



**1. Performance Networks: Using data to drive service improvement.**

**2. Positioning Public leisure/active wellbeing services**

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# Sport and Leisure PN: Driving service improvement through insight/data 2022/23



# Climate change data

Percentage of staff who have undergone formal 'Carbon Literacy' training - Senior/Area Mngt / Facility Mngt / Admin / Office / Support – 2%

Percentage of staff who have undergone formal 'Carbon Literacy' training - Reception / Recreation / Maintenance / Coaching / Catering / Cleaning – 1%

Do you use any forms of renewable energy sources – 65% yes

- Solar panels – 51%
- Geothermal – 0%
- Biomass – 10%
- Hydro power – 0%
- Wind – 0%
- Air Source Heat Pumps – 5%
- Ground Source Heat Pumps – 2%

Cover any/all swimming pools with pool covers at night – 69%

Use 'Heat recycling pump' technology to recycle heat/energy from pool halls – 37%

Have a 'single use plastics' policy - 56%

Waste recycling – 87%

Re-use of unclaimed lost property – 56%

# Recruitment and retention data

Vacancies for permanent, full time Recreation Assistant – 34%

% filled – 91%

% of these retained beyond the training, induction and probationary period – 92%

Vacancies were not filled beyond the probationary period – 15%





# Customer satisfaction surveys



Performance Networks can organise customer satisfaction surveys for you online, as part of your membership.

We will create the web form, send you the link and you can promote through your own marketing channels.

You will get real time access to the results and they feed into the comparative reports.

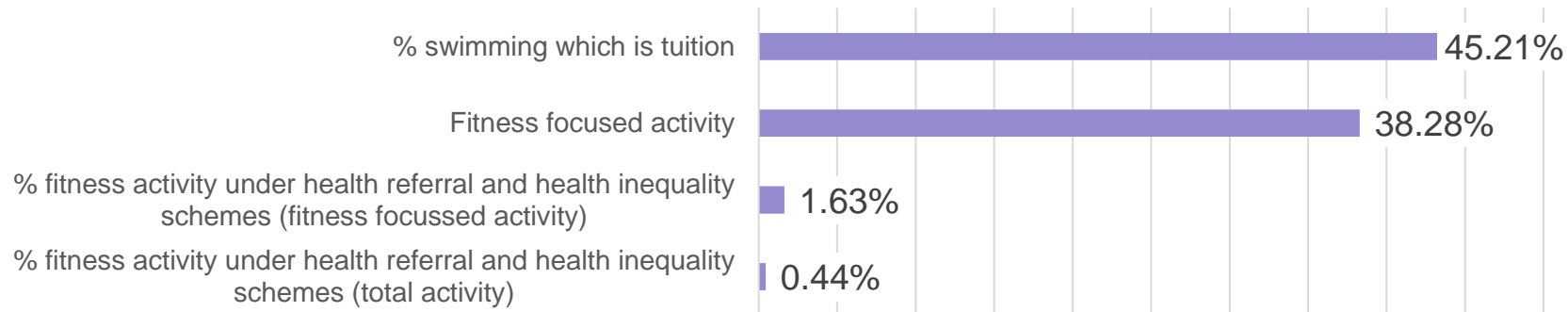
The benefit of doing this through APSE is that we do all the work for you including processing, analysis and reporting and as the questions are consistent across authorities, you can compare your results with other councils.

Please email [performance.networks@apse.org.uk](mailto:performance.networks@apse.org.uk) if you would like further information or to set up a survey for your authority.

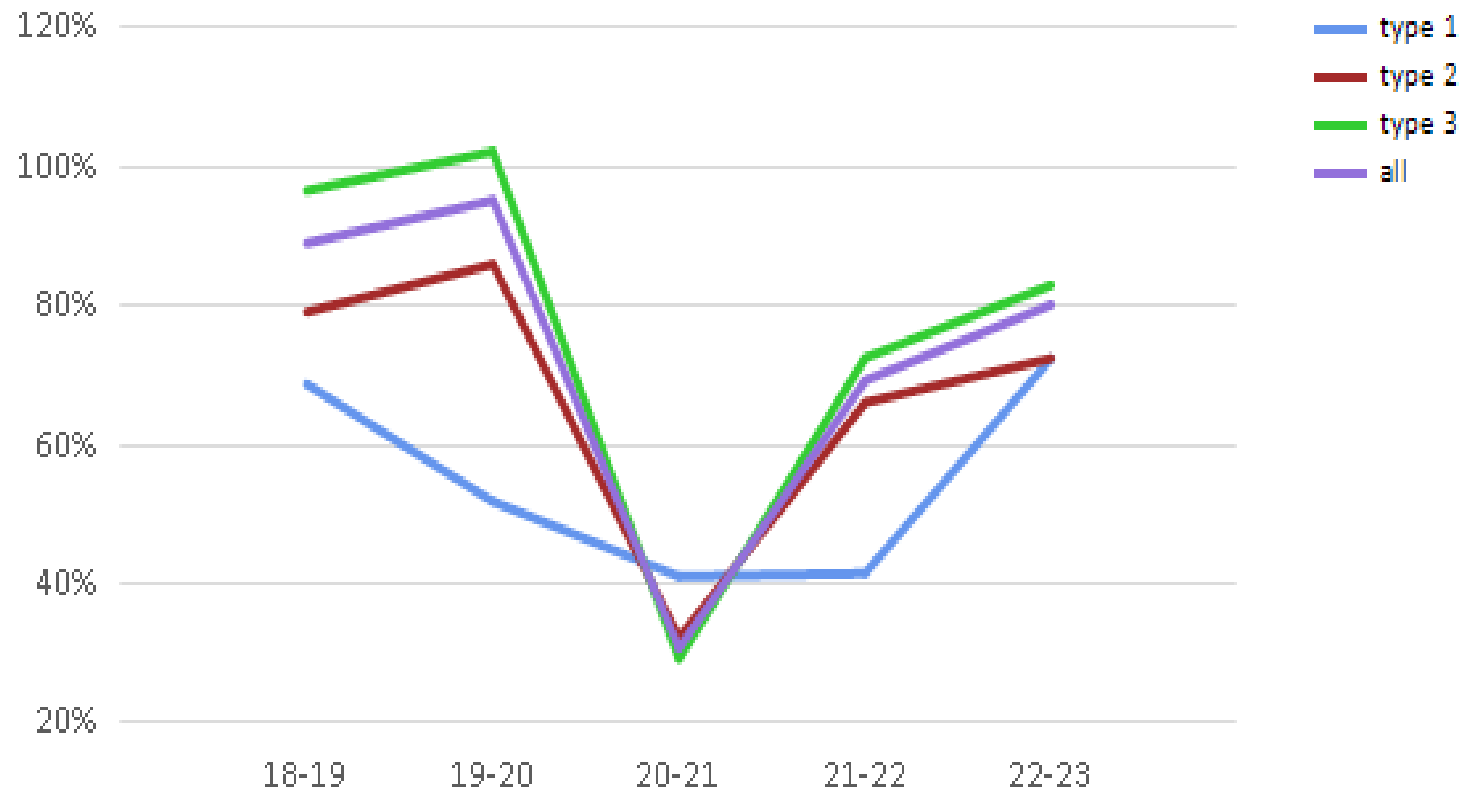
# Unit costs and trend analysis 2022-23



	19-20	21-22	22-23
Expenditure increase			21.75%
Energy cost rises	£127,202	£142,186	£291,843
Usage recovery	349,390	240,425	313,053
Income recovery	£994,973	£712,145	£982,484
Rationalised opening hours	4,652	4,570	4,456
Staffing hours	37,287	28,975	33,528
Change in energy consumption			-4.75%

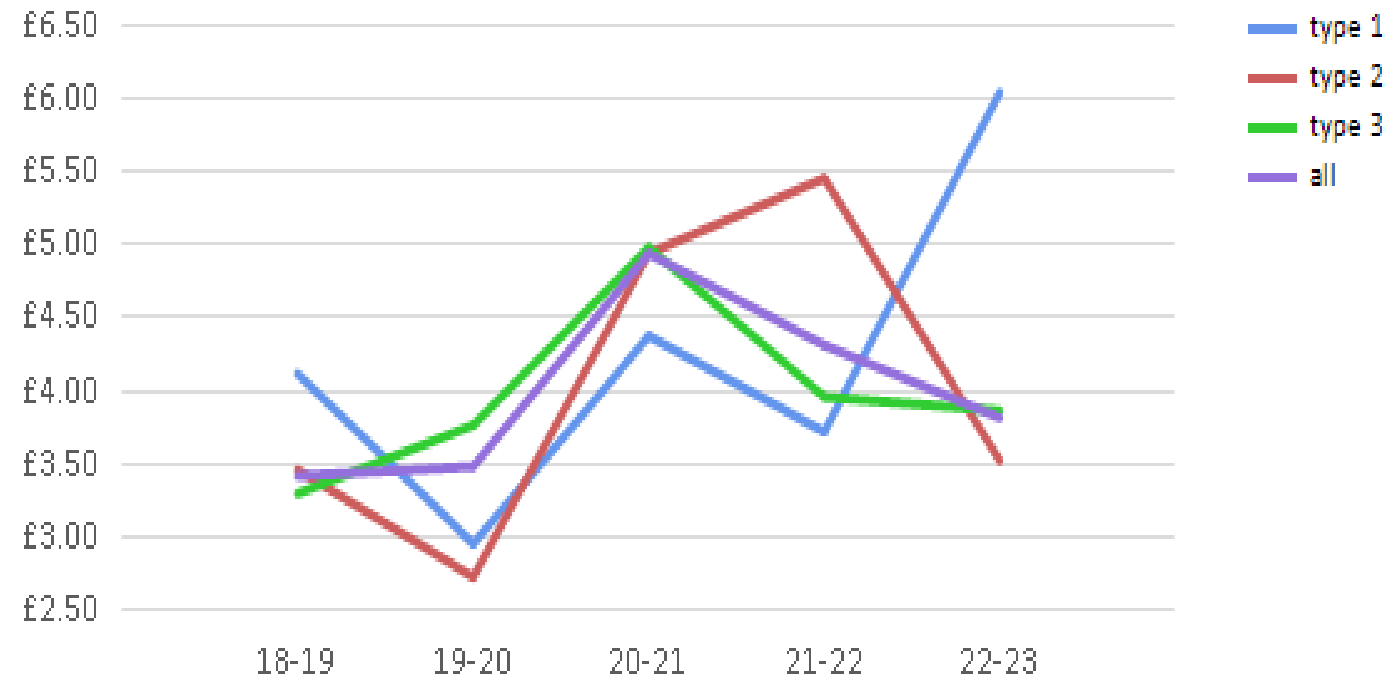


### Operational recovery ratio (excluding CECs) (PI 03)

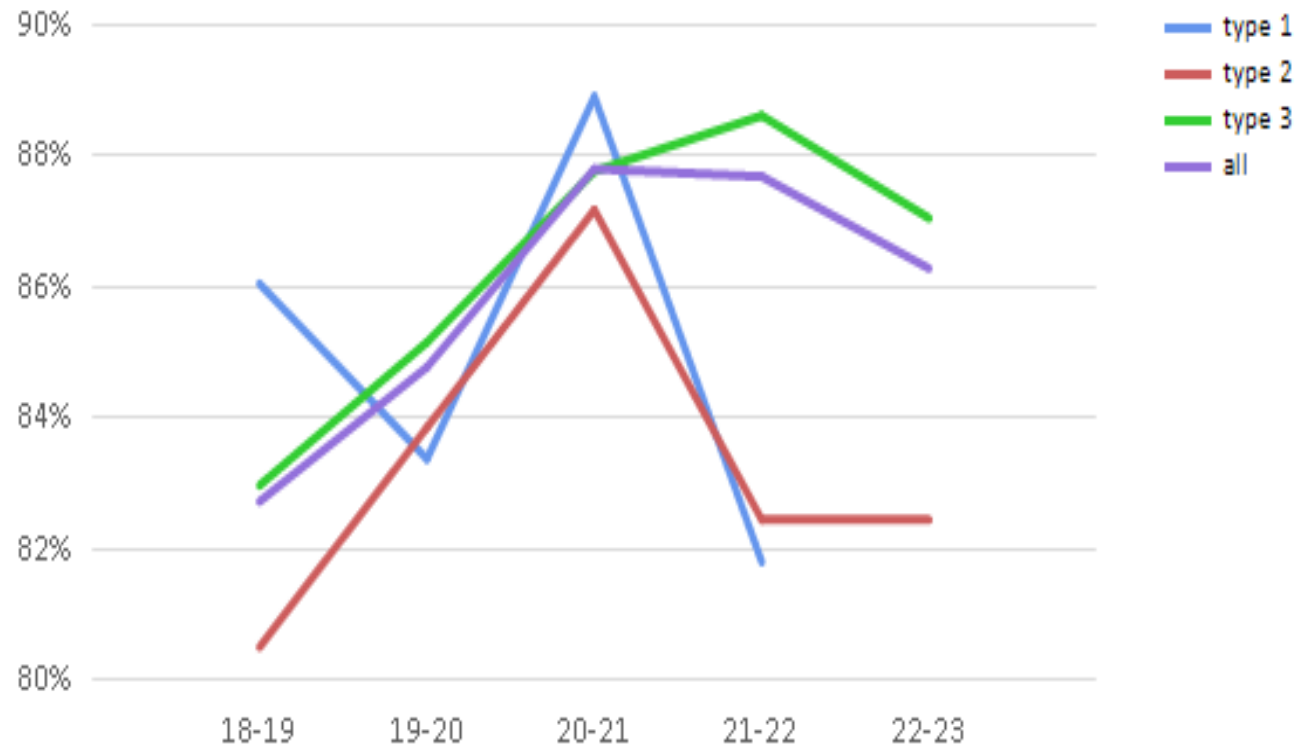




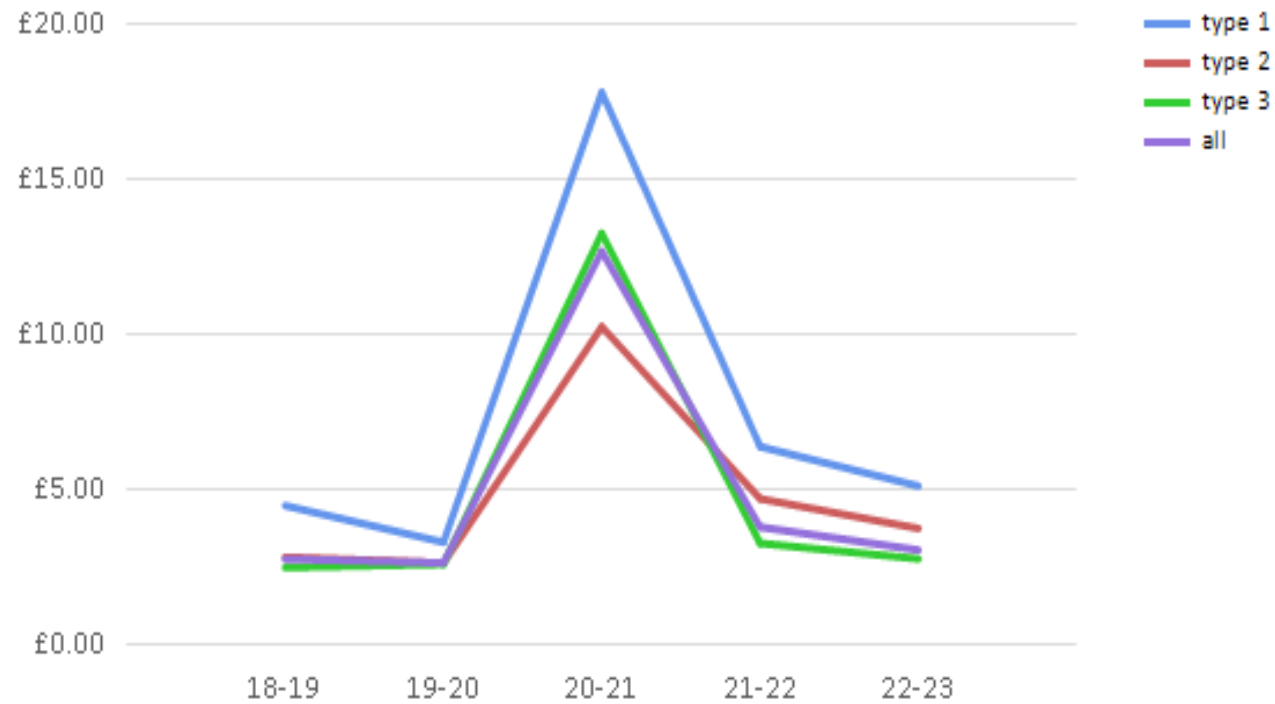
### Customer spend per head (PI 04)



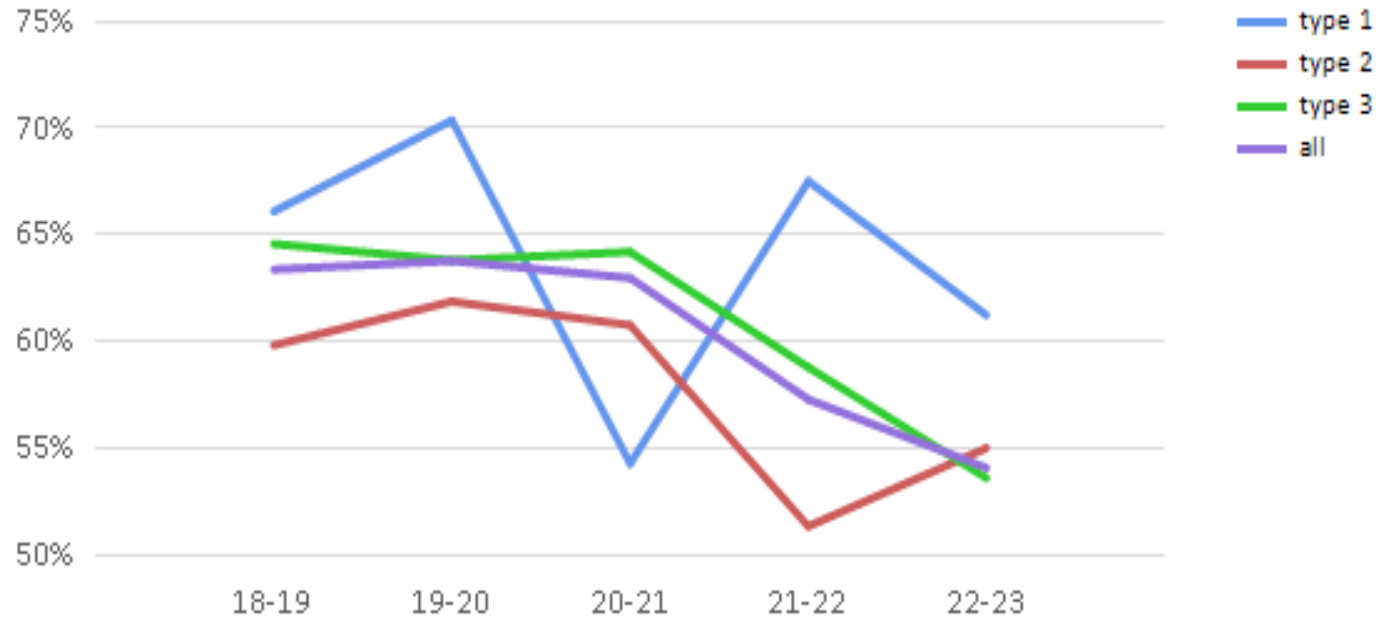
### Customer satisfaction (PI 20b)



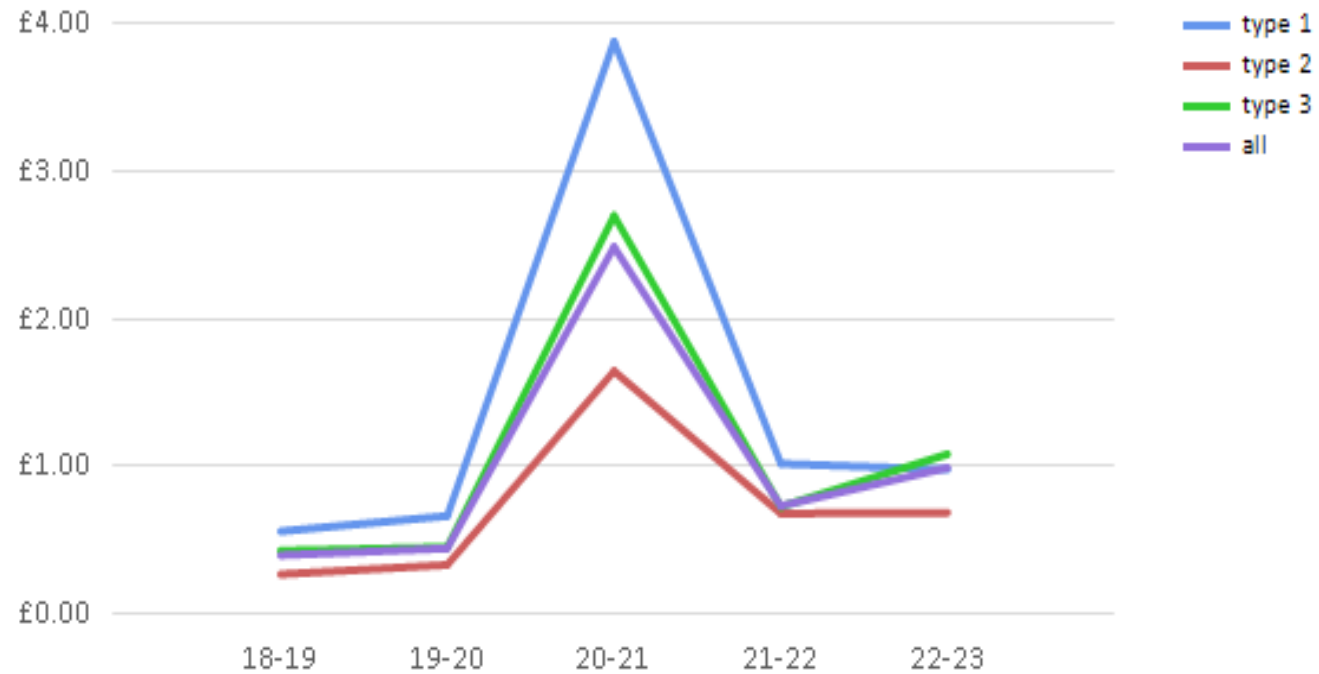
### Staff cost per user (PI 07)



### Staffing as a percentage of total expenditure (PI 09)



### Energy cost per user (PI 42f)



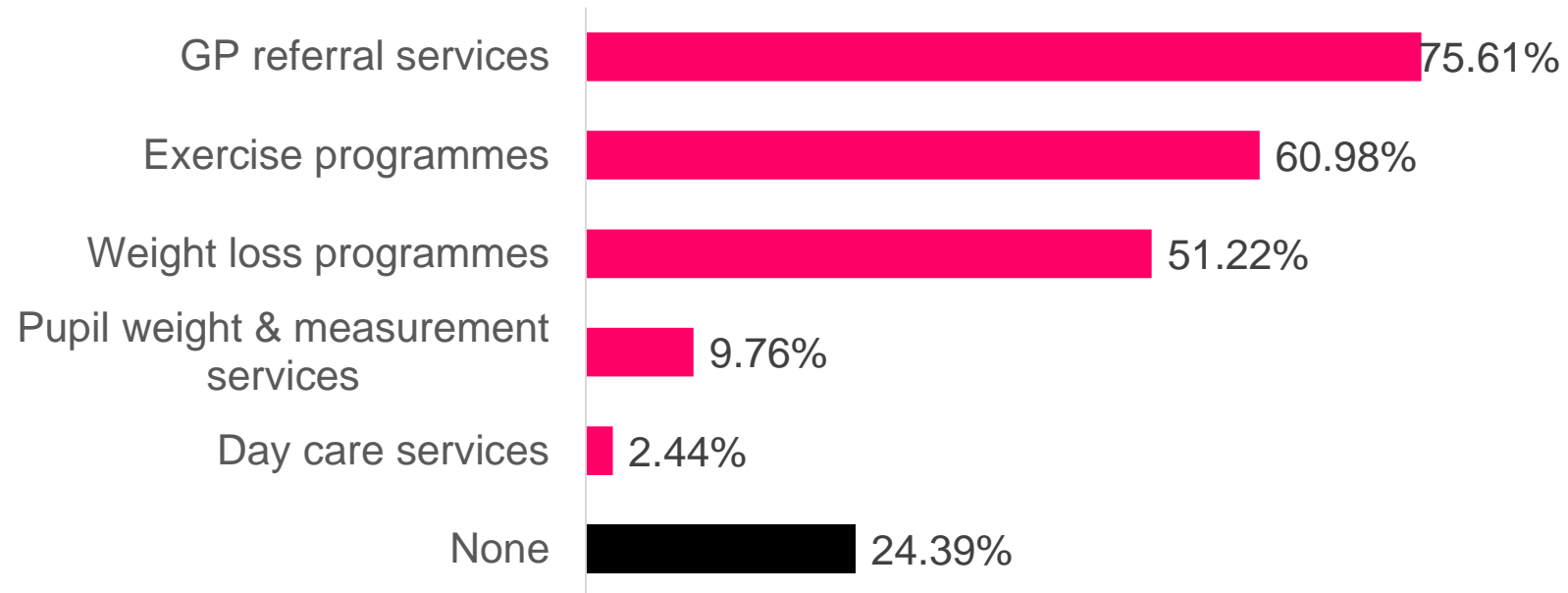


**Association for Public Service Excellence**

# **State of the Market 2023**

[www.apse.org.uk](http://www.apse.org.uk)

## Have you been commissioned by your local Health Board (CCG or Health & Wellbeing Board etc) to provide any of the following?

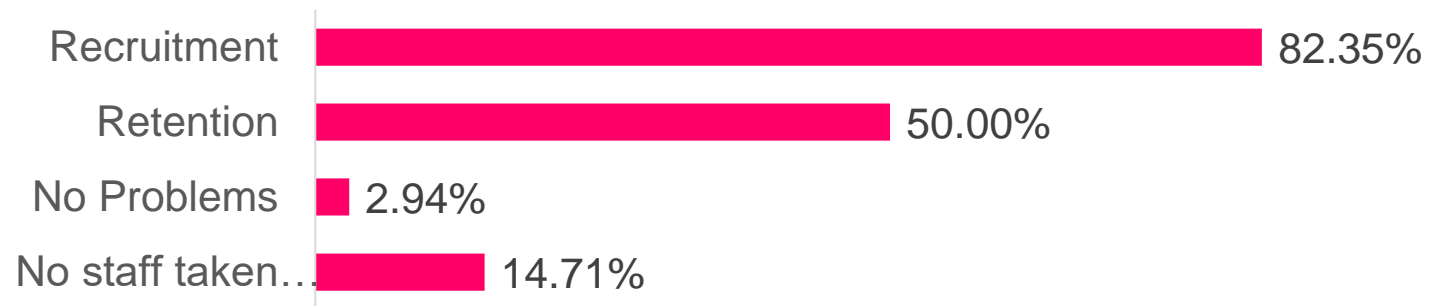


**Where have you had difficulty recruiting or retaining staff (over the last 12 months)?**

**Lifeguards**



**Instructors**





# Sport and Leisure Indicators

- Moving communities: work continues to better integrate with Sport and Leisure PN. Consent agreement now sorted between 4Global and SE.
- Management and Accounts templates into one (enables auto modification of income/usage etc based on moving communities participation).
- Rolling agreement in place to disclose moving communities data to APSE
- Look up table in the template to see which are sites are active in MC
- No use of cheat sheets as in previous year. Data will be imported.
- Dave working on guidance notes
- 488 sites registered with APSE of which at least 155 are part of MC

# Sport and Leisure Indicators

- **Always trying to improve data. Areas we have looked at for 2023/24**
  - More data on energy consumption and a new energy calc tab to try and get more data.
  - Swimming/Learn to swim (role of councils supporting swimming/aquatics)
  - Health programmes (more work to do to measure pivot to wellbeing)
  - Integration with moving communities
- **Are there areas we need to measure more/better?**
  - **Comments from Blackpool 2023**
  - Recruitment and retention.
  - Decarbonisation/Sharing cost per unit tariffs within energy contracts.
  - Social value impacts/resonance
  - Health/commissioned activity



## **2. The future of Local Authority Sport and Leisure services**

# National and local landscape

- Economy/consumer spending power/inequalities/state of the market/Council funding pressures
- Public Leisure under huge increasing pressure
- Political change locally and nationally
- Inequalities widening (do we have enough evidence to show how public leisure can help?)

# What makes PSL provision unique?



## Affordable

Subsidised membership

- facilities for grassroots sports clubs

**-accessible**



## Cradle to grave

opportunities for **all** to be active at any stage in life

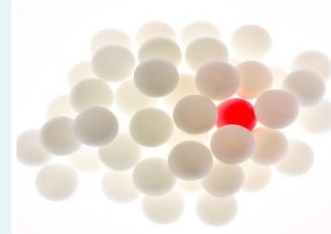
- Breadth & depth of provision



## Public pools

deliver the **statutory requirement** for swimming/ water safety

- diving/ swimming couldn't exist



## Reach

Deprived, under-represented, inactive groups & communities

- **health inequalities**

- Community hubs



## Public Policy

Levelling up

- Health, social care

- Climate

- Social prescribing

**and much more..**

**The private sector cannot match the breadth & depth of facilities provided by the public sport and leisure sector because it is not viable for them to do so.**

# Future of Public Leisure Reports

- LGA/cCLOA/APSE Proposals
- Embed the role of Public Leisure in Government health system (OHID)
- Create £1bn investment fund linked to carbon reduction
- Establish a valuing Public sport and leisure scheme similar to Valuing culture/heritage assets in DCMS
- Government to work with local government to establish a sustainable investment fund in public leisure
- DFE to work with other Government departments to map and report swimming key stage 2
- Councils to better consider social outcomes through service planning/procurement
- Invest in leadership, political and officer
- LGPAP to have an enhanced role and work directly with government (place based working that includes public leisure)

# Future of Public Leisure Reports

- **Sport England**

- A moment in time. (Who leads this agenda?)
- 4 foundations-
  - Alignment with health/placed based provision/low carbon provision/strong sector leadership
- 7 broad themes
  - High quality data/insight
  - Environmental sustainability
  - Strengthening the connection to health
  - Digital transformation
  - Coordination and partnerships
  - Leadership and workforce development
  - Championing equality, diversity and inclusion

## Public Leisure: Challenges and discussion

- Public Leisure is not the same as addressing place based physical inactivity
- Will councils/health commissioners have to consider cheaper ways to increase physical activity to address inequalities? Asset choices.
- Is our messaging clear and consistent nationally and locally?
  - Sport
  - Physical activity and sport sector (is there such a thing as physical activity sector?)
  - Public leisure and wellbeing
  - Place based physical activity
  - Active wellbeing sector
- The role of public leisure in supporting wellbeing programmes is improving but there is a long way to go
- Developing our workforce is vital both in terms of leadership and skill sets when it comes to being able to deliver active wellbeing programmes.
- What is the optimal balance between leisure/sport/fitness/wellbeing?
- What progress has there been from future of public leisure reports?
- Feedback from future of Public Sport and Leisure away day



## Some Feedback from Loughborough session

- Terminology is a problem
- Is public leisure a useful term anymore? In practice Councils support being active through a lot of lots public realm that could be termed leisure eg parks, open spaces, cultural venues etc. If its leisure centres/pools let's just call it that. It's a confusing term to central government.
- Shifting efforts towards physical inactivity. Why should councils invest in certain sports, especially swimming. What does the future hold? Clear narrative required working with sector partners
- Place based physical activity/Active wellbeing needs leadership nationally. LGPAP+
- Possible incoming labour government: Need to pitch our offer/work
- Pitching the right evidence to effect change and being mindful of how it is presented is essential. Need to better coordinate partners work.



# Thoughts?

# ACTIVE CALDERDALE *THEORY OF CHANGE*

Designing physical activity for all into 10 areas that make up the assets in our communities

## Local residents are:

- Happier
- Healthier
- More Connected
- More Confident



## Local residents move more in any way they choose:

- walk and cycle for travel
- walk and cycle for pleasure
- to take part in sport and active recreation (formal & informal activity, including dance, gardening)



## Individual change:

- Local residents have the skills and knowledge to be physically active.
- Local residents feel able to be physically active.
- Local residents are motivated to be physically active.
- Local residents have the right environment and opportunities to be physically active.



## THE BUILT ENVIRONMENT

Is safe, accessible and attractive

## PARKS & GREEN SPACES

Are safe, accessible and attractive

## HEALTH & SOCIAL CARE

Provide encouragement, support and opportunities

## VOLUNTARILY & COMMUNITY ORGANISATIONS & SERVICES

Provide encouragement, support and opportunities

## WORKPLACES

Provide encouragement, support and opportunities

## LOCAL RESIDENTS

Provide encouragement, support and opportunities

## EDUCATIONAL ESTABLISHMENTS

Provide encouragement, support and opportunities

## System wide change:

- Physical activity is prioritised by each system
- Physical activity embedded in strategies
- Accountability for physical activity embedded across the system

## SPORT

Is accessible, inclusive and diverse

## WALKING & CYCLING INFRASTRUCTURE

Is safe, accessible and well connected

## LEISURE

Is accessible, inclusive and diverse