



# Approaching the challenges ahead

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**Head of Active Leisure Services**

# Knowsley Health and Wellbeing

Improving people's lives

# Knowsley Metropolitan Borough Council

- Situated to the North of Liverpool
- Population 150,000
- High levels of deprivation in many areas
- 50% inactive by the age of 25
- Life expectancy 3 years below national average
- Low educational attainment
- High levels of anti social behaviour

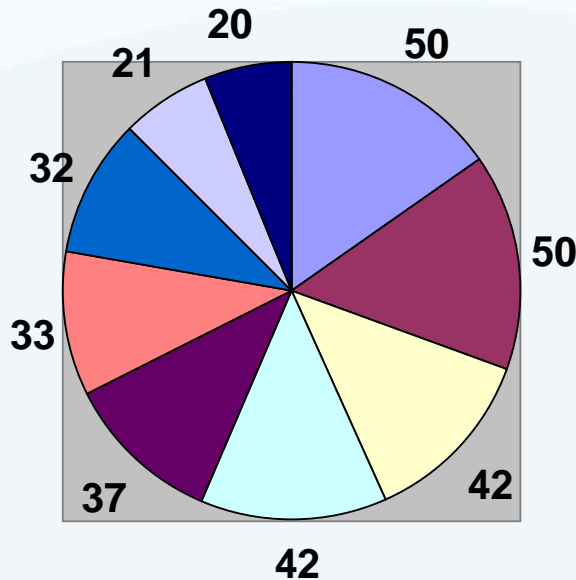
# Knowsley Active Leisure

- Part of Health and Wellbeing Services
- Well supported Sports and Physical Activity Alliance (SPAA)
- Included within Sustainable Community Strategy (SCS)
- Embedded in Local Area Agreements (LAA)
- Developed leisure and culture impact assessment
- Represented on strategic boards within the Council
- High profile within the Council and well supported
- Hooked into all NGB representatives

Just a Reminder.....

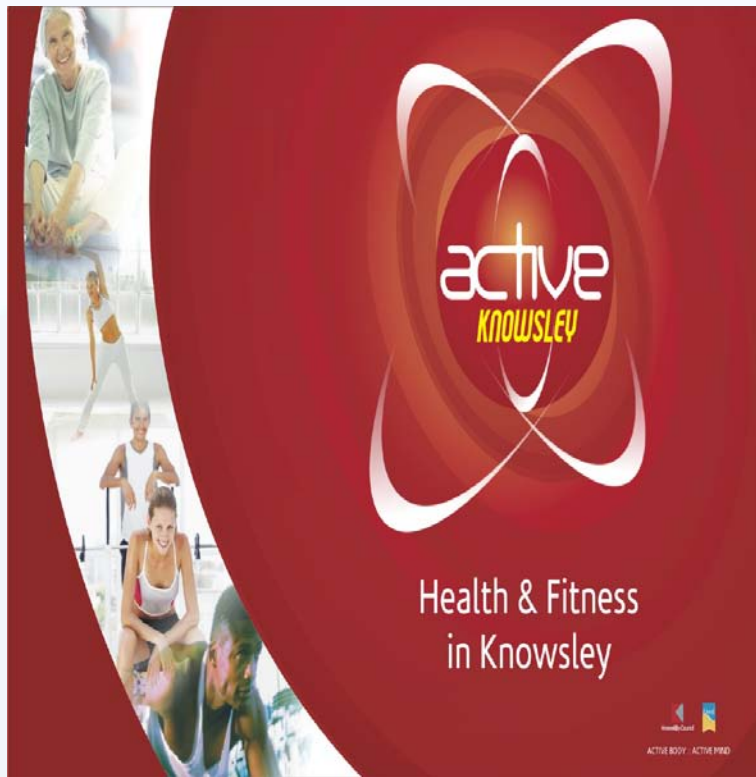
# Impact of Financial Settlement

**BBC Survey 2010**  
Council cutbacks 2011 onwards



- Arts
- Libraries
- Leisure
- Highways
- Environmental Services
- Economic Development
- Adult Social Services
- Planning
- Children's Social Services

# Approaching the challenges ahead by reshaping the service in key areas:



- Fit for the Future
- New Structure
- Increased Performance
- Customer Expectations
- New Opportunities
- Reduce inequalities

# Active Leisure Service

## Fit for the future

- **2003 – 2008 investment of £12m in the new Kirkby Leisure Centre, £7m at Halewood Leisure Centre and £4m at King George V Sports Complex. Total £23m**
- **Additional £25m investment in 3 new leisure facilities to be completed by 2012**
- **£150m invested in 7 new Community Centres for Learning, with full sports facilities**
- **£5m Our Space youth facility by 2012**
- **Mondo athletics track, one of only a few in the North West.**
- **NGB discussions ongoing to further enhance facilities in Knowsley**
- **2012 Challenge – To ensure all facilities are fully utilised, sufficient income is generated and facilities compliment each other**



# Active Leisure Service

## Fit for the future

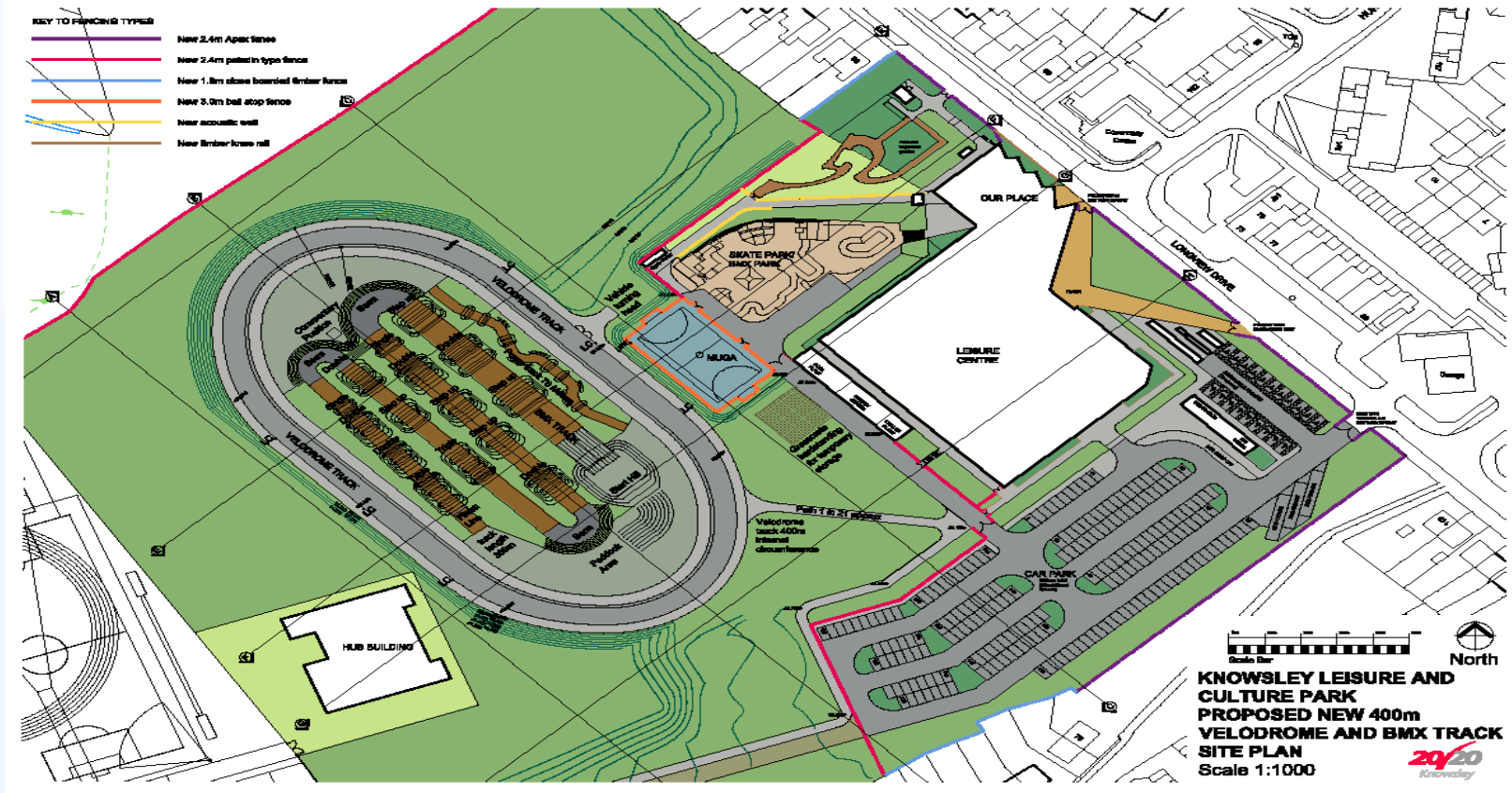
### Commissioned Services



# The Knowsley Leisure and Culture Park Opens Sept 2011



# Knowsley Leisure and Culture Park (Phase 2)

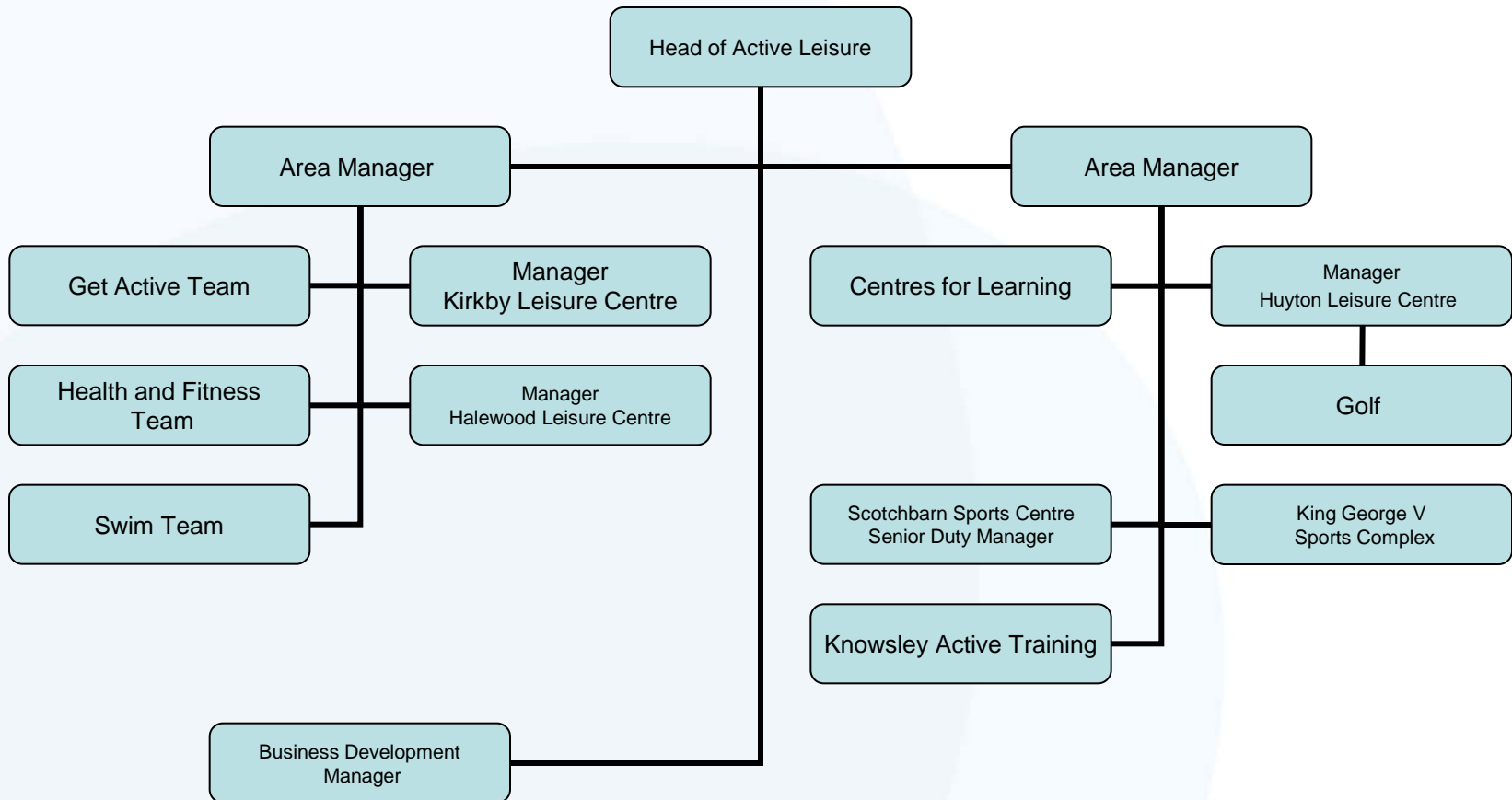


# New staffing structure

- Full Restructure
- Culture
- Terms and Conditions
- Development (Job Specifications)
- Training/Leadership skills
- Apprenticeships
- Managing Performance
- Cross working



# Active Leisure Services Management Team



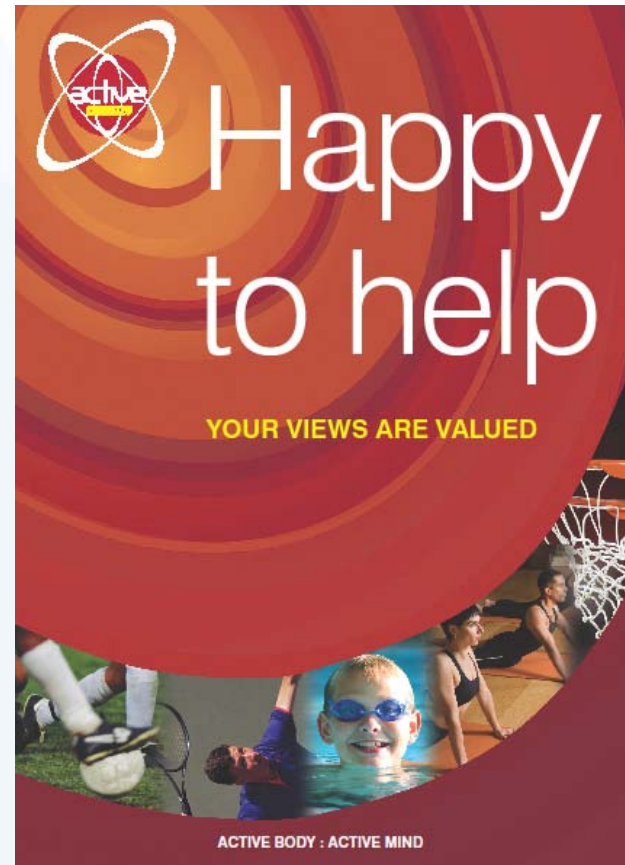
# Increased Performance

- Reduce staffing by 5%
- Increase Income by £500k
- Review pricing policies
- Robust Monitoring of performance
- Reduce Sickness
- Reduce energy costs
- More effective procurement
- More effective marketing and promotions which are intelligence led



# Customer Expectations

- Meet Increased Customer Expectations
- Be More Customer Focused
- Provide a High Quality Service
- Portray a Professional Image
- Measure Customer Satisfaction



# New Opportunities



- Leisure Facilities Strategy
- Spa facility
- Centres for Learning
- Corporate Market
- Commissioned Services
- Swimming Development

# New Opportunities

- Knowsley Active Training Academy
- Work more with NGB's
- Secondary Spend
- Personalised budgets
- 2012 Olympics and beyond
- Private sector thinking
- Not just leisure centres



# Transforming Public Realm and Supporting Regeneration



# Some Quick Wins

- Demonstrate to the Council what impact you can have on communities, not just in terms of physical activity.
- Make the most out of 2012 , 2014
- Demonstrate impact on corporate plans and priorities
- Impact on wider agendas: Health, Education, Crime Regeneration
- Develop partnerships at a strategic level
- Ensure you have a joined up approach
- Don't make promises you cannot keep
- Make contact with NGB,s and develop relationships

# Some Quick Wins

- Get ready for commissioning
- Performance and data capture are key (outcomes based)
- Ensure your workforce is set up for the challenges ahead. Keep them informed
- Training and Development plans to support changing focus and flexibility of workforce
- Be innovative and creative
- Private sector commercial mindedness
- If its not working fix it

# Some final thoughts

1. Accepting status quo is NOT an option, neither is 'doing less with less'
2. Listen to people and engage with them and become the hub of your communities
3. See change as an opportunity, not a threat
4. Encourage creativity and accept failure
5. Be honest about what works and what doesn't
6. Don't be afraid to work with the private sector
7. Be bold, not bland...**DARE**

# Remember Who Dares Wins!





**THANK YOU**