

LEISURE IN A UNITARY AUTHORITY

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CONTENT



PERSPECTIVE ON APPROACHES
TO LEISURE.



THE POSSIBILITIES AND
PRACTICE OF SERVICE
INTEGRATION



HOW SHOULD WE COMMISSION
FUTURE WELLNESS/PHYSICAL
ACTIVITY SERVICES



SMALL CASE STUDY
THE WAKEFIELD WAY?

PERSPECTIVES ON APPROACHES IN A UNITARY

Approaches to Leisure

- Leisure Facilities? Parks? Arts and culture? Courts and pitches? Community /place development work? Club/school support and delivery? Virtual work, apps and technology!
- 'No one size fits all' is it right for your outcomes?

Unitary uniqueness?

- Service breadth
- Scale of provision usually greater.
- Resource usually greater
- But therefore arguably – Choices also greater

What vehicles are we in?

- All in-house? All in a Trust? All in a commercial contract?
- Mixture of above: new unitary authorities often have more than one vehicle (due to history)? Where's the best move to drive consistency or effectiveness?

WHAT FUNCTIONS SHOULD WE BE PERFORMING?



Leadership – Outcome focused; Place based/partnership approaches; building connections; whole systems thinking; Evidence based approach across partnership boundaries.

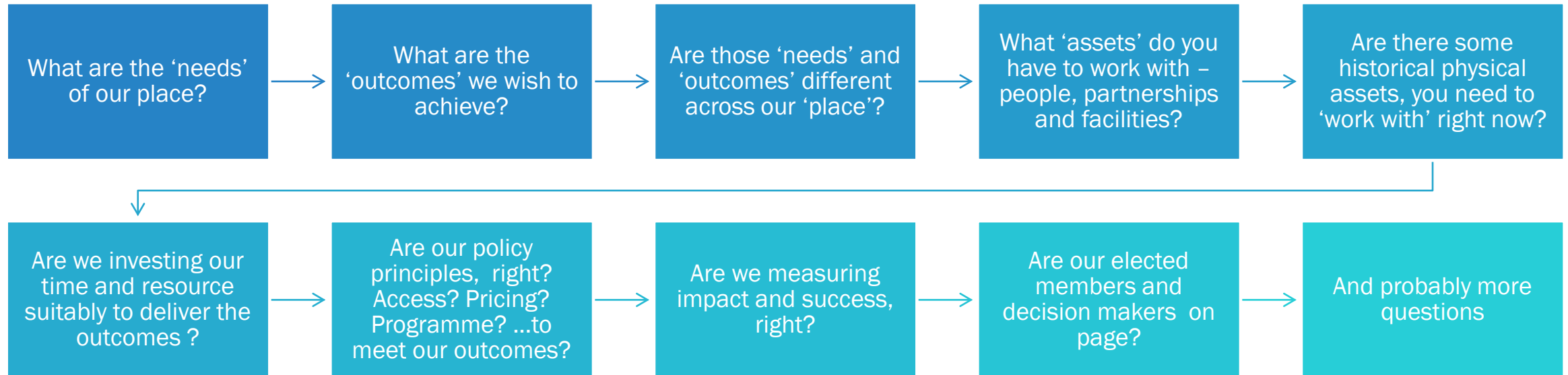


Enabling activity – through knowledge transfer, advice, support or financial resource.

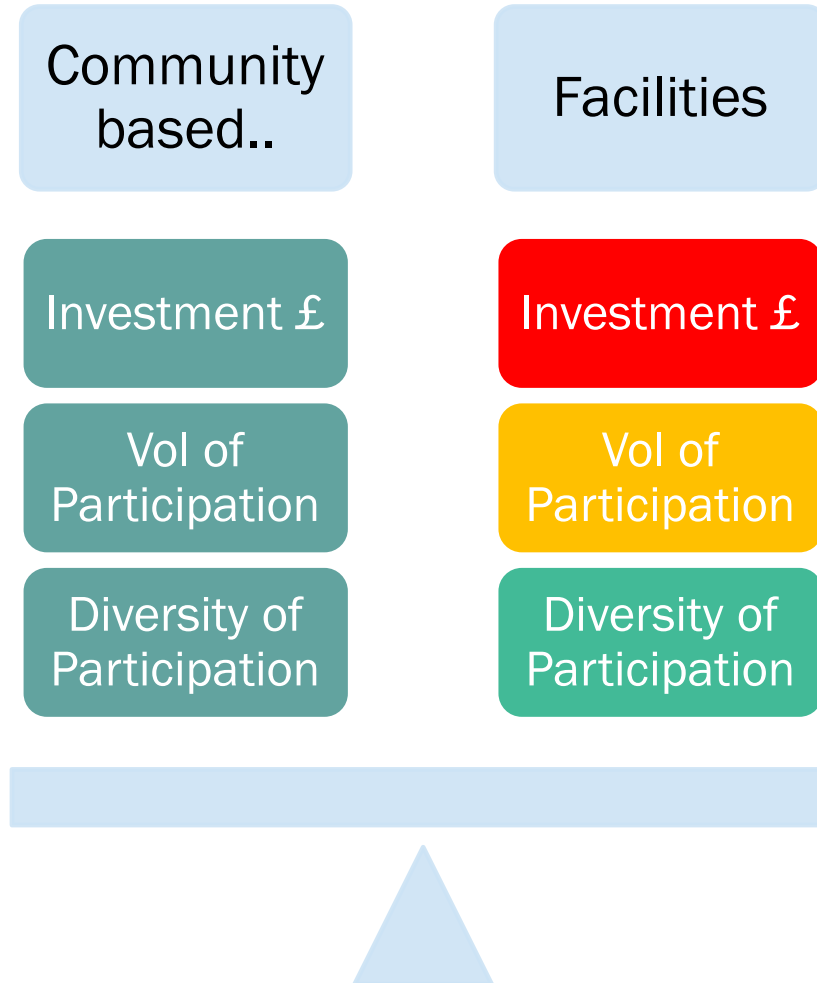


Direct delivery – running facilities; community group activity or events; 1:1 coaching or support, virtual or live

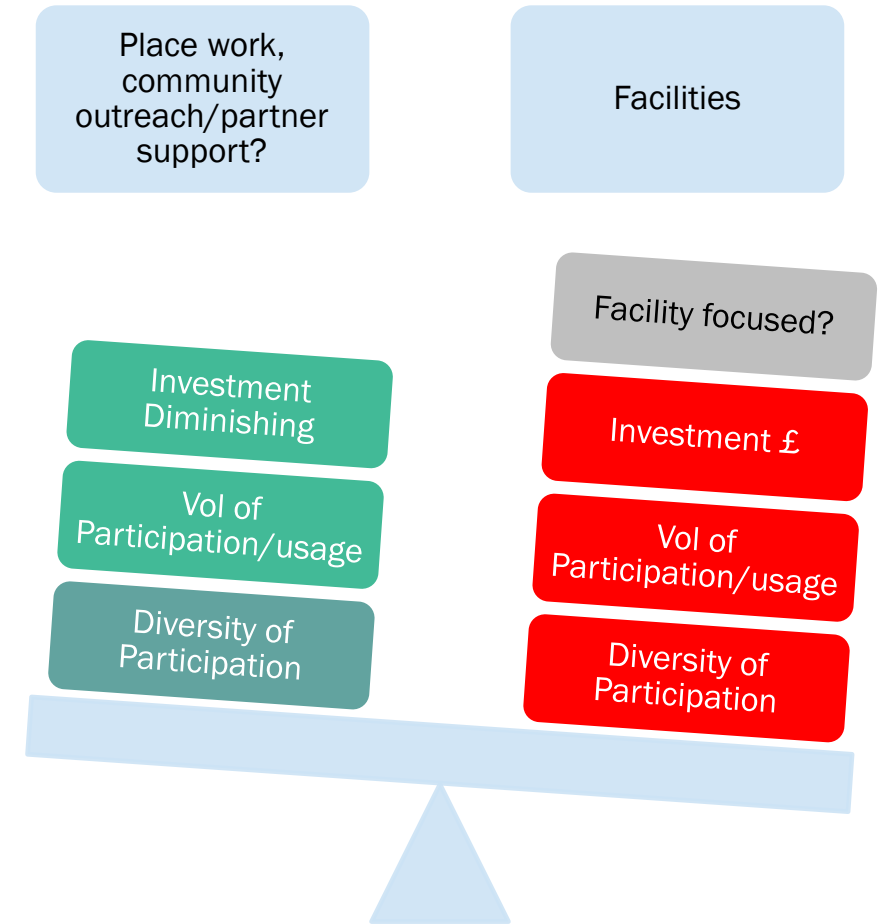
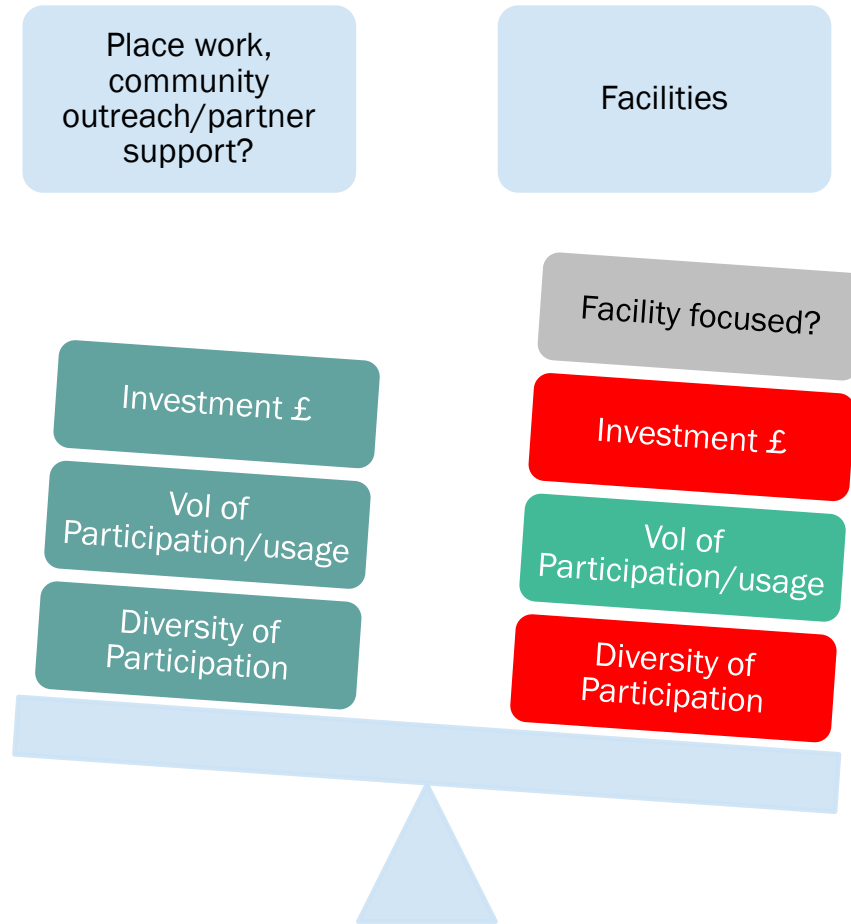
WHAT SHOULD A MODERN UNITARY BE OFFERING?



IS OUR SERVICE MIX RIGHT FOR IMPACT?



UNITARY : PRE AND POST COVID



POSSIBILITIES & PRACTICE OF SERVICE INTEGRATION

What do we mean by service integration?

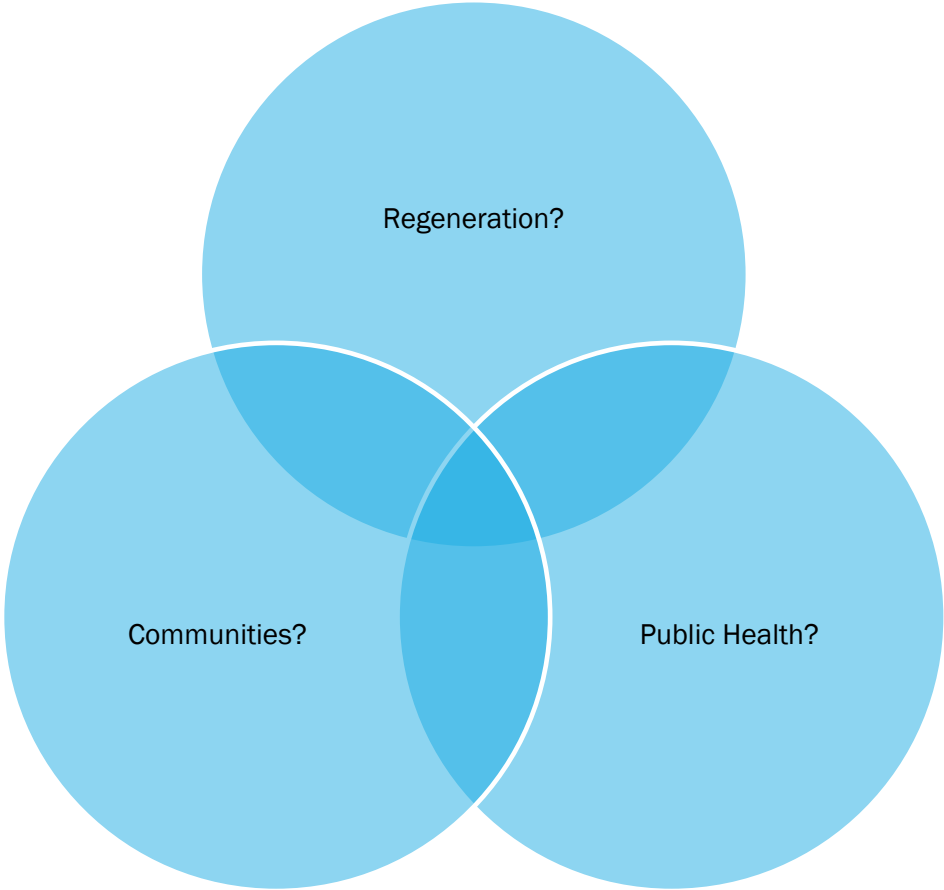
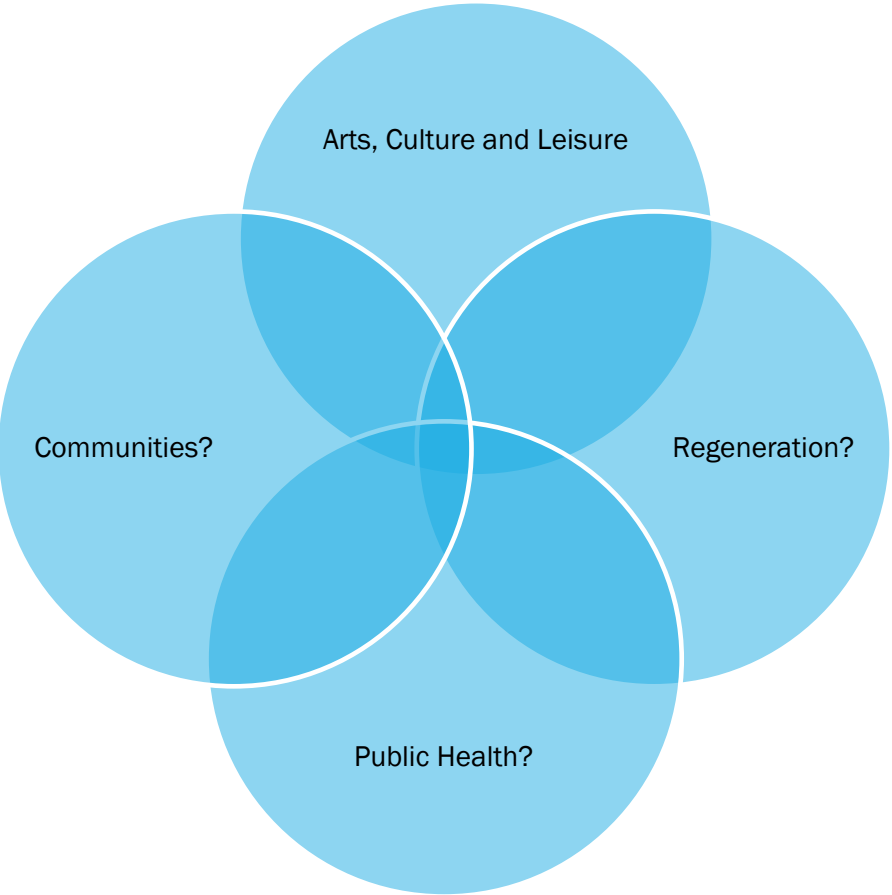
- Customer/Client focused solution? Or cost reduction?
- Does service integration mean we lose our focus on our outcomes?
- Or does service integration enable us to reach the very people we can't reach at present?

Why?

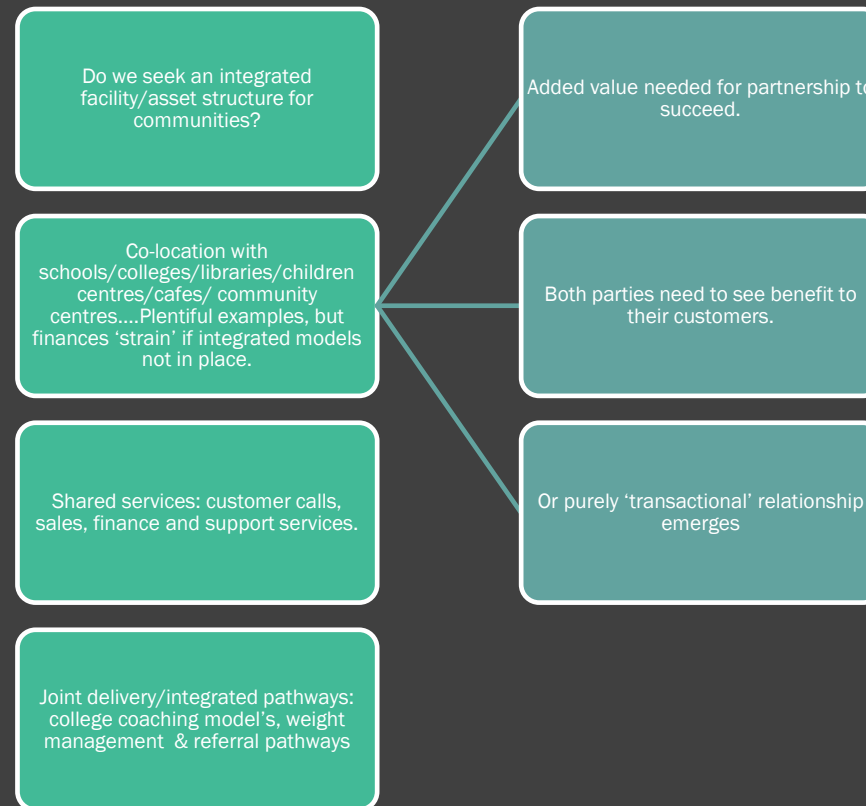
- Efficiency? (how we do things?)
- Effectiveness? (how we achieve our outcomes?)
- Surely both tests should be considered?

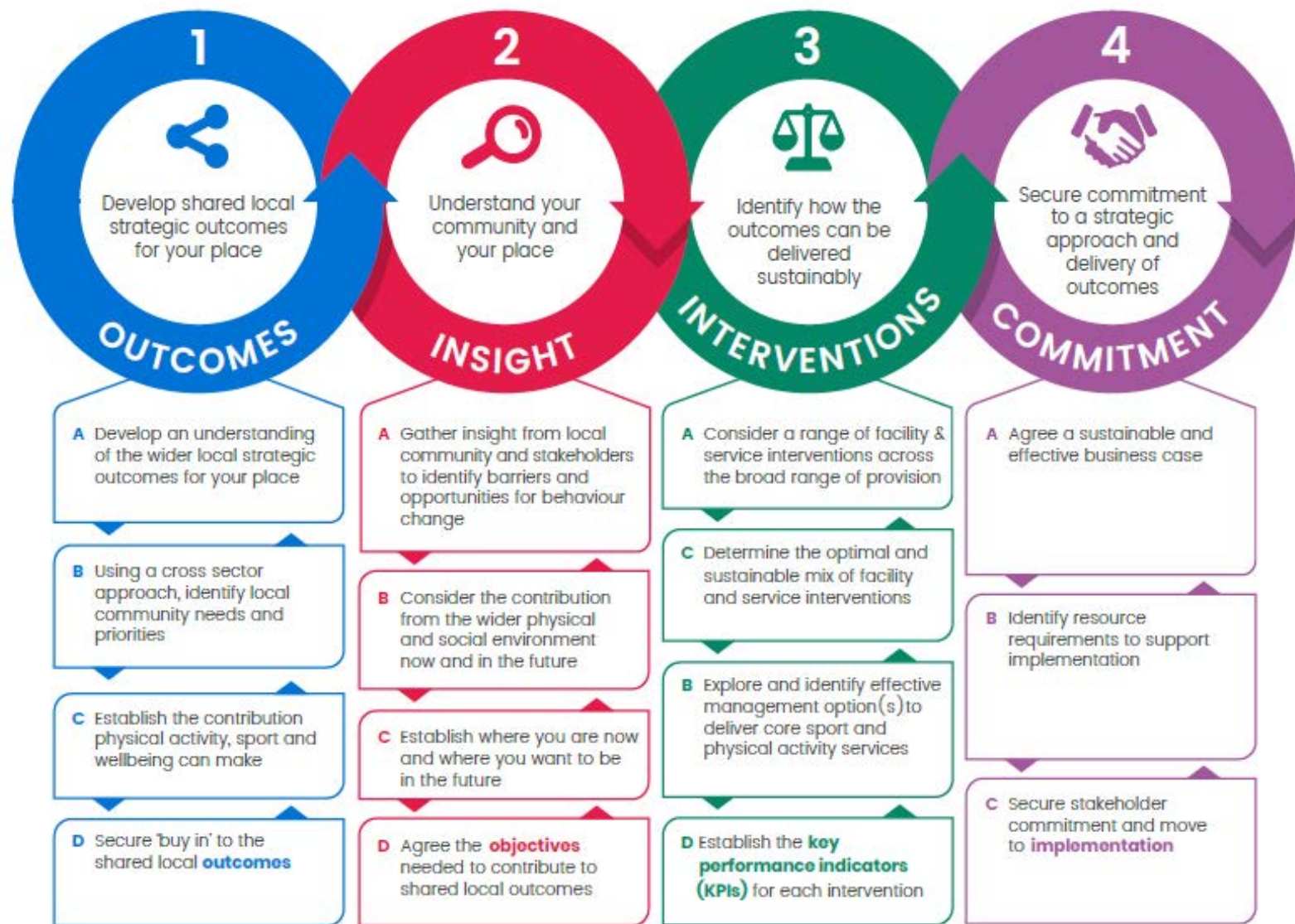
FIRSTLY, SERVICE POSITIONING

ARE WE HAPPY TO BE SECOND FIDDLE?



DISTRIBUTION OF RESOURCE?







By no means perfect

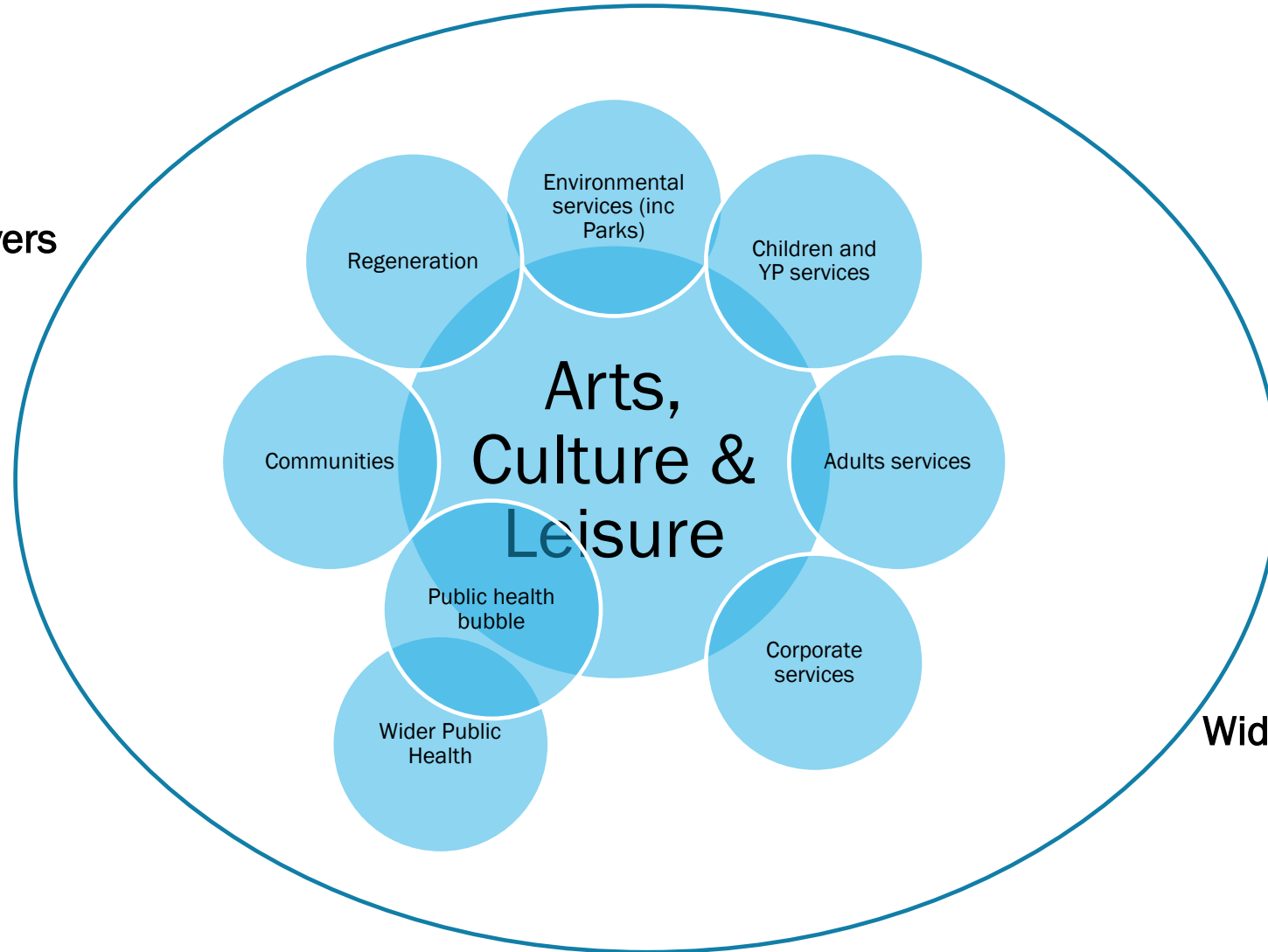


But has its strengths

THE WAKEFIELD WAY

BUILDING BRIDGES AND SHARED OUTCOMES

Wider System Players



Wider System Players

THE WAKEFIELD WAY

Review of Leisure facilities in 2014: Considered needs and outcomes.

Proposals for change to leisure facilities.

Journey to reduce, relocate and replace indoor facilities to meet needs (2016-2022/23). Currently one replacement facility to complete.

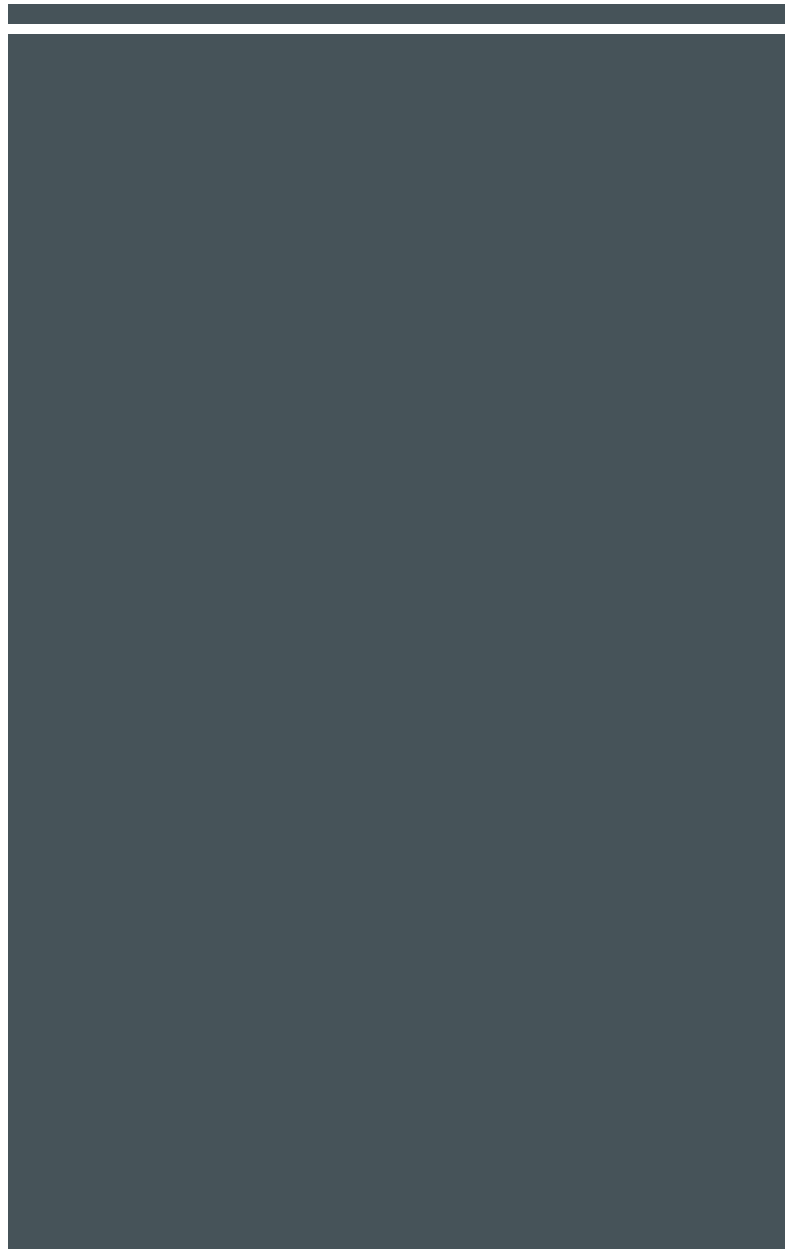
Integration of some defined public health function(s) within service in 2015: tackling physical activity and obesity (and a wider departmental influence role)

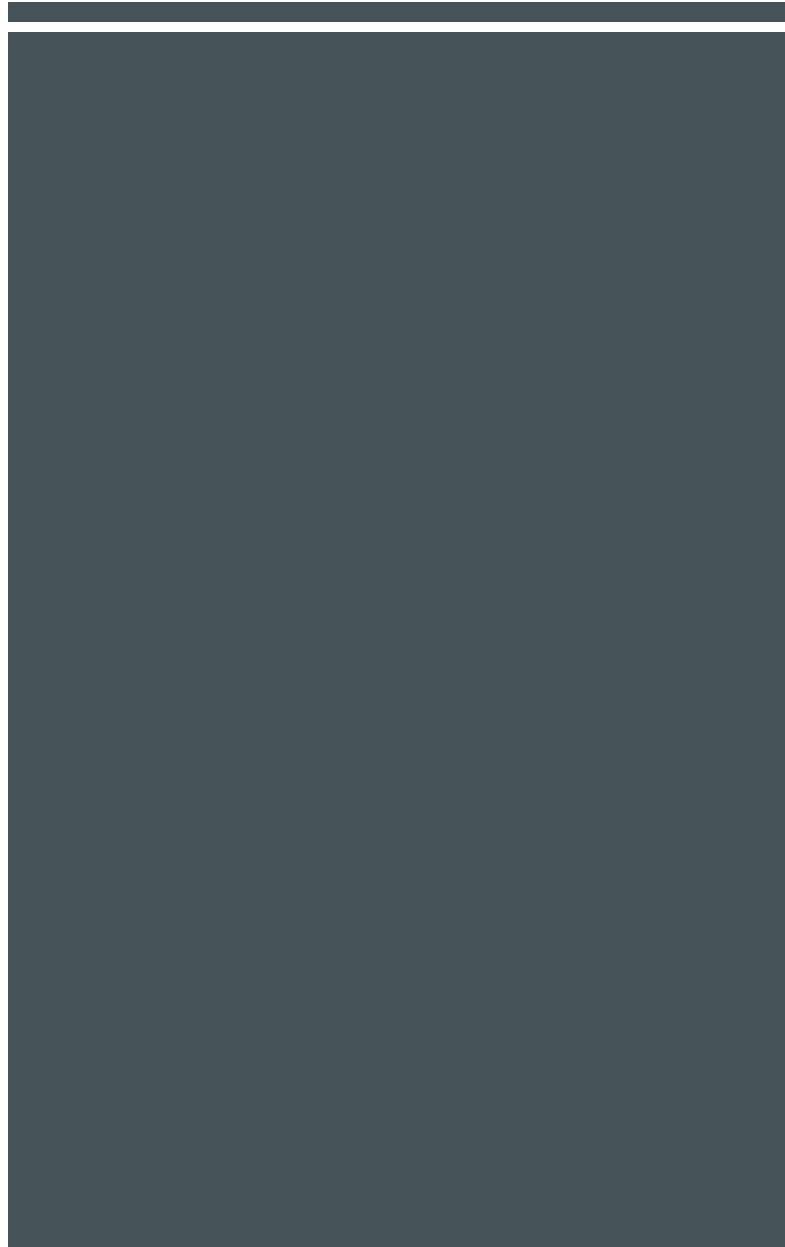
Followed aspects of the SE model, but by no means perfect!

Gradual move to improved outcome based work and use of data and technology to meet need – but more work to do!

WHAT DOES IT LOOK LIKE?

- Catchment of 340,000, 21 wards , 20% of district:=10% deprivation SOA
- Closure of three outdated assets: replaced by two new wet/dry facilities – one in North (Pontefract), one in South (South Elmsall). Replacement of current Thornes provision approved in principle, but not yet delivered.
- Result: Five wet/dry sites: one dry site only with District Track (Thornes): one park with water-sports: one golf course!
- Weight management and referral pathways embedded in facilities; but also commissions elements best delivered by others (e.g. slimming world, NOVA) or psychological support from health system.
- Preventative enabling team ‘wrapped’ around the facilities; supporting wider place based approaches.













LEADING AND ENABLING ROLE



Active partnership development/systems thinking.



Planning policy influence



Lead on playing pitch strategy, rec. cycling strategy and play strategy.



Healthy schools survey & charter
75% take up,
teacher CPD



50 things to do before your 5 App



Love Exploring
Animating parks and urban spaces



Park run support



Story walks: Parks based.



Healthy walk network - volunteer led



Commissioned Cycling opportunities



Workplace charter and support.



Nutritional advice

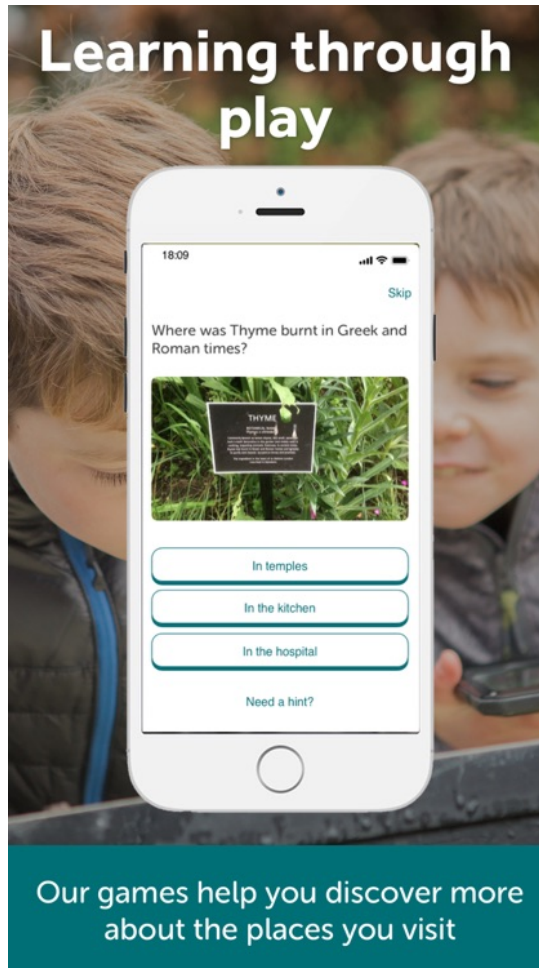


Club support largely via CSP with jointly funded post embedded.



Social/behaviour change applied to marketing

Learning through play



Our games help you discover more about the places you visit

IN CONCLUSION

- We're not as data driven as I'd like!
- We invest net £5m in facilities, £2m in wider development work and referral pathways (PH funded).
- About 50% of our facility members are currently concessions; more work needed.
- Circa 4000 referrals triaged across conditions –with exploratory pathways.
- All of our schools are back swimming, and our LTS is growing to over 2000 places (more to do).
- We're pursuing free LTS top ups (strong correlation with those often in most need).
- Facility based holiday clubs with food: govt funded pilots: 500+ children reached on free school meals.
- Proper analysis of our marketing/behaviour change work –getting better –more to do!
- Developing a leisure plan now: to set the direction for next few years. Wellbeing and Proportionate universalism has to be the drive....if leisure services are to meet the outcomes in communities we so need.



THANKS FOR LISTENING....

