

Re-shaping Services With Citizens

So Why Social Enterprise?

Jon Argent – GLL

Sally Church – Torfaen Leisure Trust

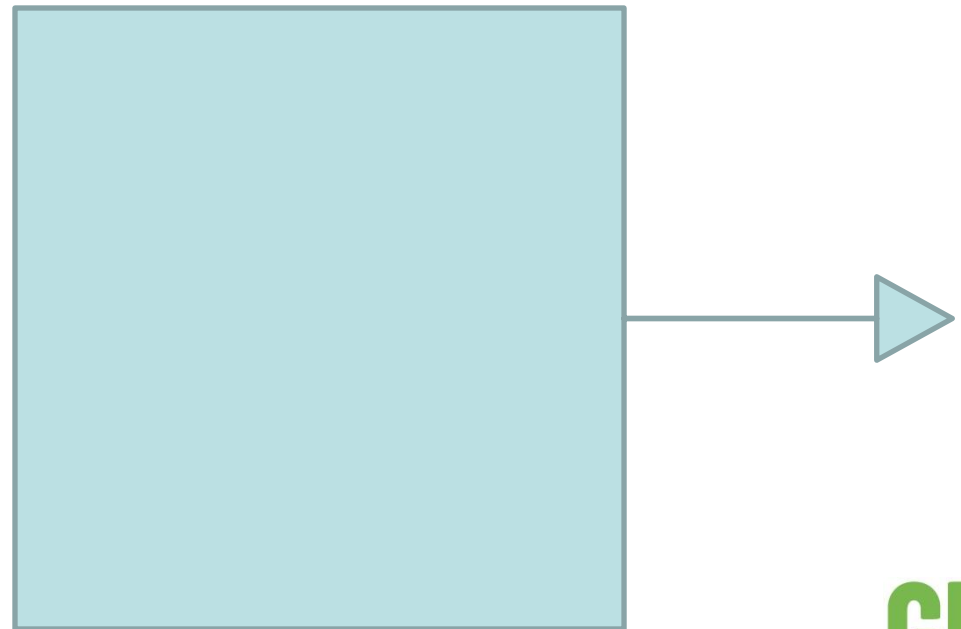
Public Services – Lets start with some questions?

- Why are current services in need of re-shaping?
- What do you think the arrows represent?
- Who comes first in arrow 1 and who comes first arrow 2?

- Arrow 1



- Arrow 2



TLT Overview

- Charitable Company Ltd by Guarantee
- Established in 2013 after extensive 3 year review as the best model for delivering leisure service in Torfaen'
- Benefits – Focus, more agile with ability to act quickly, less bureaucracy, and....
- Employs 400+ staff across 5 sites
- Turnover in 2013/14 £4m
- Leisure facilities only – at present!!
- Proposals for investments and developments
- Works in partnership not client/contractor
- Long term stable partner meeting social objectives

Keeps the Torfaen £ in Torfaen

Our Vision, Key Aims and Values



• **Our Vision**

- To put the customer at the heart of everything the Trust does
- To be an employer of choice –to attract, retain and engage talent
- Provide high quality, efficient and improving services responsive to the needs of local people
- To assist in making Torfaen a great place to live, work and visit
- Ensure the Trust is sustainable both now and in the future
- To create an environment where people of all ages and abilities can enjoy lifelong involvement in sport, play and physical activities, limited only by their own ambition and potential
- To develop positive relationships with our partners

• **Our Three Key Aims**

1. Increasing Participation Levels
2. Increasing Income
3. Minimising Cost Increases – Value for Money

• **Our Values**

• **We will:**

- Be Open and Honest
- Do what we say we will
- Be Unrelenting in our drive to be the best
- Make every effort to get it right first time
- Be Customer focused in all areas
- Have fun

GLL Overview

- Charitable Social Enterprise
- Established 1993 as the path-finding modern 'Leisure Trust'
- Employ 6,500+ staff across 30 partnerships and over 140 facilities
- Turnover in 2013/14 £130m
- Leisure, libraries, children's centres, health
- 100 apprenticeships per year through our Leisure College
- Managing International Sport and Event Venues
- Sport Foundation
- Management of large scale investments and developments
- Bridgend partnership
- Long term stable partner meeting social objectives

Our Core Principles- GLL

**BETTER
SERVICE**

Providing high quality, affordable & accessible services for all ages and abilities

**BETTER
PEOPLE**

Creating employment offering training & apprenticeships & developing our staff

**BETTER
COMMUNITIES**

Maximising our impact on health, inclusion, affordability & environmental sustainability

**BETTER
BUSINESS**

Being financially stable and commercially responsible



Torfaen
Leisure Trust
Ymddiriedolaeth
Hamdden Torfaen

GLL

So what's different about Social Enterprise?

- We are able to deliver via arrow number one – customer focused, lower overhead (not feeding the beast!), quick and nimble
- Relevant and credible model for delivering public services in a mixed economy
- Best of both worlds
- Commercial principles delivering social responsibilities
- Focused on delivery and in particular to hard to reach groups: social capital
- Engaging and empowering communities

Opportunities

- Create enhanced partnership working
- Local governance
- Communities shape services
- Empowerment
- Collaboration and co-location
- Improve the way services are planned, purchased, designed and integrated
- Provide better value-for-money services
- Addressing inequalities, healthier lifestyles, greater independence and more choice
- Speeding up decisions and clarifying accountability

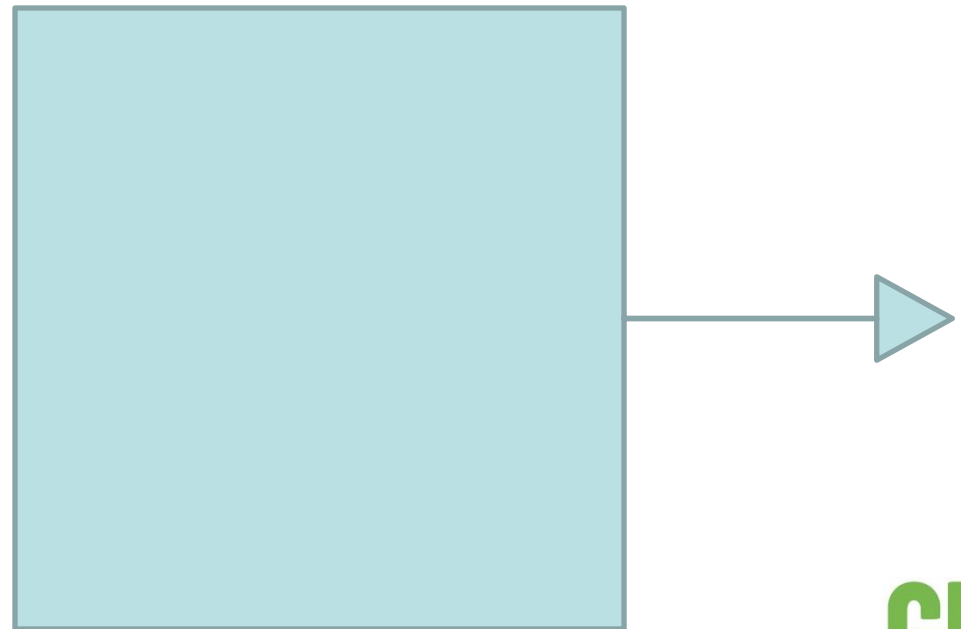
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It's not the strongest species that survive, nor the most intelligent, but the one's most responsive to change.

Charles Darwin

QUESTIONS....

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