



Sports & Leisure: Trend analysis 2015/16

This briefing provides details on the performance information available from APSE's performance networks service looking at performance indicators and current policy issues for councils who deliver sports & leisure services.

Key issues

- Whilst continuing to fall the average subsidy for swimming pools is £43.52 per opening hour ahead of an all facility average of £29.76.
- On average staff costs amount to 64% of expenditure
- Usage per hour stands at 33 per hour for swimming pools and 62 for mixed use sites

Overview

Performance data is ever more important as services need to justify their public subsidy, or even reduce that subsidy completely. Performance networks information provides the ability to manage and understand the services effectively whilst also benchmarking with other similar facilities and learning from best practice. Performance networks is a robust data set which can also be used by local authorities to formally monitor and benchmark the effectiveness of in-house services, externalised services, or trusts.

Some local authorities use this data extensively to provide a sound basis for service improvement and strategic planning. APSE can assist local authorities to develop tools for greater utilisation of the benchmarking results as well as assisting managers and supervisory staff to understand the performance management of their services in greater detail.

Facilities are organised by facility type: Wet (1) /dry (2) /mixed (3)

Trend analysis

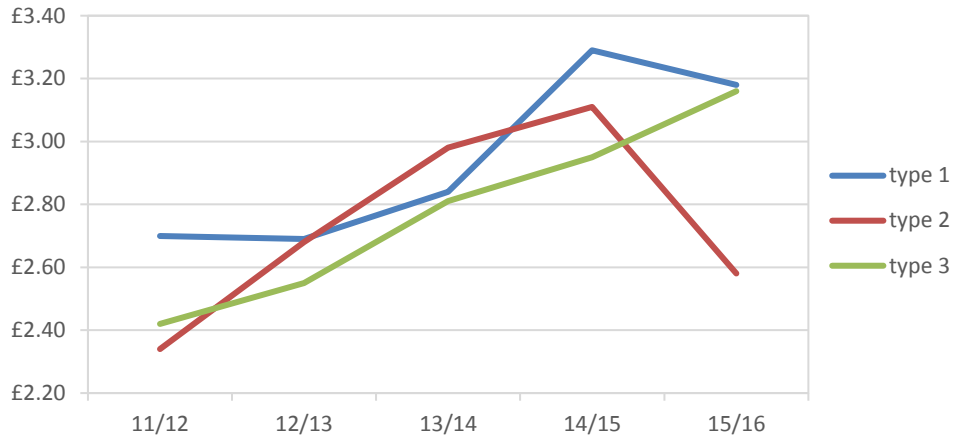
Each year we examine some of the key performance indicators and add commentary in terms of apparent trends or preliminary conclusions.

1. Customer spend per head (PI 04)

Value for money for customers is more important than ever in these times of austerity and providing value whilst maximising customer spend is essential to all sports and leisure facility providers. Customer spend is a crucial part of recovering expenditure not related to grant funding or ring fenced activity. Many members of

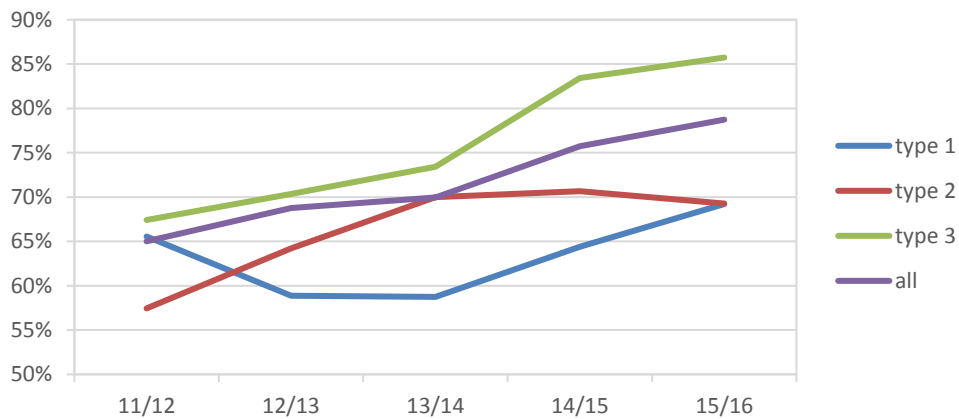
the public will still continue to be selective in determining value for money and in managing their personal finances and disposable income.

It is worth noting that this year has seen a continuing trend of increasing spend per head in type 3 facilities, contrasted with a significant reduction in spend in type 2 facilities and a smaller reduction in spend in type 1 facilities.



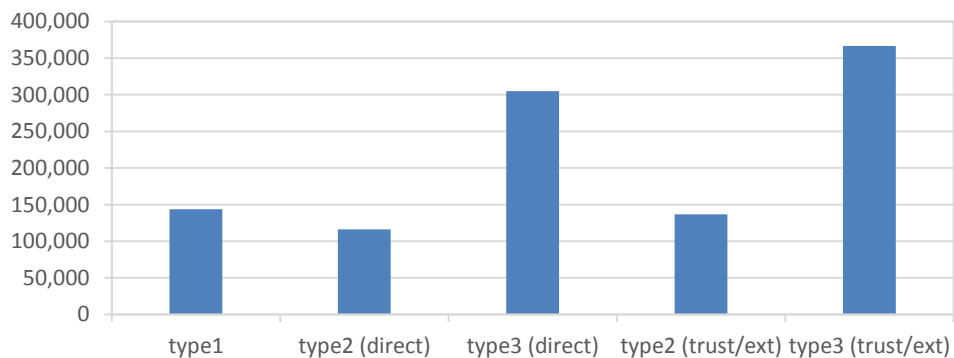
2. Operational recovery (PI 03)

Year 18 has seen the continuation of a positive trend by all facilities except type 2 in the recovery of expenditure through customer receipts. Type 1 and type 3 facilities continue to show a steady increase over the last 2 years which is extremely encouraging.

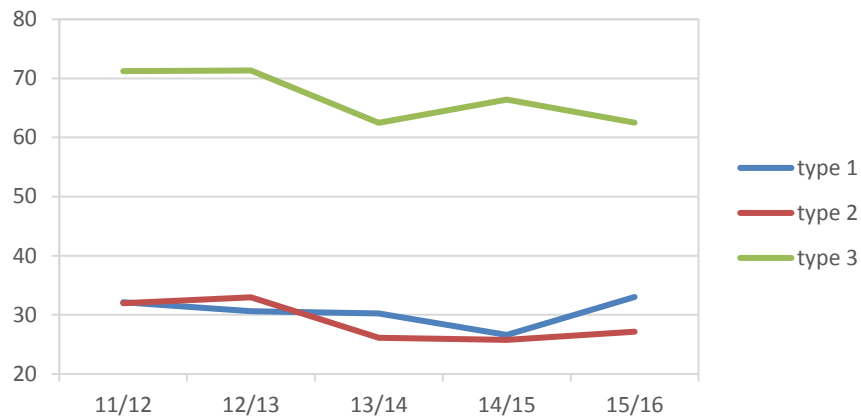


3. Average total usage

The average total usage in each family group during year 18 reflects the importance of size in determining the final comparator set. As demonstrated below the higher family groups experience larger throughput.



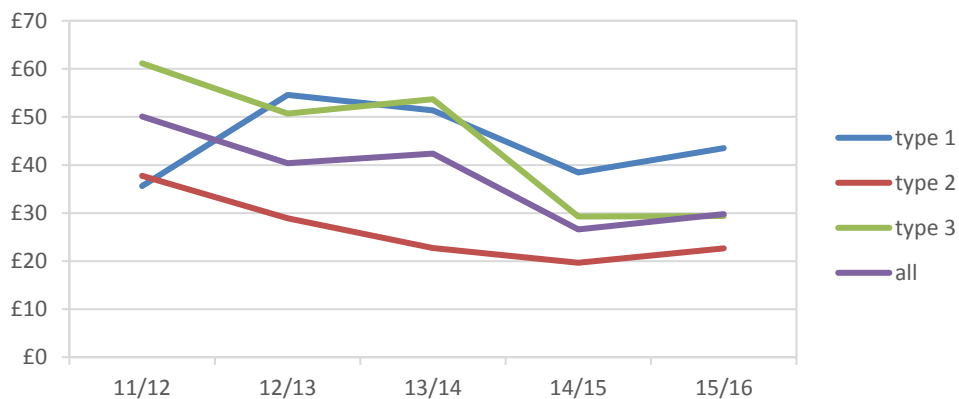
4. Average usage per opening hour (PI 31)



The data sets above indicate that the usage per opening hour for type 1 facilities in the last year is showing a marked increase reversing the downward trend of the last 2 years, type 2 is showing a slight increase whereas type 3 has shown a more substantial decrease, almost reversing the results of year 17. This is a critical performance indicator for driving the delivery of cost economy by maximising revenue and sustaining usage within optimum opening hours.

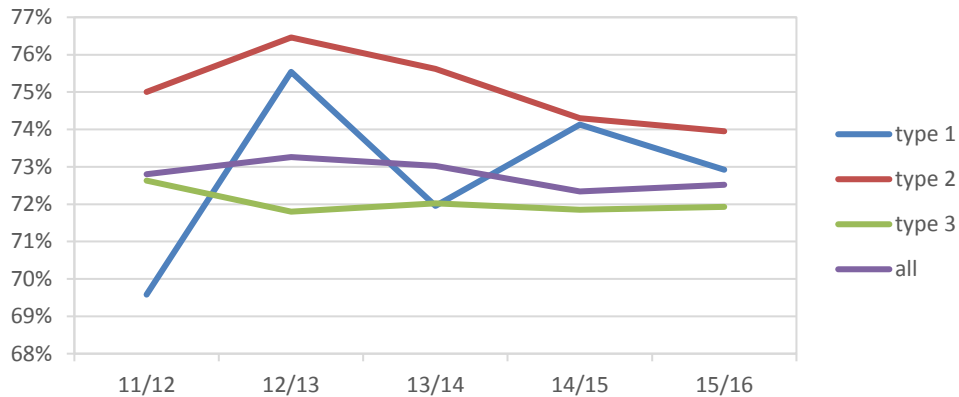
5. Average subsidy per opening hour (excluding central/corporate costs PI 06)

As identified in the table below the average subsidy per opening hour is now increasing in type 1 and 2 facilities whilst remaining the same for type 3. The average of all facility types has slightly increased from last year's level of £26.59 (year 17) to £29.40 per hour in year 18 but is still significantly below the level of year 16's £42.35 per hour. It should be noted however that the reducing trend has slowed down considerably over the last 2 years.



6. Customer Satisfaction (PI 20)

Customer satisfaction levels are variable dependant on the facility type, with the average remaining static at around 72%, although type 2 facilities have seen a slight reduction.

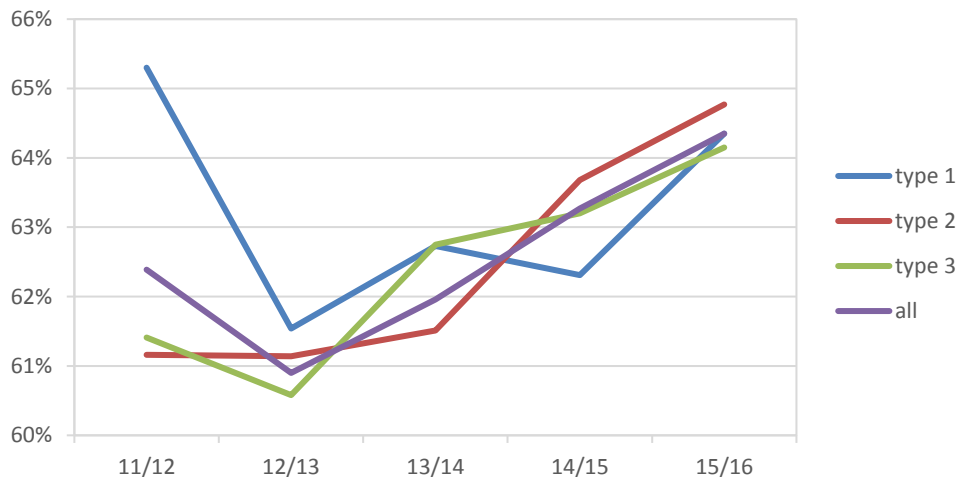


7. Staffing

Given the importance of staff in relation to income generation and customer satisfaction, set against the high percentage of cost that is associated with staffing, we have again considered the suite of indicators directly measuring staff costs and productivity.

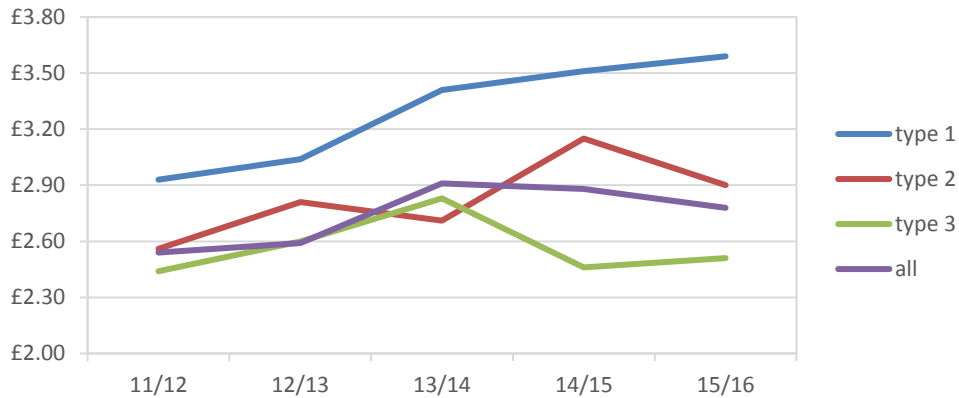
Staffing as a percentage of total expenditure (PI 09)

Staffing in respect of a ratio of total expenditure is useful for management information but is not a measure of performance in itself. Staffing remains the largest cost associated with facility expenditure and is increasing across all facilities. It now averages around 64% across all facilities.



Staff cost per user (PI 07)

Staff costs per user are rising in wet (type 1) facilities but are reducing in dry (type 2) and mixed wet and dry facilities.



Interpretation of data

The data outputs are mostly informed by cost, income receipts and throughput.

Although pricing and cost control will both impact upon cost economy, participation levels are critical to any argument for justification of public subsidy to leisure activity.

Participating facilities are urged to take advantage of the opportunity to evaluate customer satisfaction levels, through the APSE customer satisfaction survey based reports that are available to members as part of their subscription package.

As always care should be taken in using a single indicator as a measure of performance but by using a basket of performance indicators local authorities will achieve a balanced overview. Some triangulation of the data outputs will be required in order to ensure that assumptions are well informed and provide both a credible argument for debate and the identifications of areas of excellence. Critically they offer the evidence and knowledge obtained through the peer network that can be used for providing an evidence base on which to build both the strategic and operational case for continuous improvement.

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