

Leisure Futures Workshop



The Future?

Commercial or Social Policy?

Or both?

Building the Health case



Building a case for cross sector transfer of funding



Look after parks
and they will
look after you!!

Or else what? State of California resource agency says recreation



- Benefits physical health
- Benefits mental health
- Strengthens communities
- Promotes social bonds
- Supports youth

...and conclude that

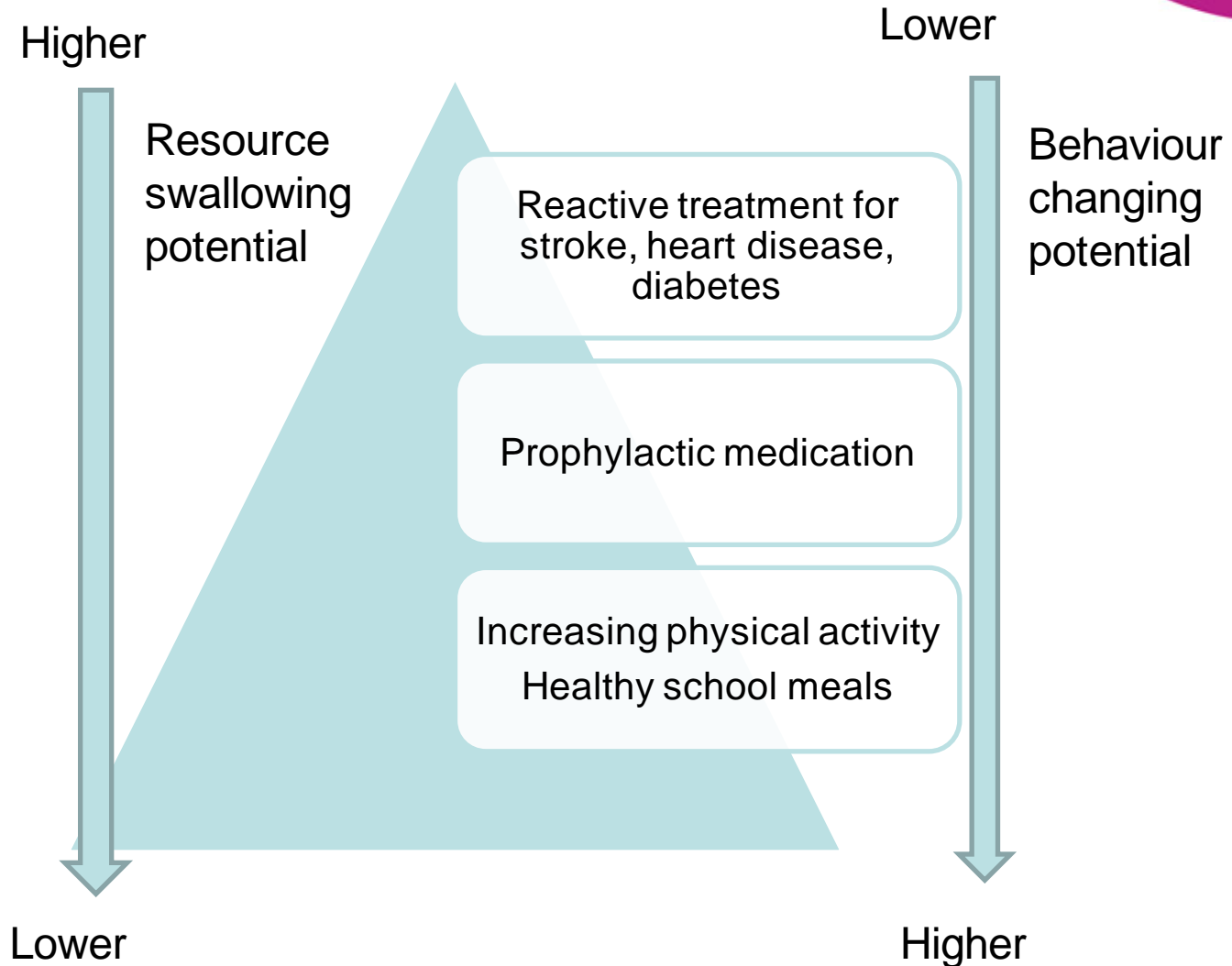


‘Health care providers can benefit from this information by actively promoting recreation programs that serve the health needs of individuals that in turn benefit the entire community. This can be accomplished through partnerships with recreation service providers’

I’ll be back.....

The Health and Social benefits of Recreation, A
Schwarzenegger et al, California State Parks, 2005

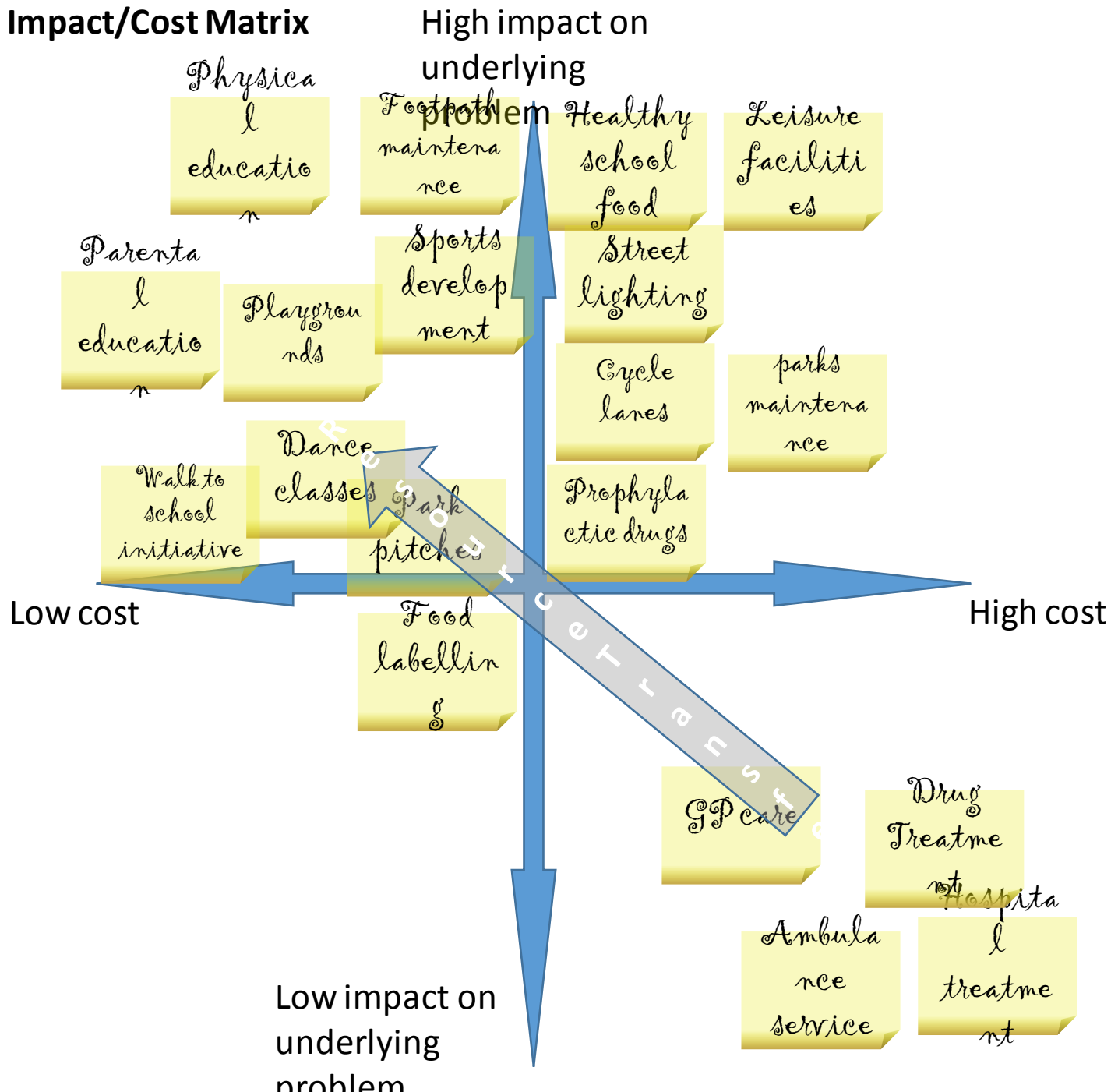
Tackling causes saves money



Activities to tackle lifestyle diseases



Impact/Cost Matrix



High impact on underlying problem

Physical education

Footpath maintenance

Healthy school food

Leisure facilities

Parental education

Playgrounds

Sports development

Street lighting

Cycle lanes

parks maintenance

Walk to school initiative

Dance classes

Park pitches

Prophylactic drugs

Low cost

High cost

Food labelling

GP care

Drug treatment

Low impact on underlying problem

Ambulance service

Hospital treatment

Prevention

Leisure Futures



NICE guidelines

Behavioural Change: individual approaches

Sample of shared learning – West Belfast Partnership
Board – Healthy Hearts

Public Health outcomes framework

Commissioning Process

DCMS

Sport England

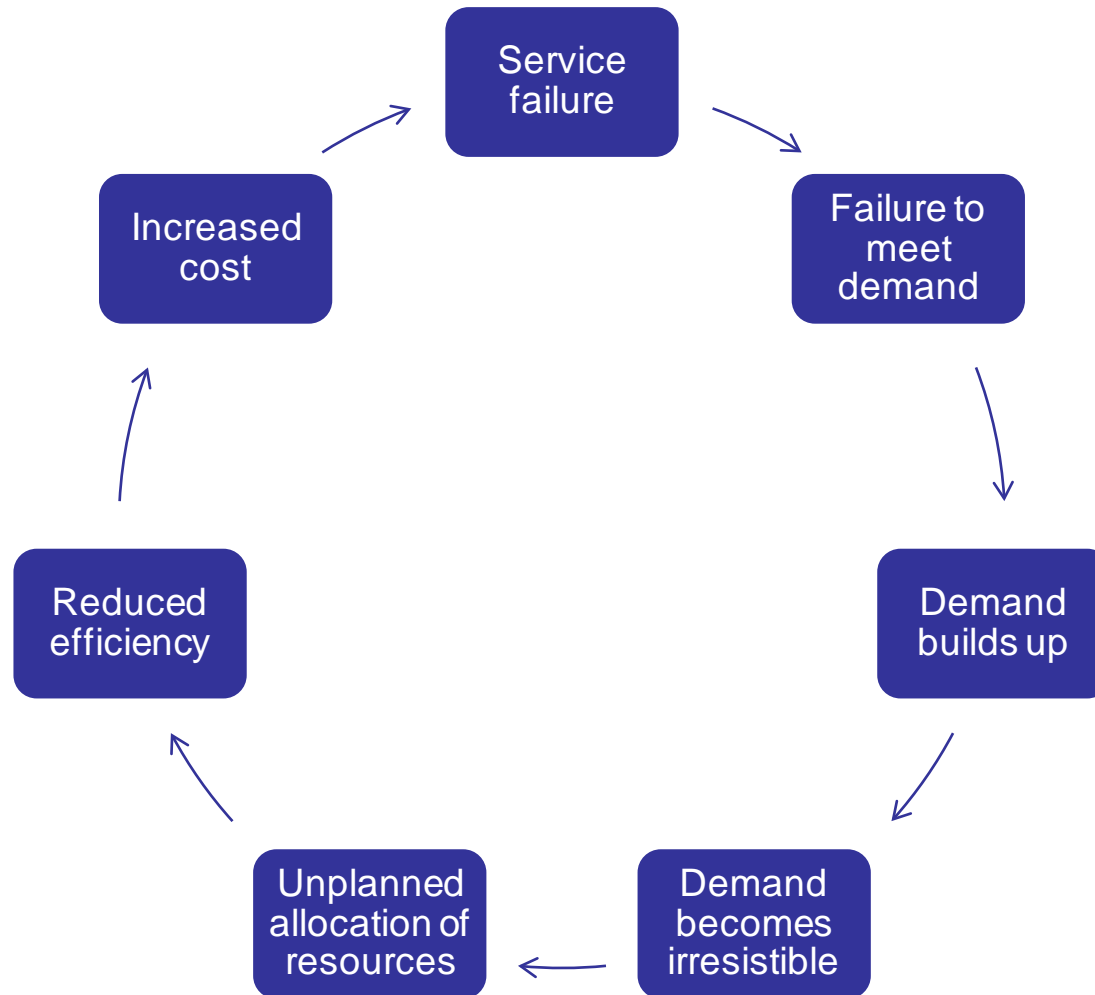


Leisure Futures

So why do policy makers ring fence reactive budgets and cut preventative budgets?

- Reactive failure far more noticeable than preventative failure
- The more preventative work is cut, the more likely reactive failure is, so the greater the pressure to ring fence (and ultimately increase) reactive budgets ...repeat and repeat again until we run out of money

Service failure and demand for reactive services: Cause and Effect



The challenge: funding transfers across sectors



- Revenue budgets squeezed in all sectors
- Therefore revenue budget transfers are only likely to be at the margins and precarious
- So is there a better approach?

Leisure Futures: An investment case



- Spending now to avoid higher expenditure in the future
- Within a council we know it as 'invest to save'
- Across sectors it may be called 'selling futures'
- Investment is a common commercial mechanism
- We pay people to mend our roof so we don't have to fork out for a new one in the future
- So could the NHS pay councils to get people into healthier lifestyles now to avoid the costs of dealing with their strokes and heart attacks in the future
- Well they already pay out for statins with the same aim

Leisure Futures: Building an investment case



As with any venture the investor needs reassurance that the proposal is robust

A robust business case:-

- Strategic case
 - Social policy element
- Commercial case
 - Why the target group will choose to use the service
- Financial case
 - What the return will be and when it will come
- Legal case
 - Is it lawful?
- Operational case
 - Do we have the right facilities and expertise etc?

Leisure Futures - discussion



Are you, as local authority providers, clear where your strategic priorities are?

1. Do you go down the commercial route and focus on people who will buy your service anyway?

2. Do you do this at the cost of your social policy?

3. Social Policy only?

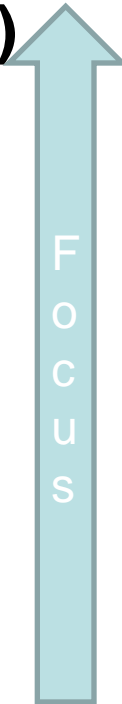
4. Both?

Segmenting demand for local authority leisure



Individual (commercial)

- Active fit
- Inactive still fit
- Inactive no longer fit
- Inactive morbidly unfit



Society (Social Policy)

- Inactive morbidly unfit
- Inactive no longer fit
- Inactive fit
- Active fit

Where is your focus?

Leisure Futures - discussion



Do we prepare our investment case effectively as a sector?

If Yes – how?

If No – why not?

How can we improve?

Leisure Futures - discussion



Do we know what the NHS is likely to see as an investment opportunity?

Is this something LA's could provide?

Are we clear who are our target users?

Do we have the evidence base to target those potential users/participants?

Do we know where and how they would want to engage in physical activity?

Leisure Futures - discussion



What are the barriers to people using leisure centres?

Is it price? Is a subsidised version of the commercial offer enough?

What sort of investment would the NHS be prepared to make?

What would be the pay back period?

What evidence do they require?

What ongoing evidence do we need to secure investment for the long term?

Leisure Futures - discussion



If we don't have robust evidence and joined up strategic vision will we be able to secure long term investment from elsewhere?

How can we go beyond project funding?

How can we persuade NHS to transfer serious funding into preventative measures in sport and leisure?

Next steps?

**CLOSE TO THE
CUSTOMER**



**INFORMATION
TECHNOLOGY**



**HEALTH
AGENDA
AT THE HEART**



**ONGOING EFFECTIVE
TEAM BUILDING**

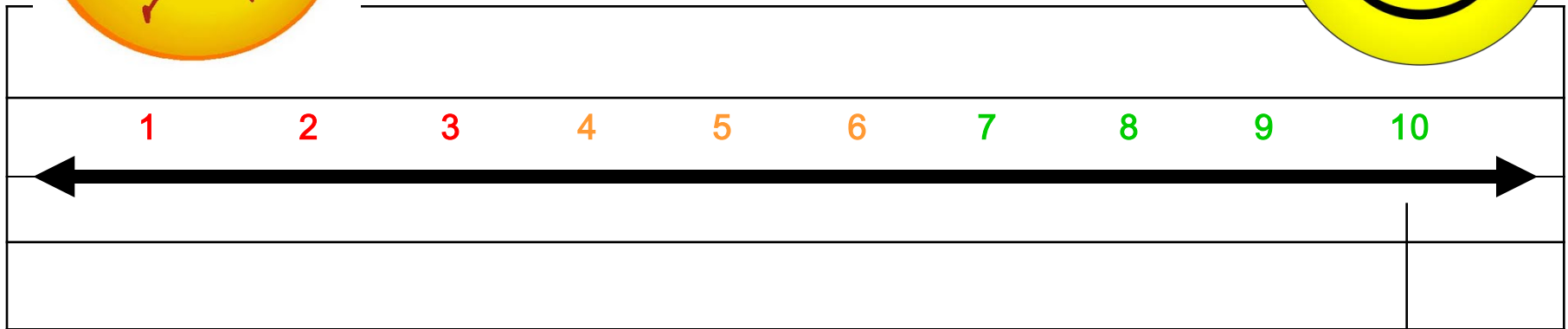
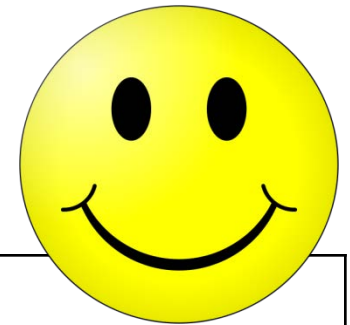


COLLABORATION



Working with the ruler – personalisation

Where is my Customer?



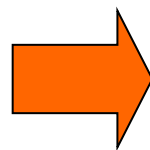
Sustainable income stream
High level customer satisfaction



GP Surgery Bookings



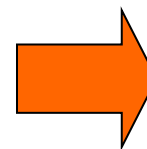
Bookings and GP referral



Customer contact bar



Customer Contact Bar



Leisure Card/CRM



Customer Information

Staff Structure



Leisure Futures – next steps



Is there any mileage in undertaking further detailed research on this?

Health and Physical Activity Working group supported by APSE?

Small charge to members to cover costs?

Leisure Futures – next steps



Working Group - Suggestions

1. Gain an understanding of what would make the NHS invest serious finance into physical activity prevention, whether that be Public health, CCG's, Hospital Trusts etc.
2. Identify clear social policy outcomes from LA's – publish policy paper
3. Learning from what is already successful – Collating examples of work already undertaken, bringing together an overview of activities and their current impact across UK
4. Prepare an investment case, as agreed by the working group

Leisure Futures – next steps



Andy Mudd
Head of APSE Solutions
amudd@apse.org.uk
0161 772 1810

Sue Finnigan
APSE Solutions
Associate
sf@rockfr.co.uk
07976 126502