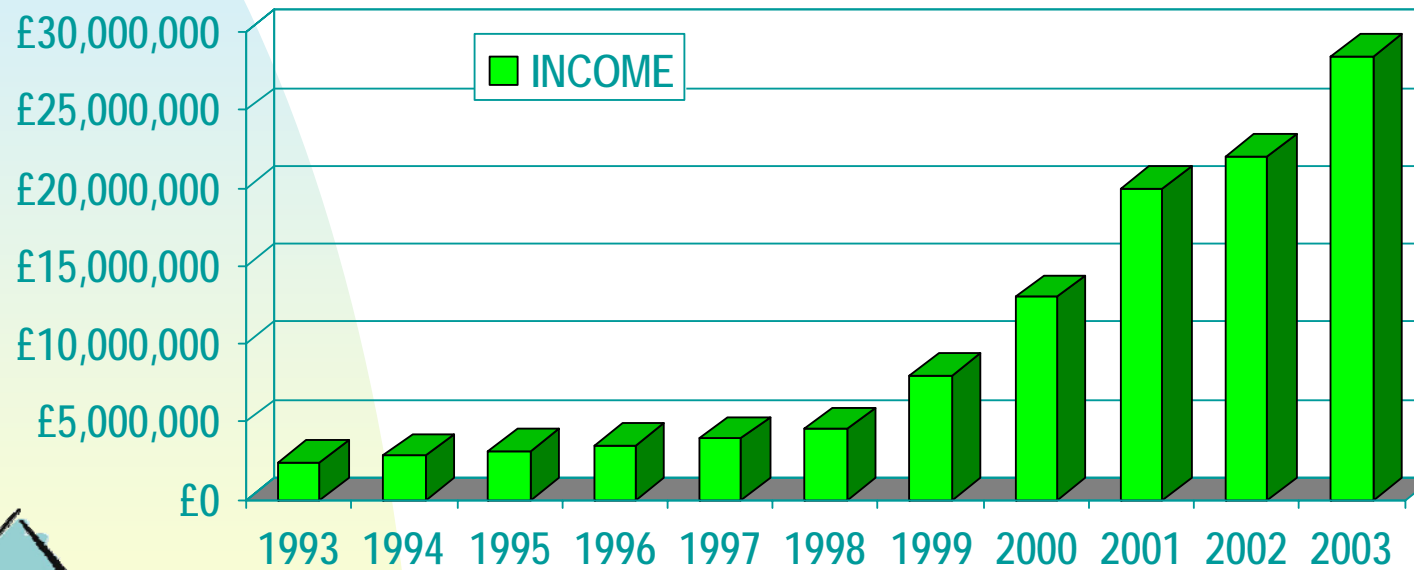
# GLL - THE SUCCESS

- Cost to Councils Reduced Annually
- Income Increased Annually
- Effective Social Inclusion Policy
- 100,000 GreenwichCard Members
- 38,000 HigherSavers
- Charter Mark Winners x 3
- Investors In People Award x 3
- Quality Award Winners (Quest & ISO9002)
- Inner City 100 FT company



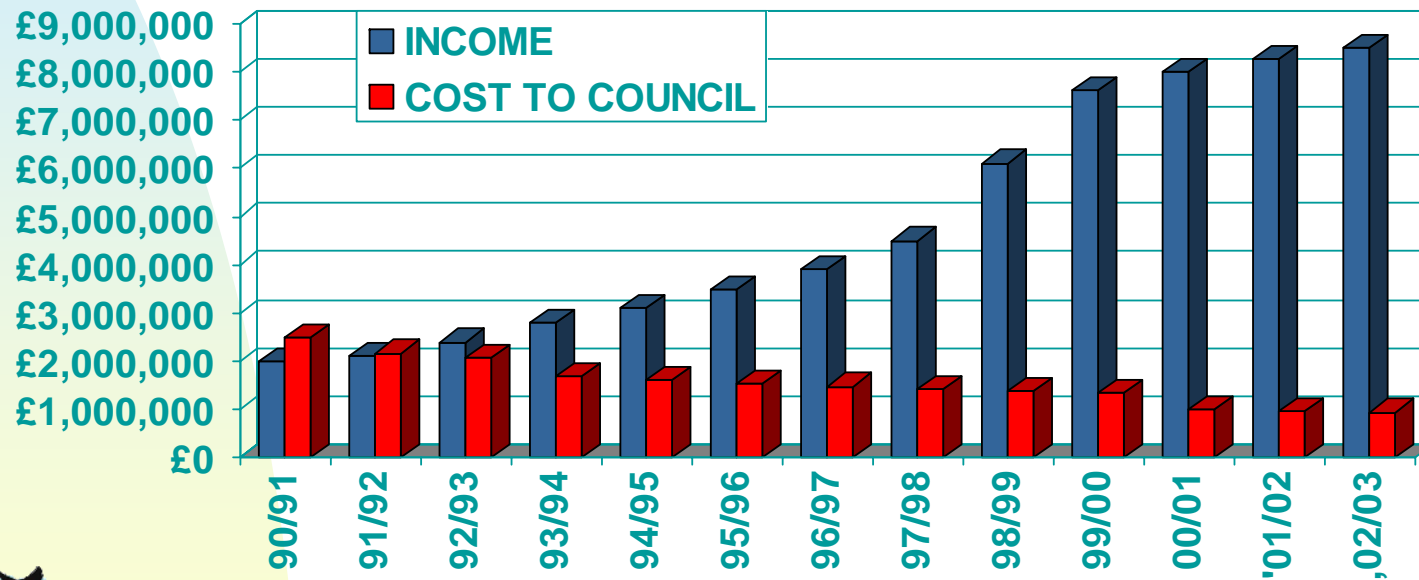
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# Its not theoretical!! GLL Turnover



# Cost to Greenwich Council

## INCOME AGAINST COST TO THE COUNCIL



# OVERVIEW THE BENEFITS

- Empowerment, Enthusiasm & Ownership
- Faster & More Flexible Decision Making
- Free of Local Government Bureaucracy
- Customer Involvement
- Positive Cash Flow
- Free of Capital Controls
- Partnership Opportunities
- & of course .. Reduced Costs



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# Sports and Recreation Trusts Association Sporta

- 100 Members
- London Boroughs
- Metropolitan boroughs
- District Councils
- Unitary Authorities
- Traditional Charities
- Dual Use
- England, Scotland and Wales
- All political persuasions



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