

APSE Summer Webinar Series – Sport & Leisure

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An Introduction to Sport & Leisure

- Why Leisure Matters
- Current Pressures
- Delivery Models
- Cost of Service
- Investment
- Participation
- Governance
- Trends

Physical Activity = Health & Wellbeing

Sport



Leisure



Case for Public Sport & Leisure

- 85% of young people learn to swim in public swimming pools
- 86% of people prefer exercising in leisure centres
- 66% of pre/post cancer rehabilitation is in public leisure centres
- Exercise Referral, social prescribing & rehabilitation programmes take place in public leisure centres
- Physical Activity Value to the economy = £9.5 billion
 - £5.2 billion health care savings
 - £1.7 billion social care savings
 - £20 billion in social value
 - 10,000 fewer crime incidents

Why Leisure Matters

- Physical Health & Wellbeing
- Mental Health & Wellbeing
- Life Skills
 - Swimming
 - Team Work
 - Healthy Diet
- Positive Life Choices
- Sense of Belonging – Reduces Social Isolation
- Life Long Opportunities to Participate
- Accessible to All

Female

Retirement age (66)

Most deprived decile

2nd

3rd

4th

5th

6th

7th

8th

9th

Least deprived decile

0

20

40

60

80

100

Years in good health
Years not in good health

50.54

27.12

55.01

24.57

59.28

21.73

61.26

20.83

63.05

19.95

64.38

19.27

66.37

17.8

68.01

16.62

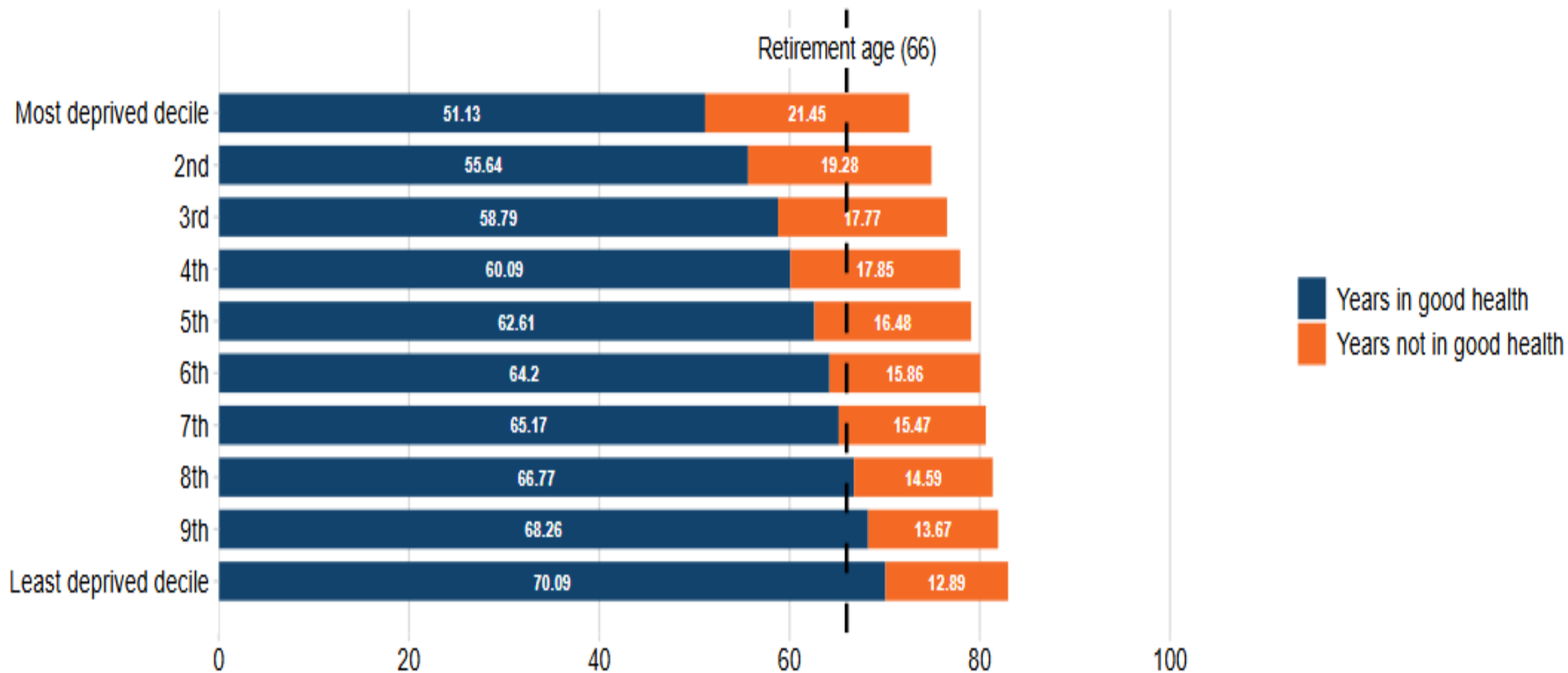
68.7

16.48

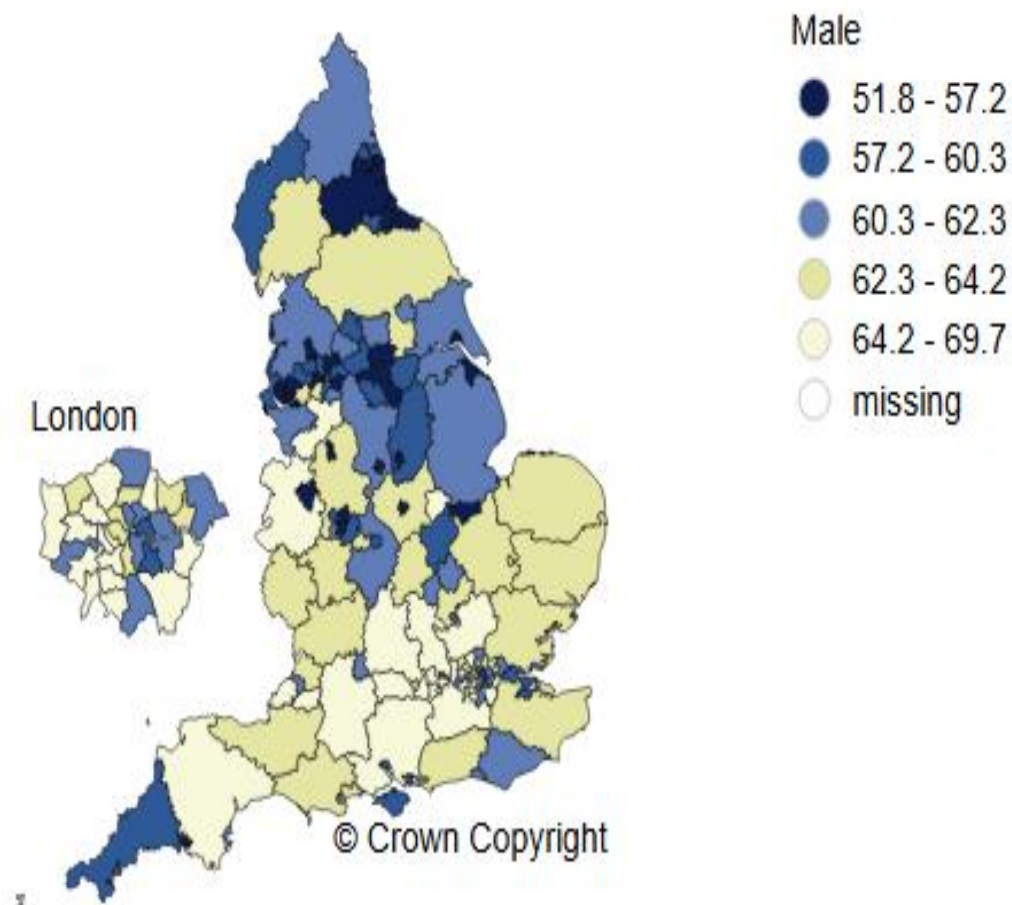
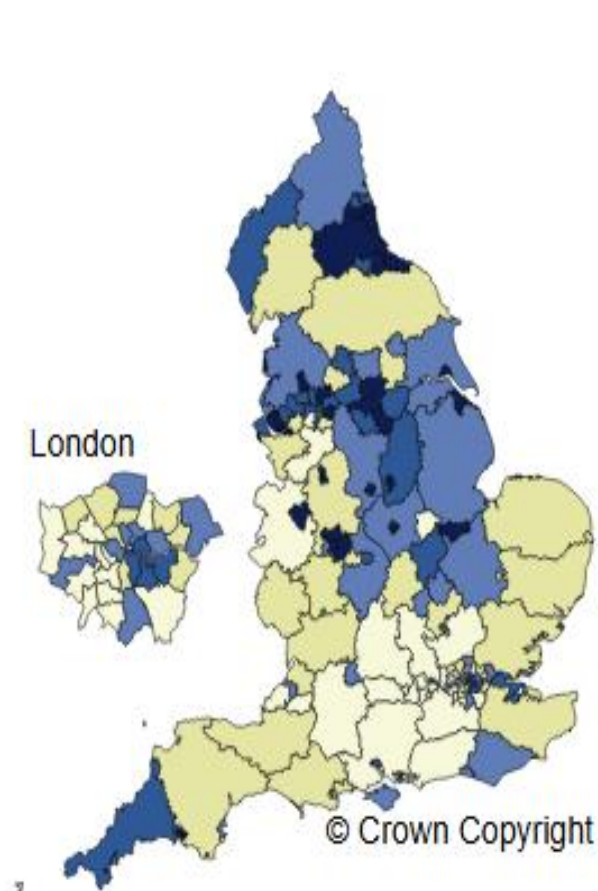
70.16

15.92

Male



Geographic Variation in Healthy Life Expectancy



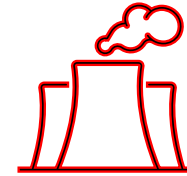
Current Pressures



On-going Capital
Investment



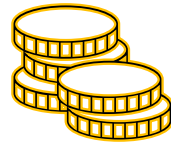
Staff Costs
Recruitment
Challenges



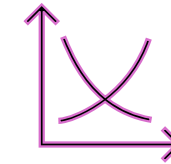
Utility Costs
Carbon
Reduction



Local Govt.
Finances



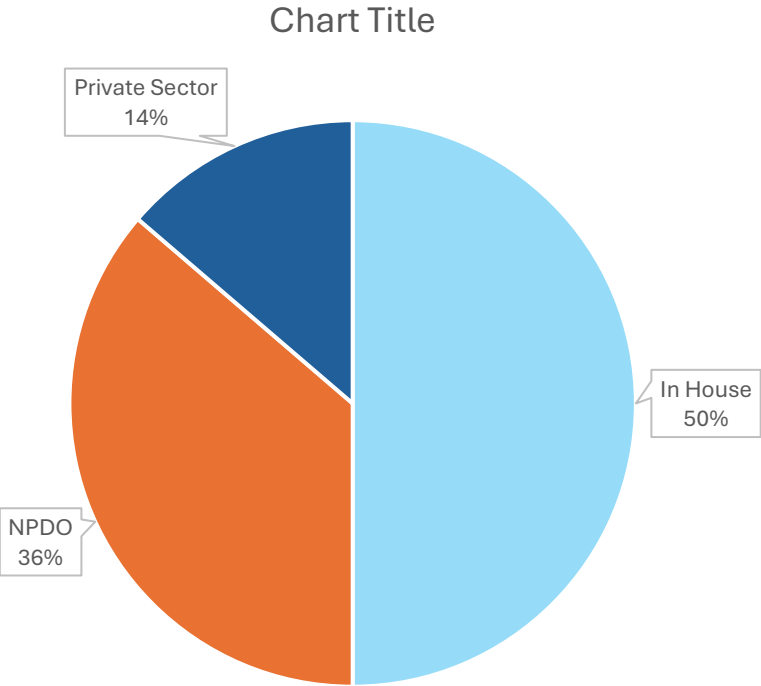
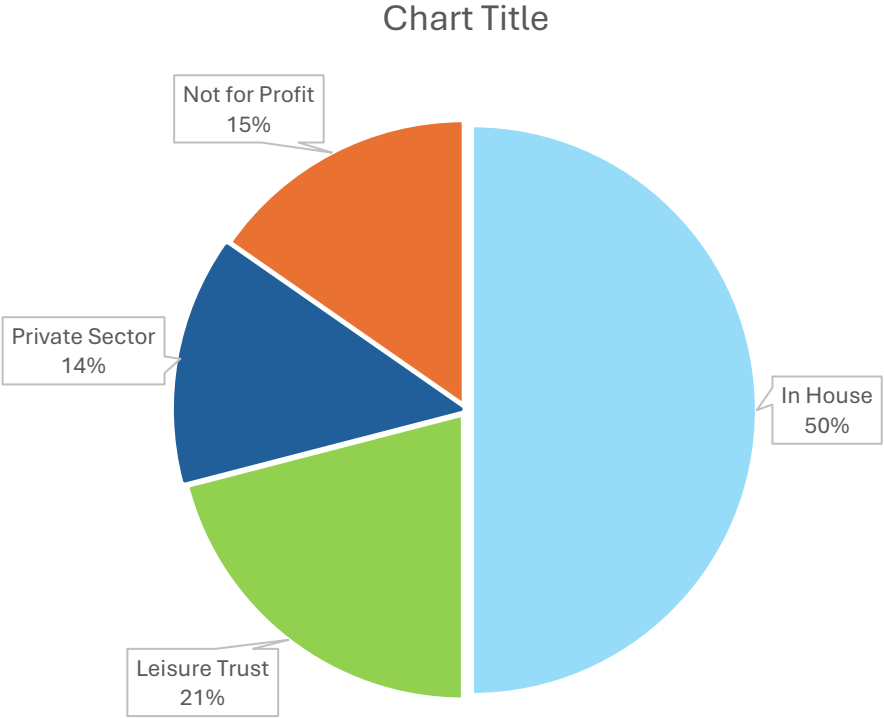
Wider Economy
Income Risk
Competition



Demand

LGR

Delivery Models



Source: APSE State of the Market Report 25/26

Form Follows Function



Control

- Council retain control in all instances
 - Direct Delivery
 - Through a Funding Agreement with LATCo
 - Through a Contract with 3rd Parties
- Council will generally sign off Pricing Policy (or within set parameters)
- Contracts May Struggle – Partnerships Thrive
- Flexibility to Manage

Community Ownership

- Can work well for smaller facilities but not the panacea
- Benefits
 - Community Driven
 - Reduced Council Liability
 - Builds Community Capacity
- Pitfalls
 - Community Capacity/Capability
 - Sustainability
 - Council often seen as the backstop

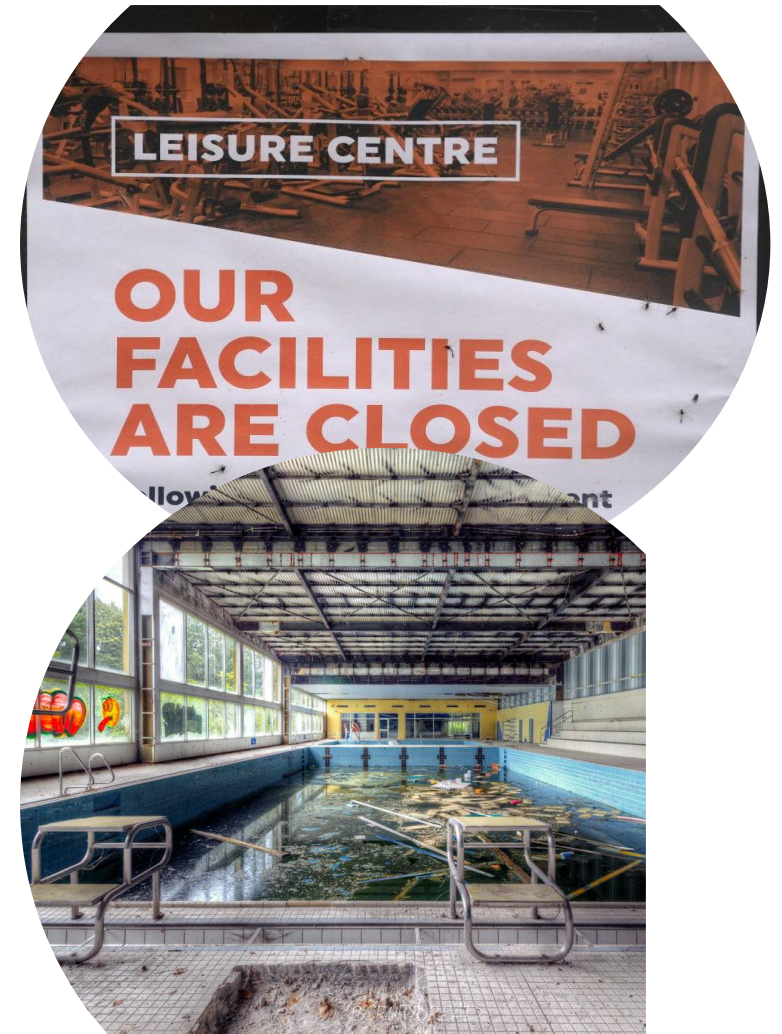
Cost of Service

- Commerciality vs Community
- Targeted Concessions
- Operating Subsidy or Surplus
- Asset Liability & Risk
- Income Volatility
- Utilities
- Staff
- Health Partnerships



The Case for Investment

- On-going investment
 - Infrastructure
 - Maintenance
 - Product
- 30-year lifecycle
- Population Growth = Demand
- Strategic Investment
 - Facilities Strategy
 - Playing Pitch Strategy
 - Geographic
- Understand Gaps in Provision
- Health & Wellbeing Outcomes



Financing Investment

- Public Works Loan Board (PWLB) – Major Schemes
- Community Infrastructure Levy (CIL)
- Government Grants & Initiatives
- Co-locating with other Community Services
- Partnerships – Health
- Sport England
- Football Foundation etc.
- NGBs
- Local Clubs

Increasing Participation

- Understanding Your Customers and Latent Demand
- Proactive Marketing
- Understanding the Customer Journey
- Creating Early Positive Activity Habits
- Investment
 - High Quality & Well-Maintained Facilities
 - Staff – Excellent Customer Service
- New Partnerships – clubs/groups/agencies

Tackling Inequalities

- Understanding Your Community
- Removing Barriers to Access
- Targeted Interventions
- Partnerships
 - Community Groups
 - Agencies
- Outreach
- Remember the Life Expectancy Slides – **Start Early**

Governance

- Councillors have a Strategic Oversight Role
- Councillors are not Operational Managers
 - - you pay others to do that
 - - resist the temptation to micro-manage
- Understand the Service Drivers and KPI's
- Be Realistic – Understand the Service Challenges
- Collaborate

Future (and Current) Trends

- Padel
- Shift to Wellness and Health
- Co-located Services
- Community Connections – being part of something
- Sustainable & Energy Efficient Design
- Flexibility

Some Take-Aways

- Physical Activity should be Accessible to All
- Leisure operates in a commercial world – its competitive
- Leisure is a Customer Led – Service of Choice
- Beware of Heroic Income Targets
- Pools = £££s – that's why the private sector don't do pools
- Need for continual investment
- Strategic Investment Decisions
- The Council is a key player but not the only one
- Don't compromise on Health & Safety
- Learn from other - seek out Best Practice
- Be a Customer & Critical Friend



A Councillor's Guide to Leisure Services

Friday 26 June, 11.00-12.00



A Councillor's Leisure Services

Friday 26 June - 11:00 - 12:00

Thank you!

Slides will be
available to
download. You
will all receive a
link next week



**Work in local
government?
Need to resolve
an issue?**