



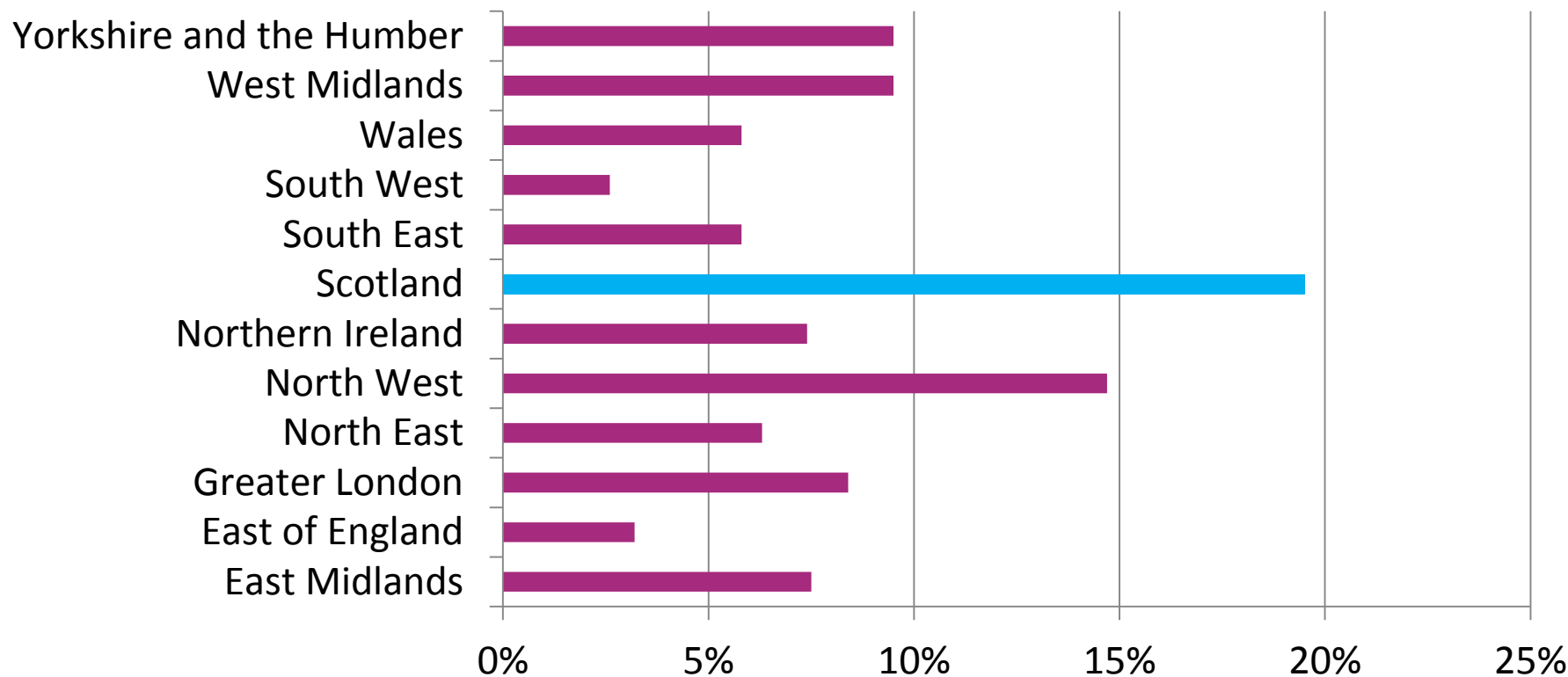
State of the Market Survey 2014: Sports & Leisure

Louise McMillan
Principal Advisor (Scotland)

APSE STATE OF THE MARKET SURVEY 2014: SPORTS & LEISURE



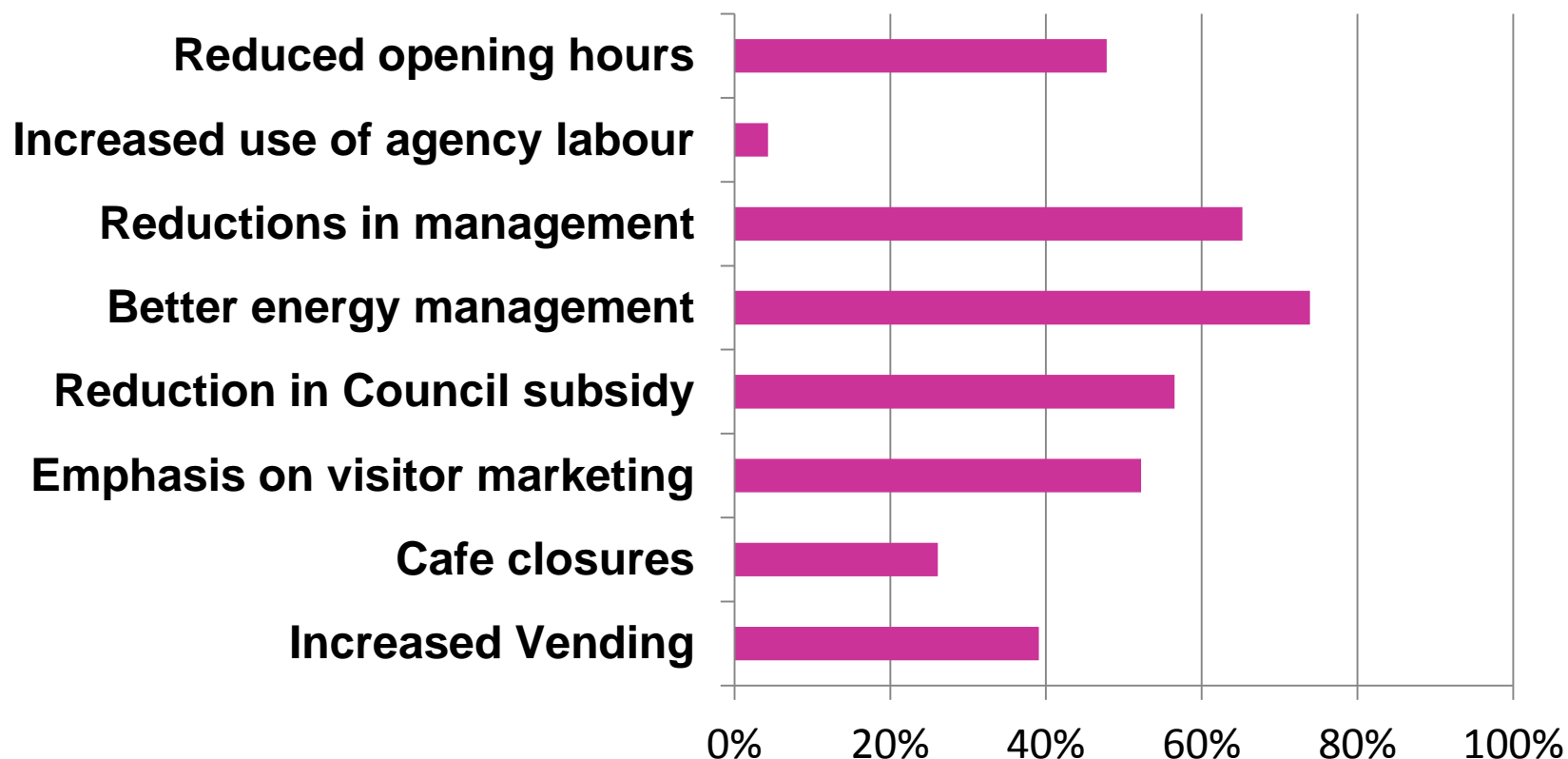
State of the Market 2014 Sports & Leisure respondents by Region



SPORTS & LEISURE SERVICES



With the continuing pressures on value for money and productivity, how do you expect the service to change over the next year?



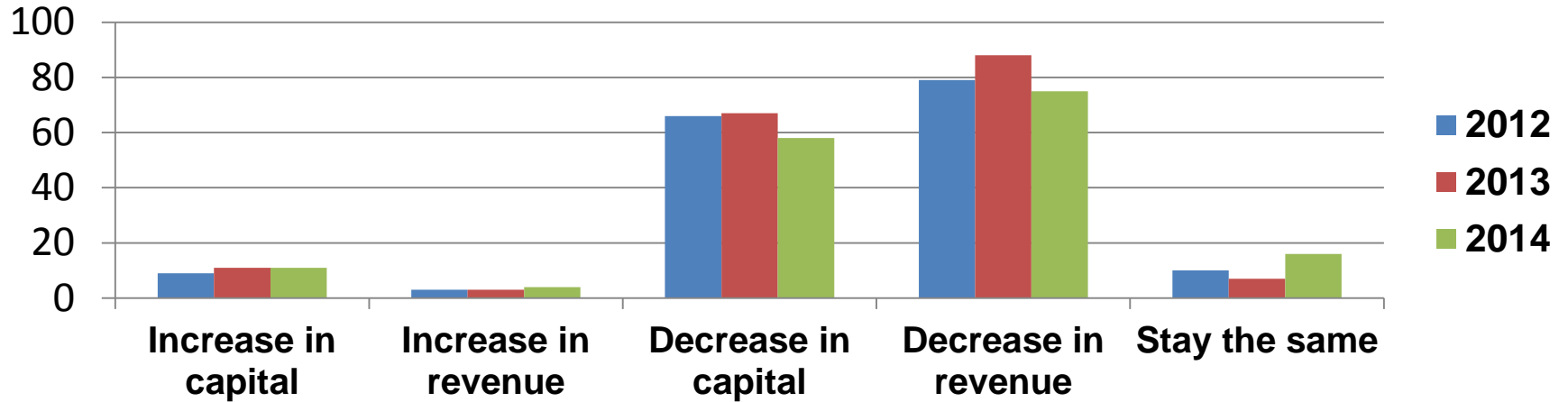
Common/ cross cutting issues



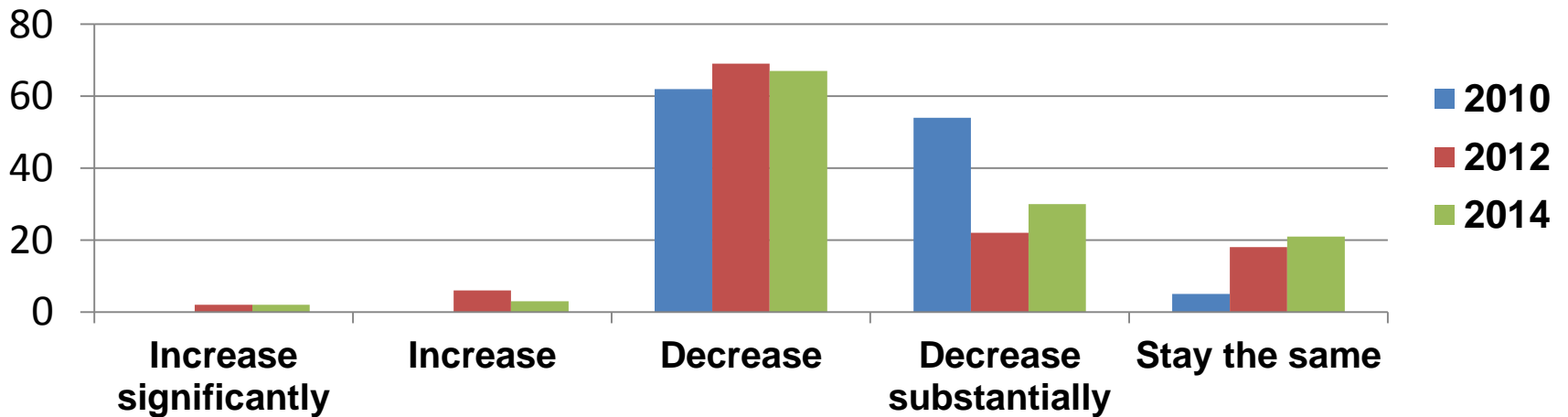
- Decreasing budgets
- Increasing workload
- Reduction in staff
- Use of parks & open spaces for sports & leisure provision
- Rising importance of health funds (redirection of health funds towards prevention & healthy living)



Parks and Green Spaces – Expectations for budgets



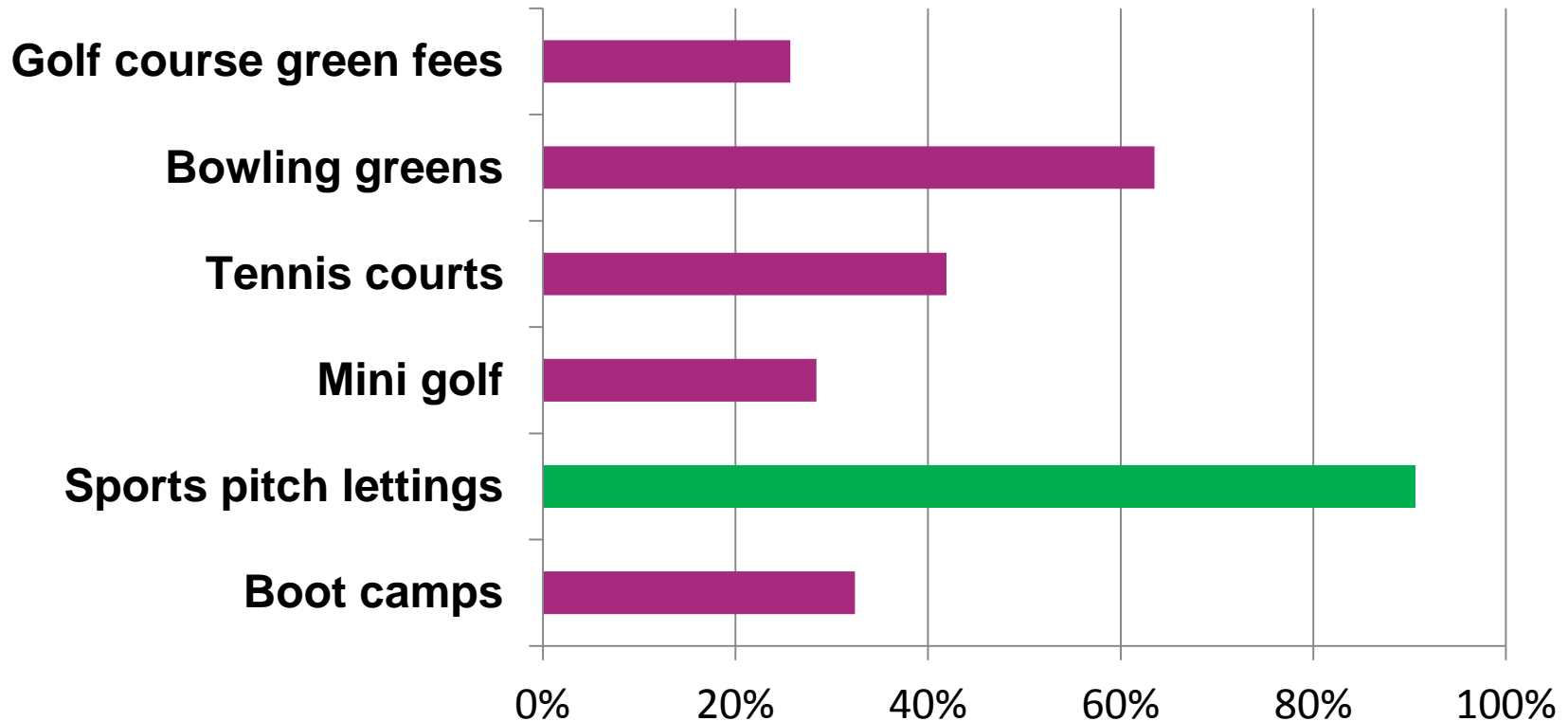
Sports & Leisure - Expectations for budgets



PARKS AND GREEN SPACES



What areas do you currently generate income in through fees and charges? (either provided in-house or through a franchise)



SPORTS PITCHES



Example of a cross cutting issue for sports and parks

- **90% of respondents generate income through Sports pitch lettings**
- **What is the financial cost of pitches to the Council? - Cost a fortune (35%), Some subsidy required (52%), N/A (13%)**
- **How do you expect the service to change over the next year? 56% expect reductions in Council subsidy**
- **Advisory group topic – how will Councils deal with the financial cost of sports pitches & potential increased use with the expected reductions in Council subsidies?**



Performance Networks

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Origins of Performance Networks

- **Introduced 1999**
- **Different LA Service Areas**
- **Practitioners Response**
- **Peer Group Comparison**
- **Legitimate Family Groups**
- **Data Integrity**
- **Tool for Improvement**



How it Works

- **Membership Database**
- **Submission of Data Against Detailed Guidelines**
- **Validation Period**
- **Production of Report Suites**
- **Scope for Further Analysis**

The Collective Benefits



- **Recognisable Methodology**
- **UK Wide**
- **Comparison Against Others in Context**
- **Official Recognition**
- **Setting Expectations and Targets**
- **Rewarding Achievement**
- **Trend Analysis**
- **The PI Suite and Deeper Interrogation**

What is Available?



- **Facility Reports**
- **Whole Sector Summary Reports**
- **PI standings Reports**
- **Direction Of Travel Reports**
- **Customer Surveys**
- **Bespoke Investigations / Family Groups**

Developments within the Sports & Leisure Templates



- **Will now be split into 3 types**
 - **Internal Direct Provision**
 - **External Contractor**
 - **Managed Trusts**
- **Then broken down by facility**
 - **Wet, Wet/ Dry or Dry only**
 - **Small, Medium, Large & Major**

Key points to remember



- **Output data is only as good as the input data!!**
- **Context is everything**
- **One high score does not mean much on its own**
- **Indicator means indicator**
- **Ask why until you arrive at an answer you can turn into an action**



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