

Library 2.0 = ( books 'n stuff  
+ people  
+ radical trust )  
x participation

**How far can we go with the Trust model?**

**Craig McAteer**

**Managing Director**

**Rochdale Boroughwide Cultural Trust**

**(Chair Sports & Recreation Trust Association)**

## **The Trust Market**

- Over 120 trusts now in operation- growth in larger transfers
- Turnover - £100,000 to £110million  
(Combined turnover in excess £700m )
- Employ 26,000 staff
- 210 million customer visits
- Multi –faceted trusts “super cultural trusts”
- All trade as a social enterprise (NPDO)
- Big Society Agenda

## Trust Operated Services

- **Small, medium, large leisure centres**
- **Golf courses**
- **Libraries – local studies**
- **Training colleges**
- **Heritage sites**
- **Museums, Art Galleries**
- **Theatres**
- **Sports/ Arts / Cultural outreach**
- **Parks – outdoor recreation and play**
- **Cemeteries – Crematoria**
- **Tourism**

## The Trust Market Growth

*Industry Research indicates that Trusts delivered the following trends:*

- Overall increase in the number of employees
- Increased usage of facilities
- Surpluses re- invested in facilities over £250m to date
- Ability to access private finance
- Less reliance on Local Authority grant–funding
- Measurable outcomes

## Why set up a Trust ?

- **Community focused**
- **Protection of services**
- **Renewed focus on social objectives of the service**
- **Culture change**
- **Financial savings NNDR, VAT**
- **Greater financial and managerial autonomy**
- **Reduction in monitoring costs**
- **Increased prospects for attracting external funding**
- **Avoids local authority capital controls**

# Rochdale Boroughwide Cultural Trust Case Study



**Trading for People and Planet  
Social Enterprise Mark**



**Public Private Partnership Achievement of the Year  
The Municipal Journal Awards 2010**

# Community Partnership Investment in Rochdale Borough

- £31 million capital programme
- £4.5 million fitness equipment replacement
- £19 million revenue savings
- External Partnership funding £19m - including
  - £4m New Deal for Communities
  - £1million Football Foundation
  - Heywood Sports Village



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Link4Life

# Heywood Sports Village



[www.link4life.org](http://www.link4life.org)



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Link4Life

# Middleton Arena



w w w . l i n k 4 l i f e . o r g

## Key Achievements

Our focus on attracting young people:

- ❖ Installation of SHOKK Youth Gyms
- ❖ State of the art Dance Mats
- ❖ Introduction of Youth Exercise Classes

### Outcome

From 50% to 68% more young people  
visiting our leisure facilities



Link4Life

**'Hard to reach  
youths are not  
buying into  
current options'**

www.link4life.org









# Investing in Children and Young People

- **Community Coaches - £50,000 mainstream funding delivering primary school curriculum/Out Of School Hours learning**
  - Monthly basketball competitions for years 5 and 6 (120 participants) officiated by Leadership Academy students;
  - Weekly tennis coaching for years 1 and 2 at a local club, plus a summer tennis camp averaging 50 children each day aged between 5 and 14;
- **Street Games (doorstep games for disadvantaged communities)**
  - Link4Life commissioned by Extended Schools Service/Communities For Health (£4,300) to deliver locally and manage the Borough at a regional event where 155 young people participated representing over 50 percent more than the original target of 100.  
109 young people were male and 46 were female.  
72 participants were aged under 11; 80 were aged 11-16 and 3 were aged over 16.  
84 percent of participants were new to Street Games activities.

# **Investing in Children** **and Young People**

- **£80,000 funding for Children and Young People with disabilities.**
- **£47,000 youth volunteering programme - 'v' involved**
  - **supported 166 short term, part and full time opportunities : 100+ young volunteers.**
- **£130,000 over 3 years - Sport Unlimited : 5 – 19 year olds - almost 2,300 attendees so far. Third highest participation rate across 10 Greater Manchester authorities.**
  - **Under 12 girls football project in conjunction with the Schools Sports Partnership and Lancashire County FA – 40 girls taking part. Links schools to clubs and to competition.**



# Key Achievements

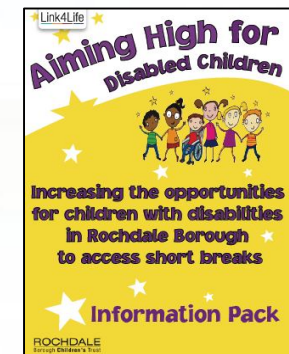
Disability Sports Officer – ‘Sunsport’ short break multi-sport holiday programme

- Summer 2010 : 40+ young disabled people 14 – 19 years old some of which with very complex support needs - a total of 1,837 hours of activity and short break time. Awarded the 2012 Olympic ‘Inspire Mark’.



- Playground to Podium (P2P) - very successful year with 160 students at Talent ID events with more than 50% coming from mainstream schools.
- AHDC – Sustainability Group : statutory requirement for a Local Offer for short break services - June 2011.

**Sunsport**



# Key Achievements

- Established 9 'GO 4 it' clubs (8-12 yrs)/8 'GO 4 it' clubs (13-19yrs)  
12 week programme of multi-sport activities averaging 160 attendances each week
- NEET Officer employed – 20 young people 'Skills for Sport and Leisure' programme; 7 progressed into employment/Further Education in the leisure sector
- Commissioned by Rochdale Boroughwide Housing to deliver summer football programme/tournament on local estates – 250 participants aged between 8 and 16 years old

## **Key Achievements**

- **Usage of sport and leisure facilities increased by 14%  
- 125,000 customer user visits**
- **Swimming lesson attendances for children increased  
by over 7,000 (24%)**
- **Over 120 primary school pupils participate in an  
indoor athletics event – 30 young volunteers officiate  
and support**
- **First graduates from Sports Apprentices gained  
permanent employment with the Trust as Fitness  
Assistants**



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**Our future, Our community , Our customers**

