

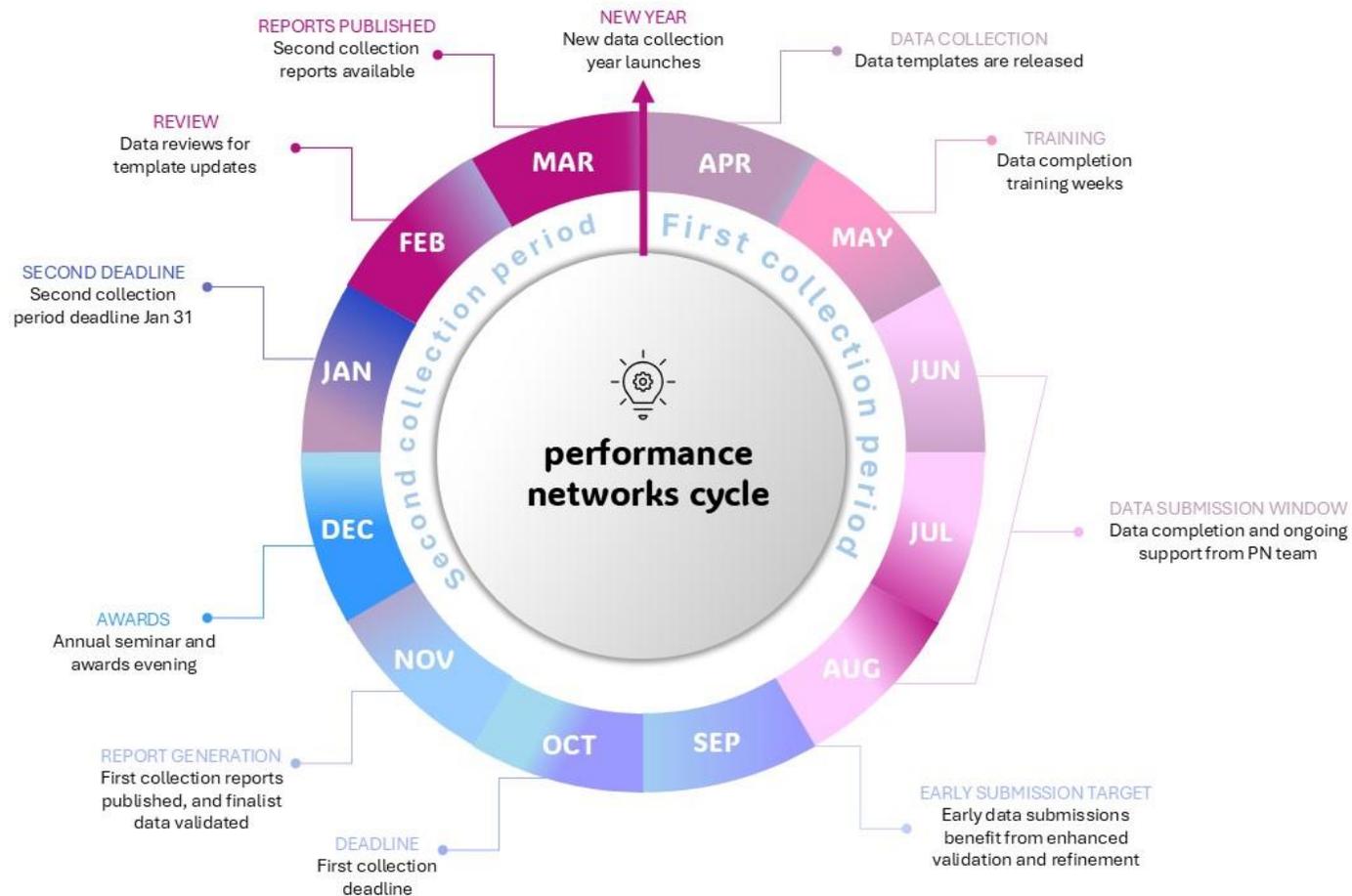
Using data to enhance performance and operational efficiency

Debbie Johns | APSE Head of Performance Networks





Performance Networks Membership Cycle





Types of reports

Family group comparison

Sports and leisure facility management performance indicator standings 2023/24

Name of authority	Sample authority									
PIN/name of facility	Sample Facility Name									
Family group	A3c									
Type of service/type of facility	A3 Wet and dry, large facilities									
Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Previous year score	High/Low/Neutral
Key performance indicators										
PI 02a - Subsidy per visit excluding central / corporate charges (includes non participatory usage but excludes free school use)	17	£4.27	£0.90	£-0.96	£0.21	8	£-0.02	2	£0.34	L
PI 02b - Subsidy per visit excluding central / corporate charges (excludes non participatory usage and excludes free school use)	17	£4.27	£0.96	£-0.96	£0.25	8	£-0.02	2	£0.38	L
PI 11a - Subsidy per visit excluding central / corporate charges (includes non participatory usage and includes free school use)	17	£4.27	£0.84	£-0.93	£0.21	8	£-0.02	2	£0.33	L
PI 11b - Subsidy per visit excluding central / corporate charges (excludes non participatory usage but includes free school use)	17	£4.27	£0.89	£-0.93	£0.24	8	£-0.02	2	£0.38	L
PI 03 - Operational recovery ratio (excluding central / corporate charges)	18	147.64%	88.31%	54.15%	91.63%	9	102.74%	2	87.59%	H
PI 04 - Customer spend per head	18	£29.54	£5.19	£2.33	£2.34	17	£5.19	4	£2.38	H
PI 06 - Subsidy per opening hour (excluding central / corporate charges)	15	£173.94	£42.03	£-94.82	£49.57	9	£-17.02	3	£68.53	L
PI 20b - APSE Customer satisfaction	4	90.44%	86.28%	79.84%	90.44%	1	-	-	-	H
PI 50 - Customer satisfaction surveys	6	91.00%	86.17%	79.84%	90.44%	2	-	-	84.00%	H
PI 31 - Usage per opening hour	18	238.40	115.03	40.68	231.98	2	155.90	1	203.18	H
PI 41 - Management fee per visit (includes non participatory usage but excludes free school use)	-	-	-	-	-	-	-	-	-	L
PI 45 - Net Promoter Score	9	9.00	8.30	7.89	8.00	7	8.60	3	8.00	H
Other cost performance indicators										
PI 07 - Staff costs per admission	18	£9.15	£3.12	£1.35	£1.47	2	£1.87	1	£1.47	L
PI 13 - Net cost per head of population (excluding central / corporate charges)	18	£9.96	£0.91	£-10.61	£0.74	11	£-0.34	3	£1.03	L
PI 14 - Net cost per household within catchment area (excluding central / corporate charges)	17	£63.12	£11.21	£-4.98	£3.52	10	£-0.04	3	£4.48	L
PI 08 - Staff costs as a percentage of earned income	18	133.35%	72.04%	30.96%	62.68%	9	55.02%	2	61.66%	L
PI 09 - Staff costs as a percentage of total expenditure	18	79.47%	57.64%	44.25%	57.43%	-	-	-	54.01%	N

Notes:

- a. The facility will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.
- b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.



Case study report 2025

Best and most improved performer award finalists and winners





Types of reports

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Sports and leisure facility management performance at a glance

Sample Council - A3c

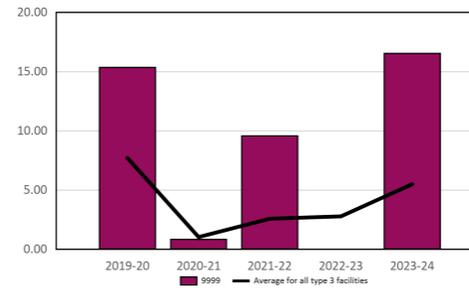
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Sample Facility

These pages show your authority's performance for each performance indicator against the 2023/24 average performance of your family group. Whether your result has improved or not from 2022/23 is also shown. Icons are used to display this information and the idea of this report is that authorities can see 'at a glance' where improvements may need to be made. Where the box is blank, this indicates that there is no authority score available for this performance indicator or that there were less than three participants in this PI, meaning we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

Key performance indicators	Performance in 2023/24	Improved since 2022/23 ^a
PI 02a Subsidy per visit excluding central / corporate charges (includes non participatory usage but excludes free school use)	●	▲
PI 02b Subsidy per visit excluding central / corporate charges (excludes non participatory usage and excludes free school use)	●	▲
PI 11a Subsidy per visit excluding central / corporate charges (includes non participatory usage and includes free school use)	●	▲
PI 11b Subsidy per visit excluding central / corporate charges (excludes non participatory usage but includes free school use)	●	▲
PI 03 Operational recovery ratio (excluding central / corporate charges)	●	▲
PI 04 Customer spend per head	◆	▬
PI 06 Subsidy per opening hour (excluding central / corporate charges)	▲	▲
PI 20b APSE Customer satisfaction	●	
PI 50 Customer satisfaction surveys	●	▲
PI 31 Usage per opening hour	●	▲
PI 45 Net Promoter Score	▲	▬
Other cost performance indicators		
PI 07 Staff costs per admission	●	▲
PI 13 Net cost per head of population (excluding central / corporate charges)	●	▲
PI 14 Net cost per household within catchment area (excluding central / corporate charges)	●	▲
PI 08 Staff costs as a percentage of earned income	●	▬
PI 21 Customer spend per visit (including all catering income)	◆	▬
PI 24 Secondary spend per user (catering income included)	◆	▲
PI 23 Secondary spend as a percentage of total income (including all catering income)	▲	▲
PI 25 Catering income as a percentage of catering costs	●	▲
Other usage performance indicators		
PI 29 Usage per household within catchment area	●	
Energy performance indicators		

PI 29 Usage per household within catchment area



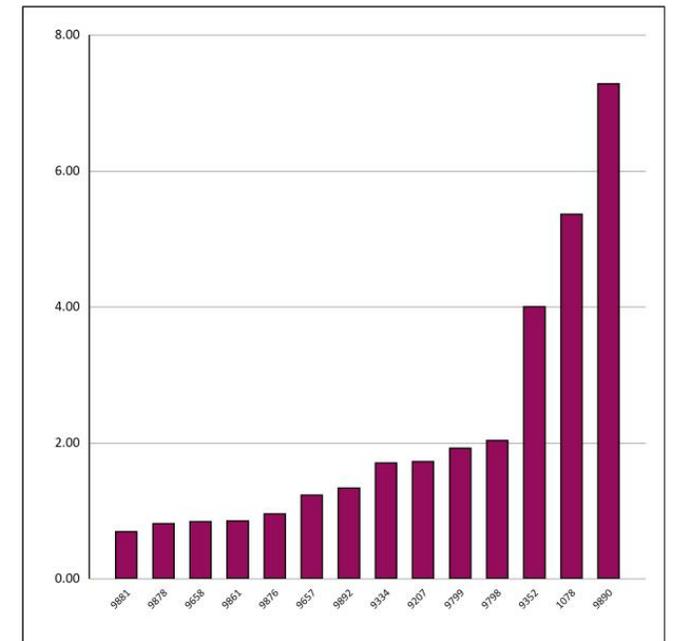
This performance indicator measures total facility usage including free school use divided by the number of households within the catchment area.

The results will be abnormal in 2020-21 due to the Covid-19 pandemic and the closure of leisure centres during this year.

07a Electricity consumption per facility user

Family group A2abc

	Total facility usage	Total electricity consumption (kwh)	Electricity consumption (kwh) per facility user
Average	125,275	240,194	2.20
Lowest	17,556	39,883	0.70
Highest	280,023	723,940	7.29



Source data

[CANEC] / ([TFAUZ] - [TFAUEX] + [TFAUNI])

Acceptable parameters: >0.3 and <10



New Interactive reports

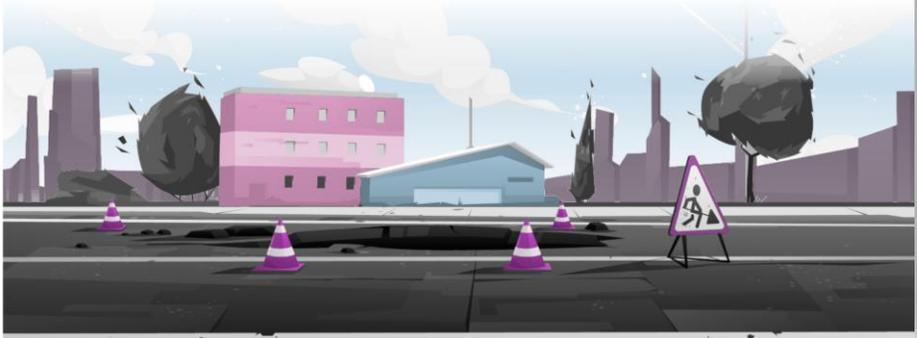
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Refuse Collection Services Insight Report



apse performance networks

Roads and Highways Insight Report



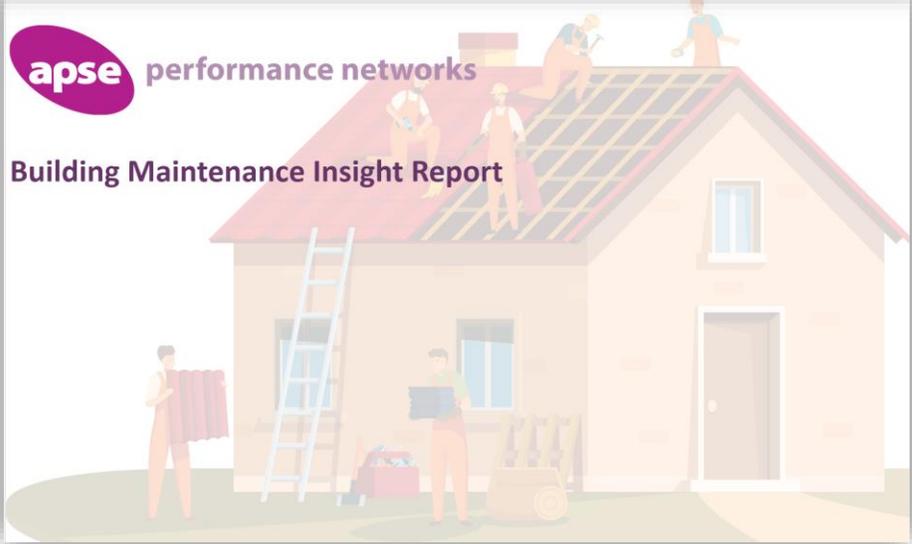
apse performance networks

Building Cleaning Insight Report



apse performance networks

Building Maintenance Insight Report





New Interactive report – filter pages



Filters and Slicers



PIN selection ▼

All ▼

Property Types ▼

All ▼

Population

22920

1142494

Households

10500

423456

Service provider is ▼

All ▼

Predominant method of domestic collections (not recycling) ▼

All ▼

FamilyGroup ▼

All ▼

Is the refuse service part of a street scene / town care operation

Select all No Yes

Which best describes your authority? Waste collection authority, waste disposal authority or both.

Select all

Both

Collection authority

Do you offer any staff favourable working hours (e.g. task & finish)

Select all N/A No Yes

Do you operate a zonal round system

Select all N/A No Yes

Does the service include collection of both domestic and non domestic (trade) waste collection

Select all No Yes



New Interactive report - content



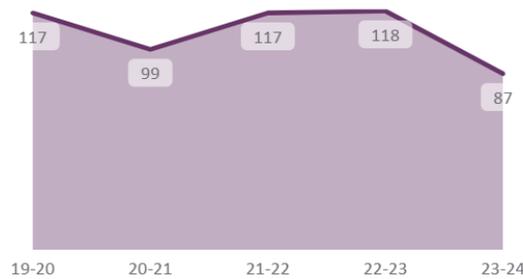
Focus on Education Campaigns

- Navigation Page
- Staff Absence
- Workforce Composition
- Kerbside Recycling
- Trade Recycling
- WEEE
- Education Campaigns**

PIN selection Go to filters ▼

All ▼

Total number Local of campaigns by financial year

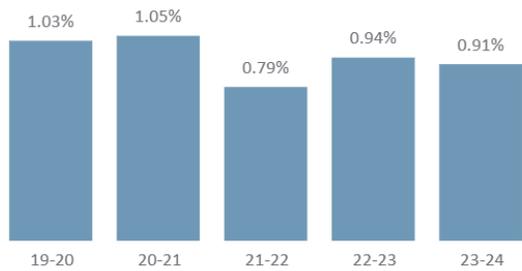


538
Number of Local Campaigns

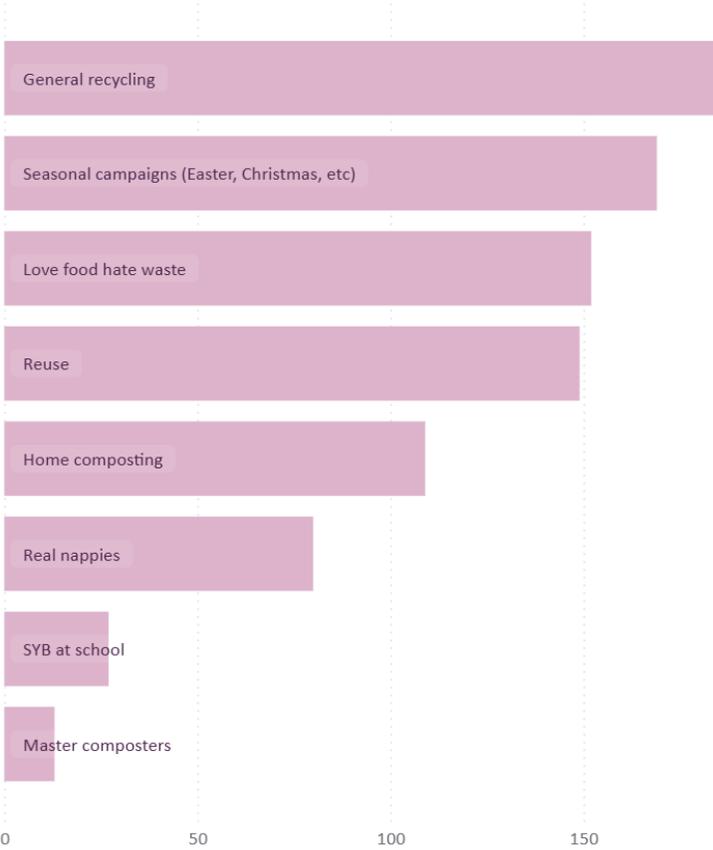
Type of Local Campaign Word Cloud



Average percentage of waste budget spend on education



Number of authorities that ran each National Campaign



Recruitment and Retention - Apprenticeships

Report Navigation

Number of posts

Vacancies

Workforce Profile

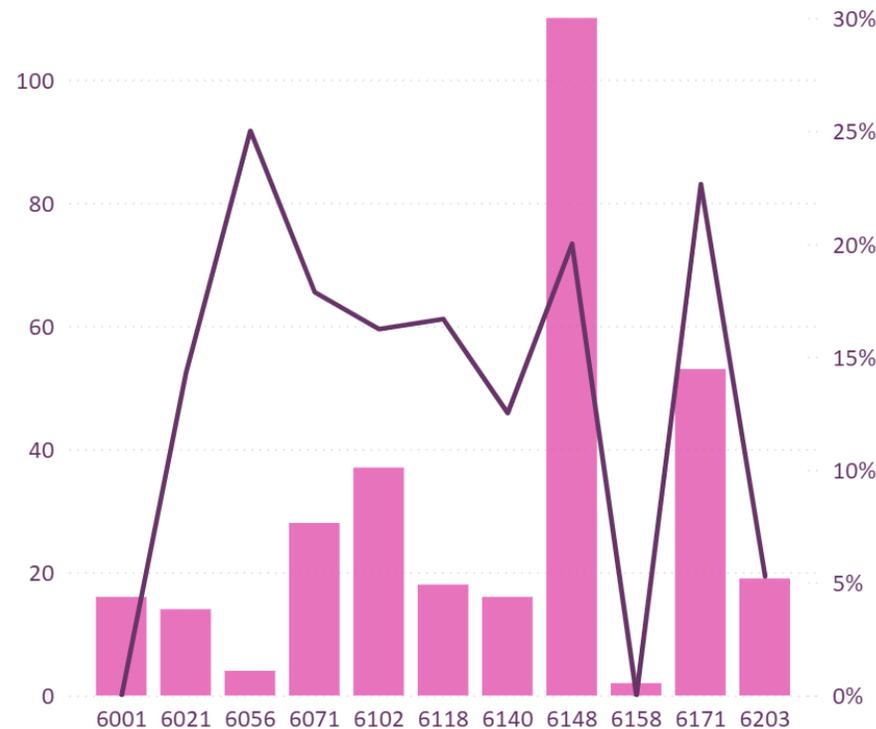
Apprenticeships

Retirement

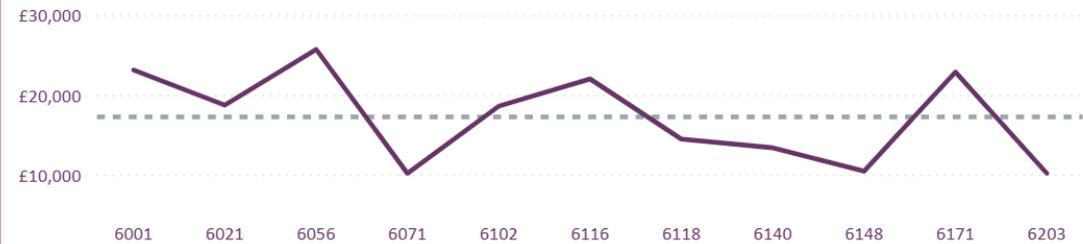
Pay Rates

Percentage of Apprenticeships which were fully completed by the apprentice

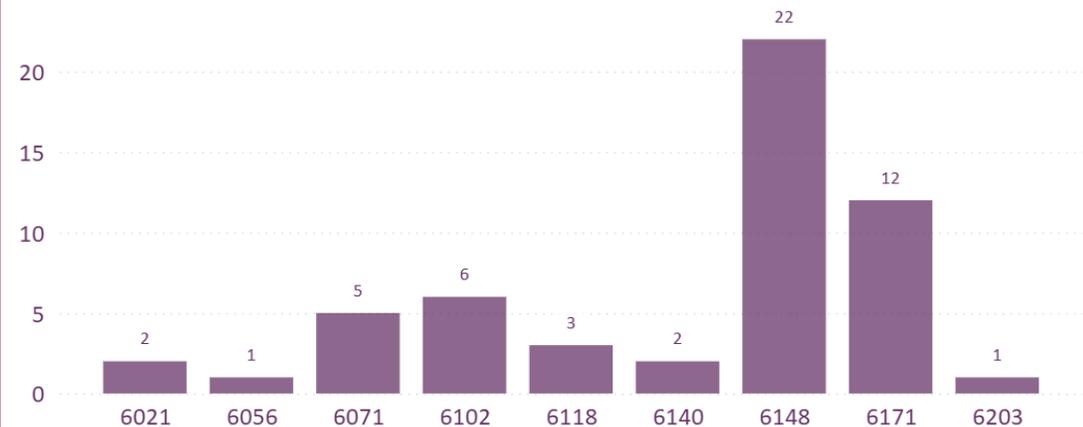
● Number of actual posts (apprentices/ trainees) ● % completed



Average starting salary for Apprentices



Number of Apprenticeships which resulted in recruitment into the Building Maintenance service during the year

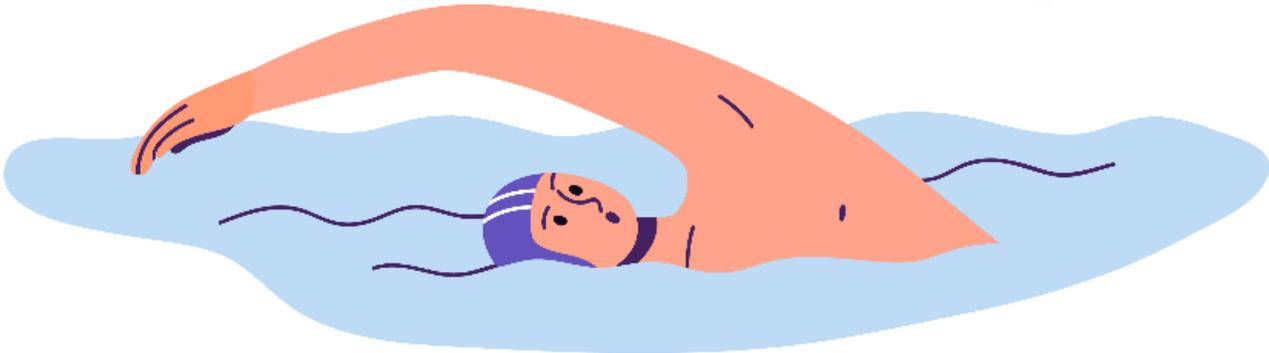




Collaborations and partnerships

Usage

Finance

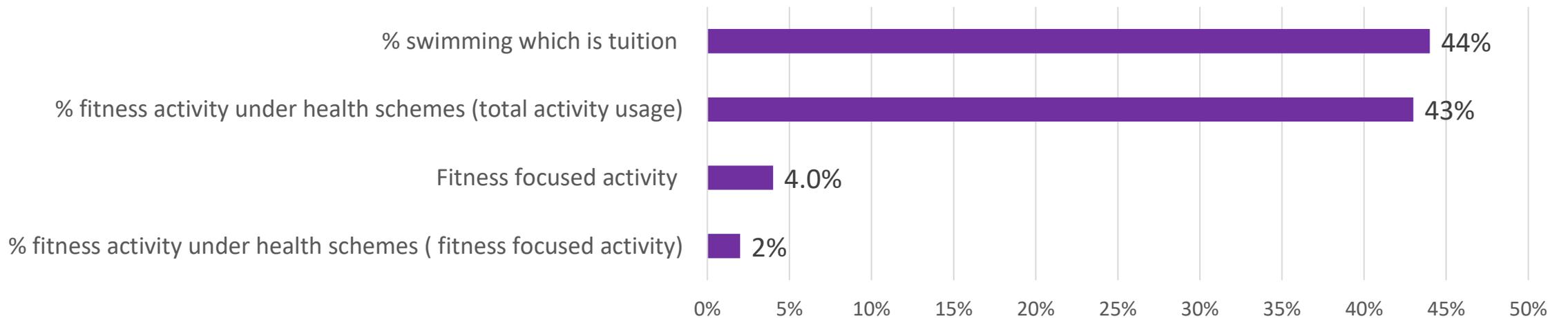




The changing face of leisure

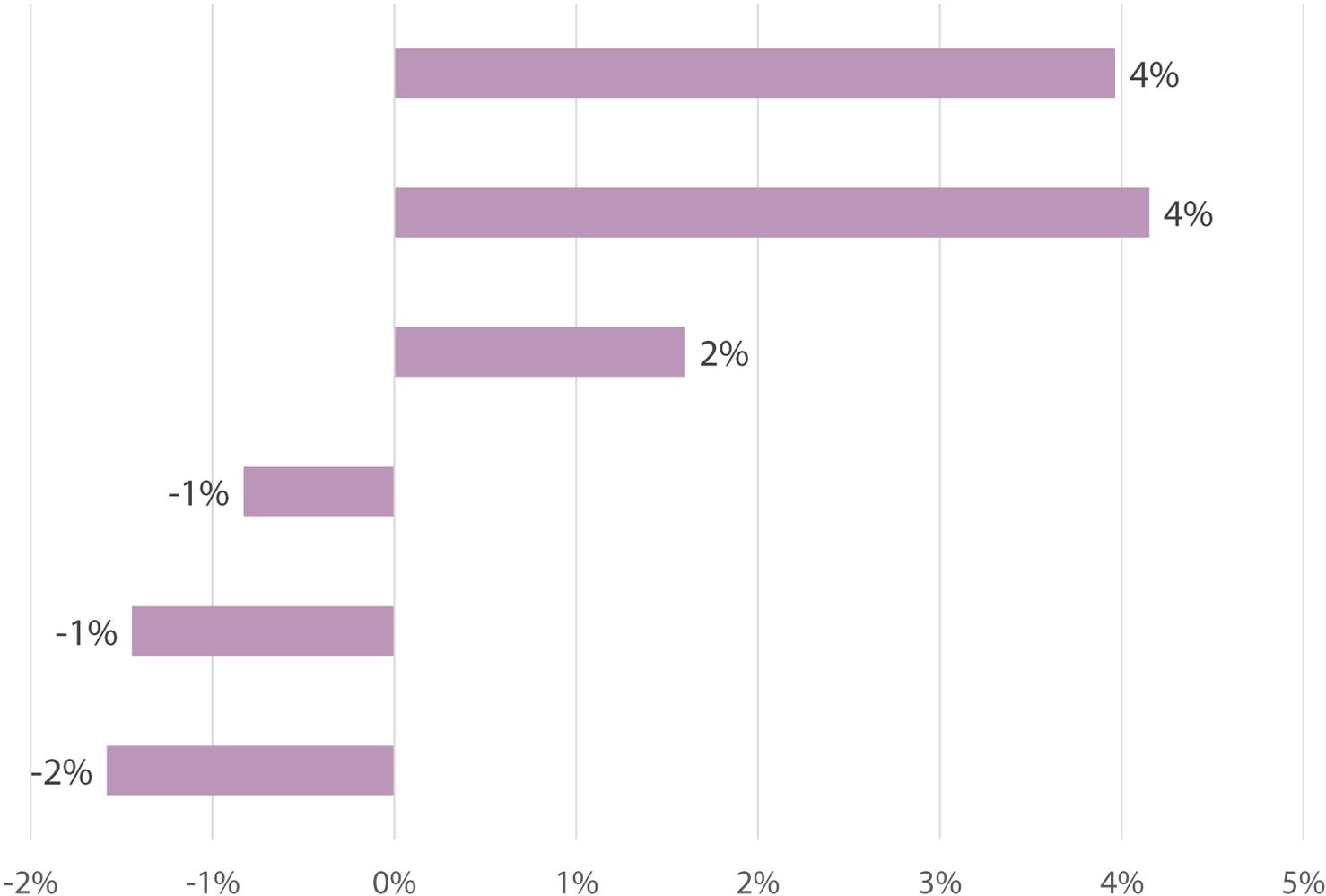


	22-23	23-24	24-25
Expenditure increase			4.39%
Energy cost	£246,411	£242,964	£184,596
Usage	315,833	346,993	347,931
Income	£1,109,479	£1,297,409	£1,364,336
Opening hours	4,745	4,773	4,747
Staffing hours	40,304	40,020	37,744





Front line staff numbers



Building maintenance

Street cleansing

Refuse collection

Parks

Sports and leisure

Building cleaning





Recruitment and retention

	% vacancies	% filled	% stayed beyond probation, induction and training	% stayed at least 12 weeks	% leavers
Parks	13%	*90%	95%		7%
Refuse drivers	9%	79%			
Refuse loaders	9%	87%			
Street cleansing	7%	70%	96%		9%
Cemetery and crematorium	7%	71%	83%		6%
Leisure recreation assistants	29%	82%	83%		
Building cleaning	9%			82%	15%
Building maintenance	8%	61%	43%		

*from those advertised





Environmental sustainability

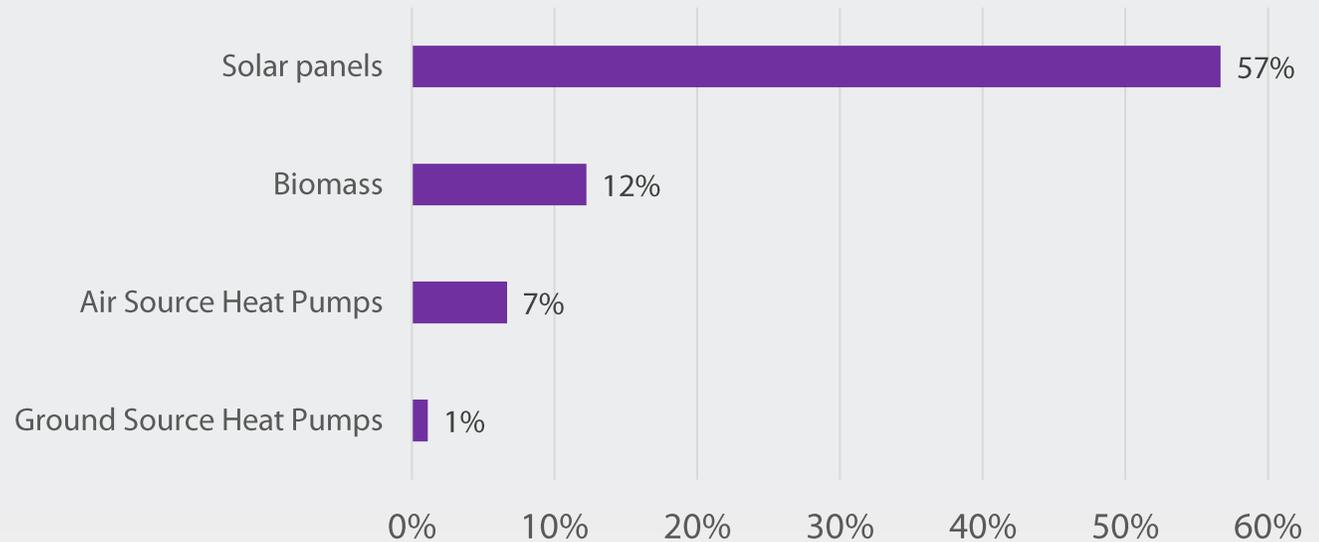
68% use renewable energy sources



54% cover swimming pools at night

25% use 'Heat recycling pump' technology

Sports and leisure renewable energy sources





The Transition from Print to Online

THIS IS A DRAFT FORM. THIS IS A DRAFT FORM.

Sports and leisure facility management customer satisfaction survey

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects. For each question please place a X in the box that best represents what you think, if the question is applicable.

Please answer 'Not applicable' if the site does not contain these facilities or if the question asked is not relevant to you.

Staff and information	Not applicable	Excellent	Good	Acceptable	Poor	Very poor
Friendliness of staff	<input type="checkbox"/>					
Helpfulness of staff	<input type="checkbox"/>					
Knowledge of staff	<input type="checkbox"/>					
Information provided	<input type="checkbox"/>					
Prices clearly displayed	<input type="checkbox"/>					

Public Realm (Parks and Streets) customer satisfaction survey

For each question please place a cross X within the box that best represents what you think.

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects

Please answer 'Not applicable' if you have not had any direct experience of any of the questions asked; or if the site(s) that you use do not contain these amenities.

	Not applicable	Excellent	Good	Acceptable	Poor	Very poor
Satisfaction with clearing street litter & detritus	<input type="checkbox"/>					
Satisfaction with clearing footway litter, detritus & dog fouling	<input type="checkbox"/>					

Education catering services customer satisfaction survey

For each question please place a cross X within the box that best represents what you think.

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects

Please answer 'Not applicable' if you have not had any direct experience of any of the questions asked.

Staff and relations	Not applicable	Excellent	Good	Satisfactory	Poor	Very Poor
Responsiveness of on-site catering staff	<input type="checkbox"/>					
Access to c: site manager to resolve issues	<input type="checkbox"/>					
Care shown by catering staff to pupils	<input type="checkbox"/>					

Building cleaning services customer satisfaction survey

How do you think that we are doing?

Please tell us how you think we are performing with regard to each of the following aspects. For each question please place a X within the box that best represents what you think, if the question is applicable.

Please answer 'Not applicable' if the question asked is not relevant to you.

Staff and relations	Not applicable	Excellent	Good	Satisfactory	Poor	Very Poor
Good understanding of customer requirements	<input type="checkbox"/>					
Cleaning service provider communications	<input type="checkbox"/>					
Responsiveness of cleaning service provider	<input type="checkbox"/>					
Satisfactory resolution of problems	<input type="checkbox"/>					
Efficiency of cleaning staff	<input type="checkbox"/>					

Social Media Real Time Access E-version KPI's Comparative Reports

Enjoyment of the activity	<input type="checkbox"/>					
Value for money from the activity	<input type="checkbox"/>					
Catering / vending value for money	<input type="checkbox"/>					
Procedures						
The facility queuing system / time	<input type="checkbox"/>					
Speed and efficiency of booking system	<input type="checkbox"/>					
Satisfaction with street lighting	<input type="checkbox"/>					
Satisfaction with gully (road drain) emptying	<input type="checkbox"/>					
Overall satisfaction with the standards of road maintenance that you experience in your local authority area	<input type="checkbox"/>					
Service development						
Value for money of the lunchtime service	<input type="checkbox"/>					
Maximising free meal uptake	<input type="checkbox"/>					
Maximising paid meal uptake	<input type="checkbox"/>					
Addressing environmental considerations	<input type="checkbox"/>					
Promotion of the school meal service	<input type="checkbox"/>					
Invoicing *						
Invoicing process for cleaning services	<input type="checkbox"/>					
* not included in performance score						





New Interactive report

Sports and Leisure Customer Satisfaction Survey Report



- Staff and Information
- Facility Presentation
- Value for Money
- Procedures
- Overall and NPS

Leisure Facility

Select all	Facility 1	Facility 2	Facility 3	Facility 4	Facility 5	Facility 6
------------	------------	------------	------------	------------	------------	------------

804
Total number of respondents



New Interactive report

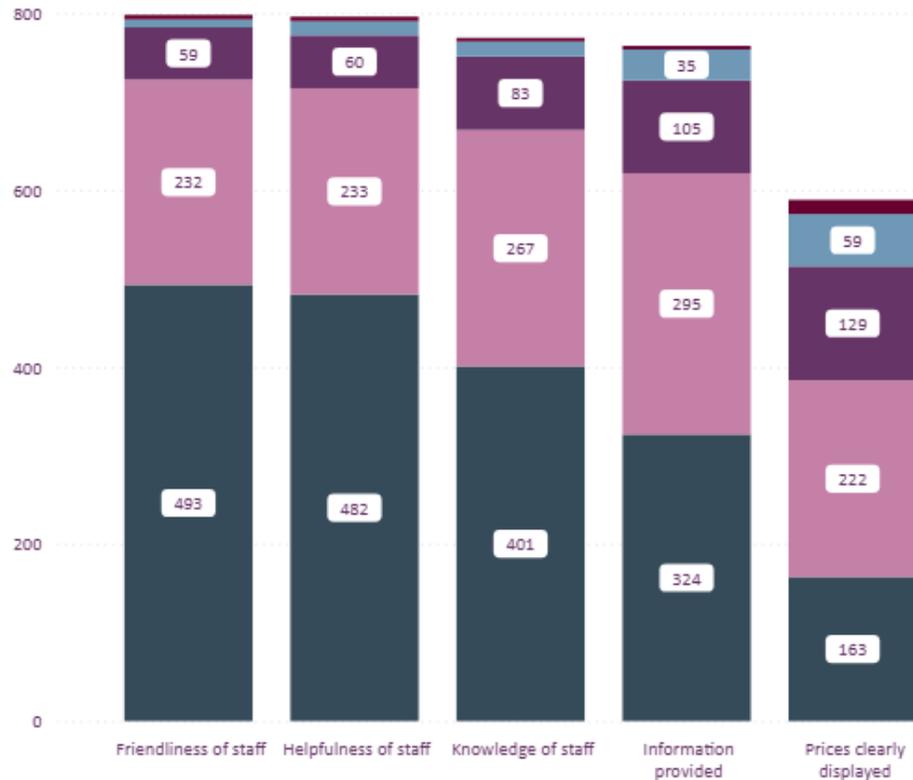
Staff and information



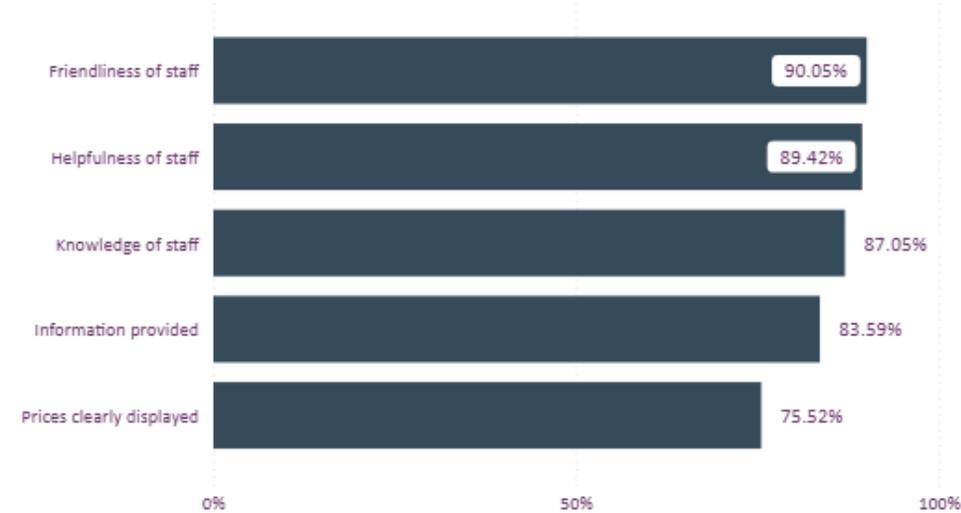
performance networks

Number of responses by question and answer

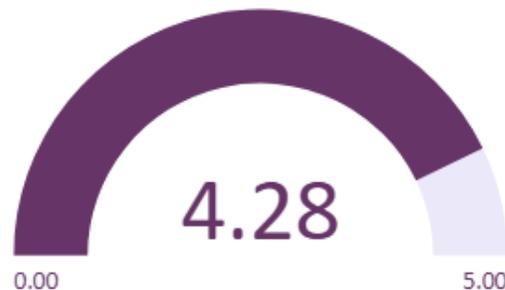
● Excellent ● Good ● Acceptable ● Poor ● Very Poor



Customer Satisfaction



Average Score



85.66%

Staff and Information Sectional Score

Scoring

Excellent - 5, Good - 4, Acceptable - 3, Poor - 2, Very poor - 1

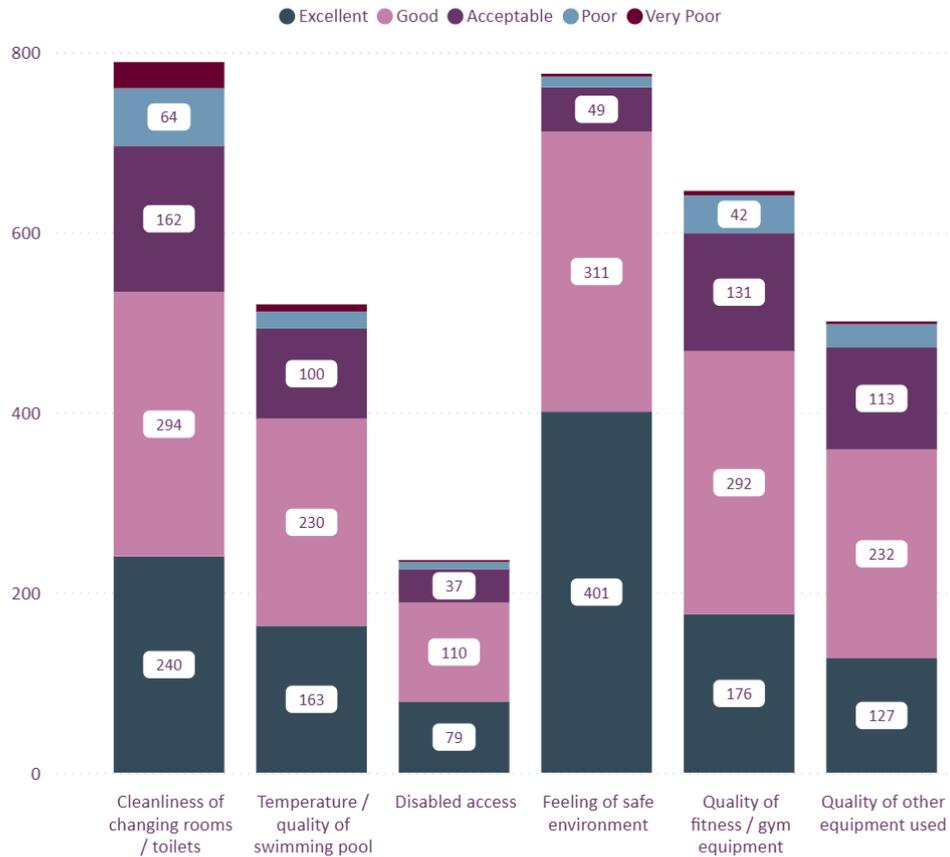


New Interactive report

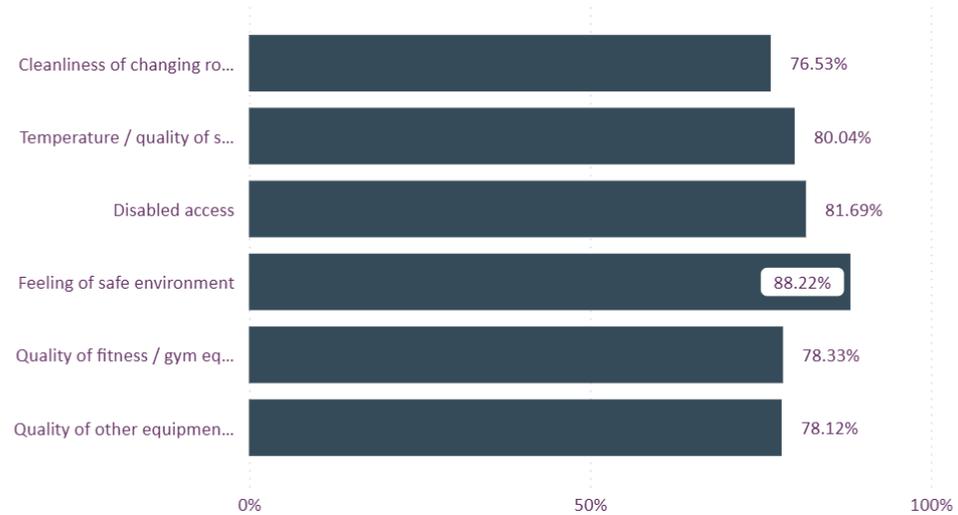
Facility Presentation



Number of responses by question and answer



Customer Satisfaction



Average Score



80.59%
Facility Presentation Sectional Score

Scoring

Excellent - 5, Good - 4, Acceptable - 3, Poor - 2, Very poor - 1



New Interactive report

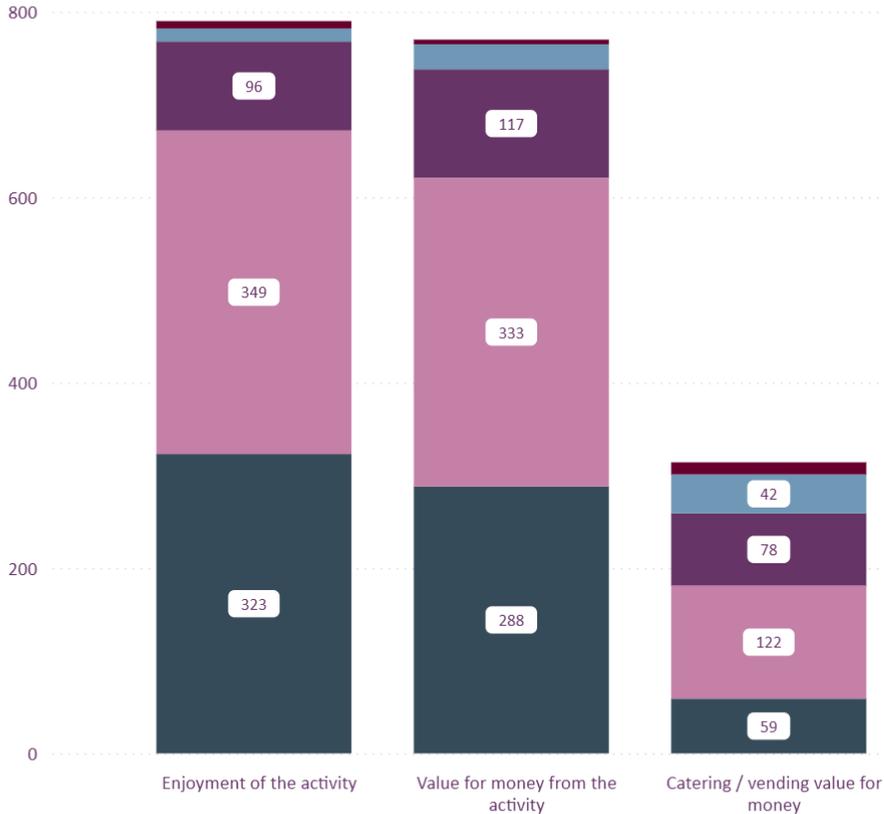
Value for Money



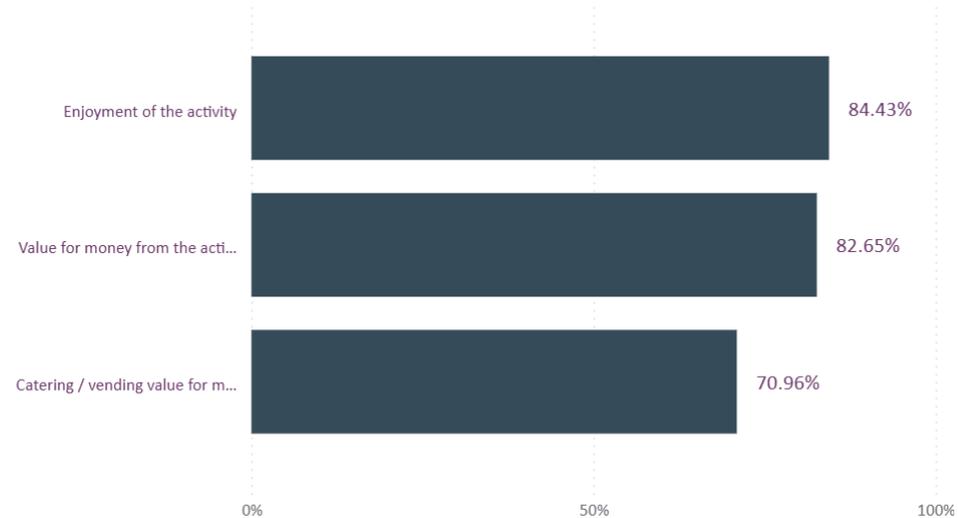
performance networks

Number of responses by question and answer

● Excellent ● Good ● Acceptable ● Poor ● Very Poor



Customer Satisfaction



Average Score



81.44%

Value For Money Sectional Score

Scoring

Excellent - 5, Good - 4, Acceptable - 3, Poor - 2, Very poor - 1



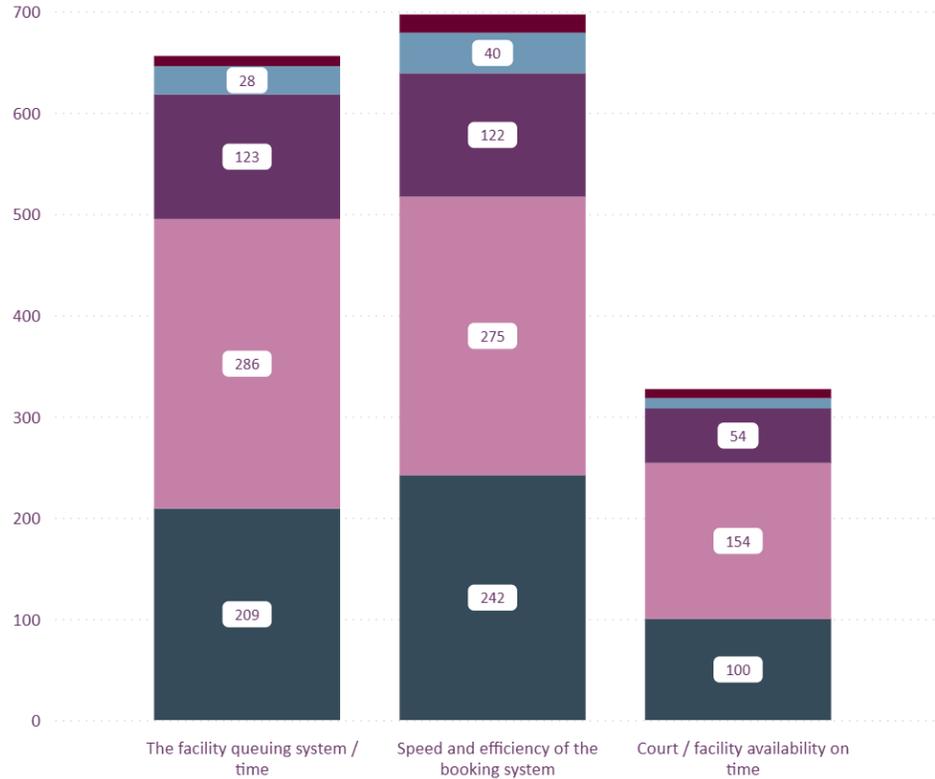
New Interactive report

Procedures



Number of responses by question and answer

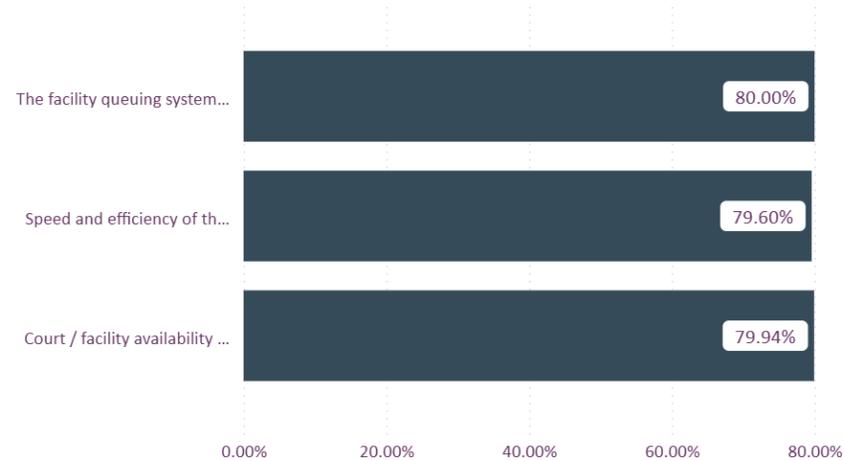
● Excellent ● Good ● Acceptable ● Poor ● Very Poor



Scoring

Excellent - 5, Good - 4, Acceptable - 3, Poor - 2, Very poor - 1

Customer Satisfaction



Average Score



79.82%

Procedures Sectional Score



New Interactive report

Overall Score and NPS

82.37%

PI 20b - APSE Customer Satisfaction

85.66%

Staff and Information Section Score

80.59%

Facility Presentation Sectional Score

81.44%

Value for Money Sectional Score

79.82%

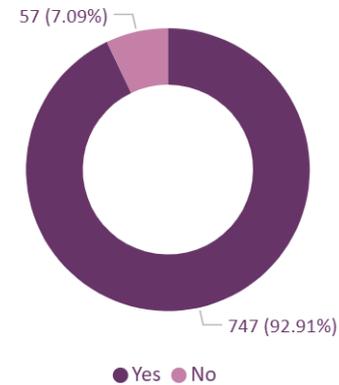
Procedures Sectional Score

Net Promoter Score

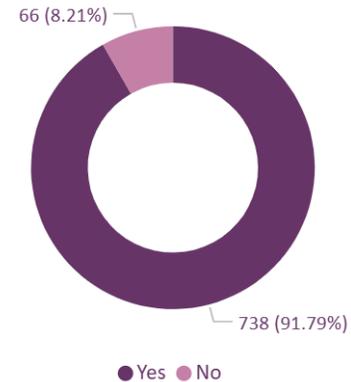
On a scale of 0 to 10 (where 0 = 'Not at all likely' and 10 = 'Extremely likely') how likely are you to recommend this facility to a friend, colleague or relative?



Overall satisfaction level with the leisure facility



Overall satisfaction level with value for money





Climate change module



Climate Change report



Climate Change

Authority filters

Authority hectareage

Authority population

Authority type

 Unitary Council Metropolitan Borough London Borough District Council

Data filters

Net zero target year

Coastal percentage

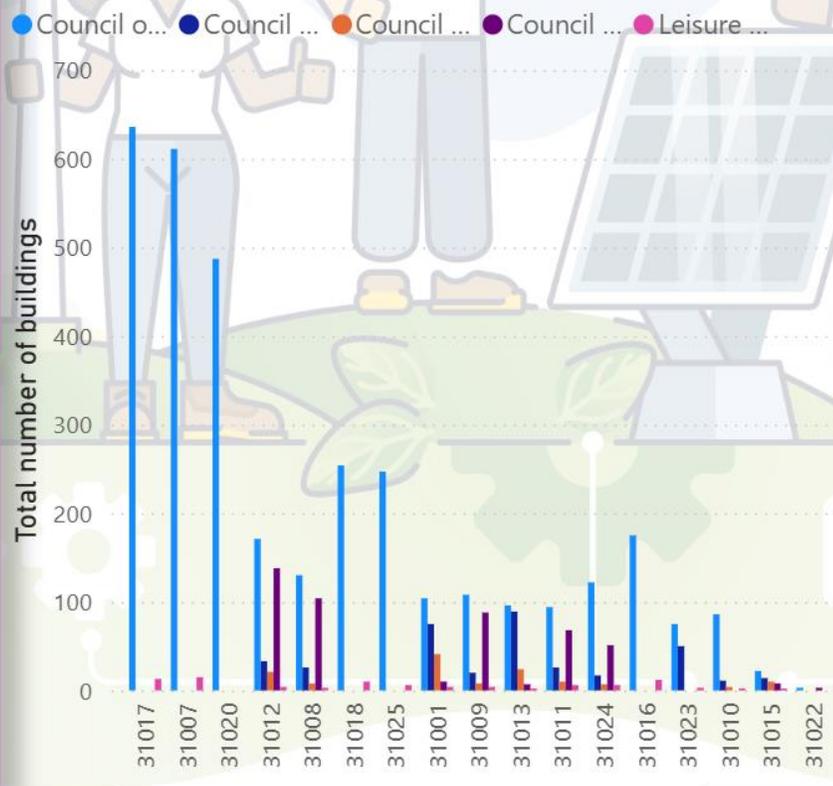
Climate Change

Council Buildings

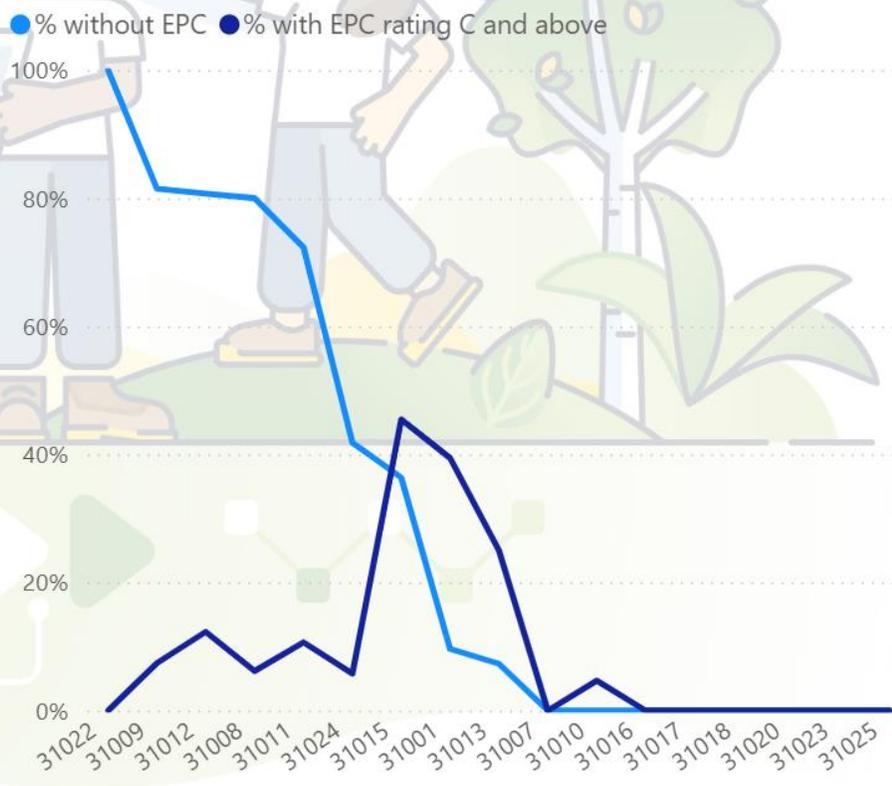
PIN	Council owned non-domestic buildings	Council owned non-domestic buildings with EPC	Council owned non-domestic buildings with EPC rating C or above
31001	104	75	4
31007	611	0	0
31008	130	26	0
31009	108	20	0
Total	3421	361	13

PIN	% of council owned non-domestic buildings with an EPC rating of C and above	% of council owned non-domestic buildings without an EPC
31001	39.42%	9.62%
31007	0.00%	0.00%
31008	6.15%	80.00%
31009	7.41%	81.48%
31010	4.65%	0.00%
31011	10.64%	72.34%
Total	3.89%	13.94%

Total number of buildings by type



% of council owned non-domestic buildings by EPC status



Climate Change

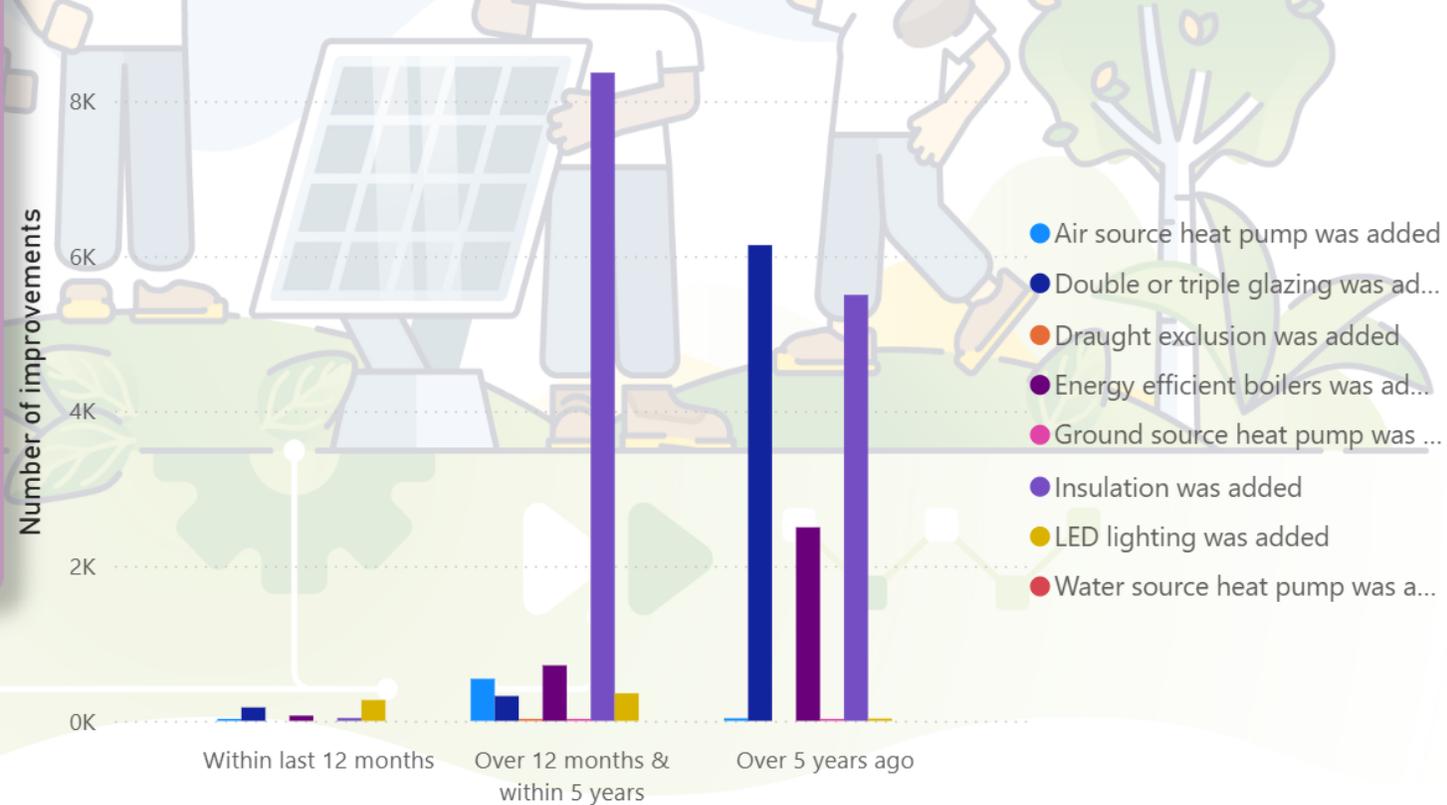
Energy efficiency (in whole building stock)

PIN selection ▼

All ▼

Energy efficient improvement	Within last 12 months	Over 12 months & within 5 years	Over 5 years ago	Total
Air source heat pump was added	25	543	33	601
Double or triple glazing was added	173	320	6141	6634
Draught exclusion was added	0	1	0	1
Energy efficient boilers was added	67	716	2498	3281
Ground source heat pump was added	0	1	12	13
Insulation was added	36	8366	5498	13900
LED lighting was added	269	355	29	653
Water source heat pump was added	0	0	0	0
Total	570	10302	14211	25083

Total energy efficiency improvements by period





apse

performance networks

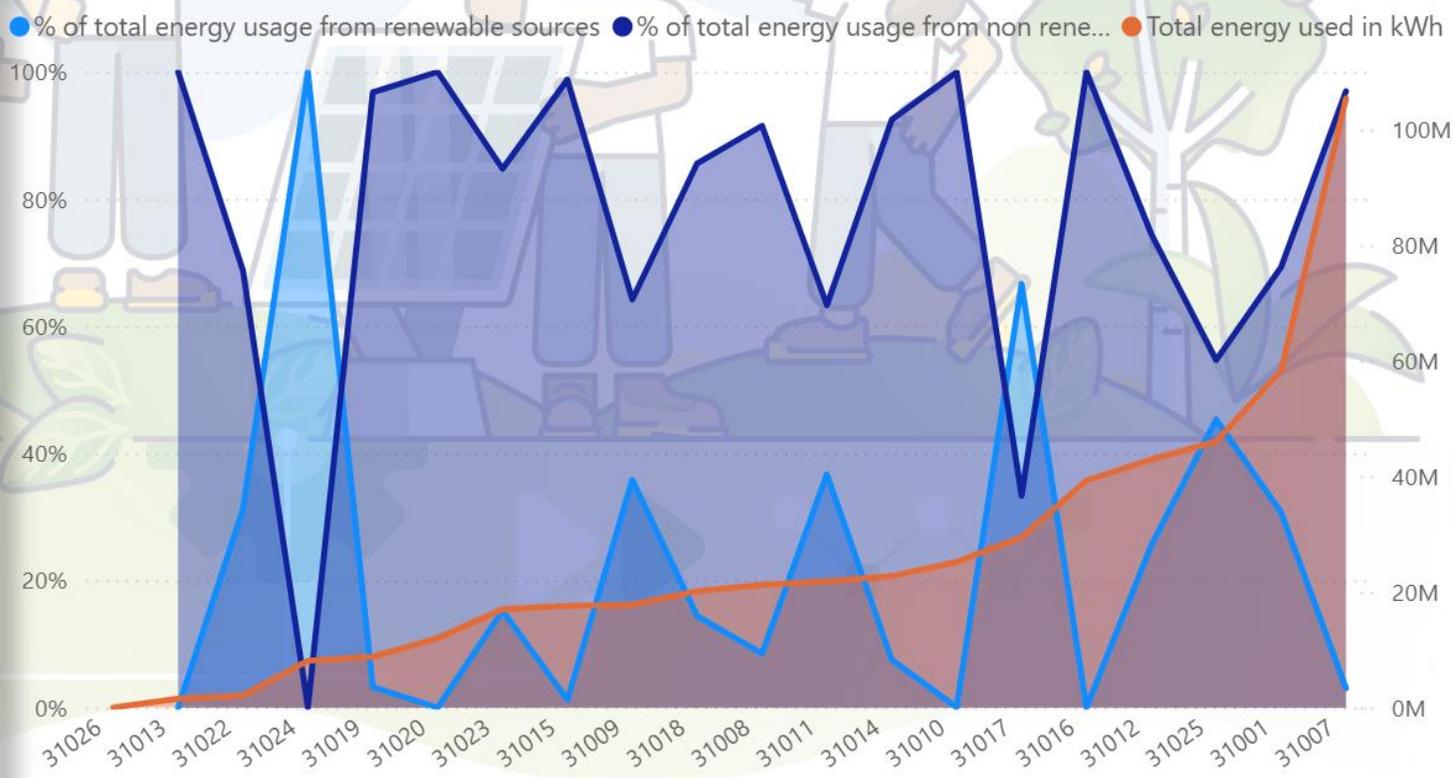
Climate Change

Renewable energy

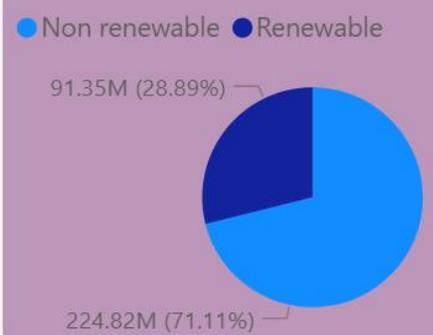
PIN selection

Renewable energy source	Electricity Exported	Electricity Used	Heat Exported	Heat Used
Biogas (all including CHP)	0	0	0	0
Biomass	0	657,240	0	4,000
Hydro	296,615	2,244	0	0
Landfill gas CHP	13,819,256	66,424	0	0
Other	0	0	0	0
Solar PV	12,153,335	9,678,273	0	0
Solar thermal	0	0	0	0
Wind	3,180,279	9,074	0	0
Total	29,449,485	10,413,256	0	4,000

% of energy used from renewable and non renewable sources



Energy purchased from external supplier by type



518M
Total energy usage in kWh



Local government re-organisation

Steering group
April 2025



Core PI set
Corporate measures
Neighbourhood measures
3 transition years
Aid transformation
Comparators



PN light edition
February 2026



performance networks

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NEW MUNICIPALISM

Delivering for local people and local economies

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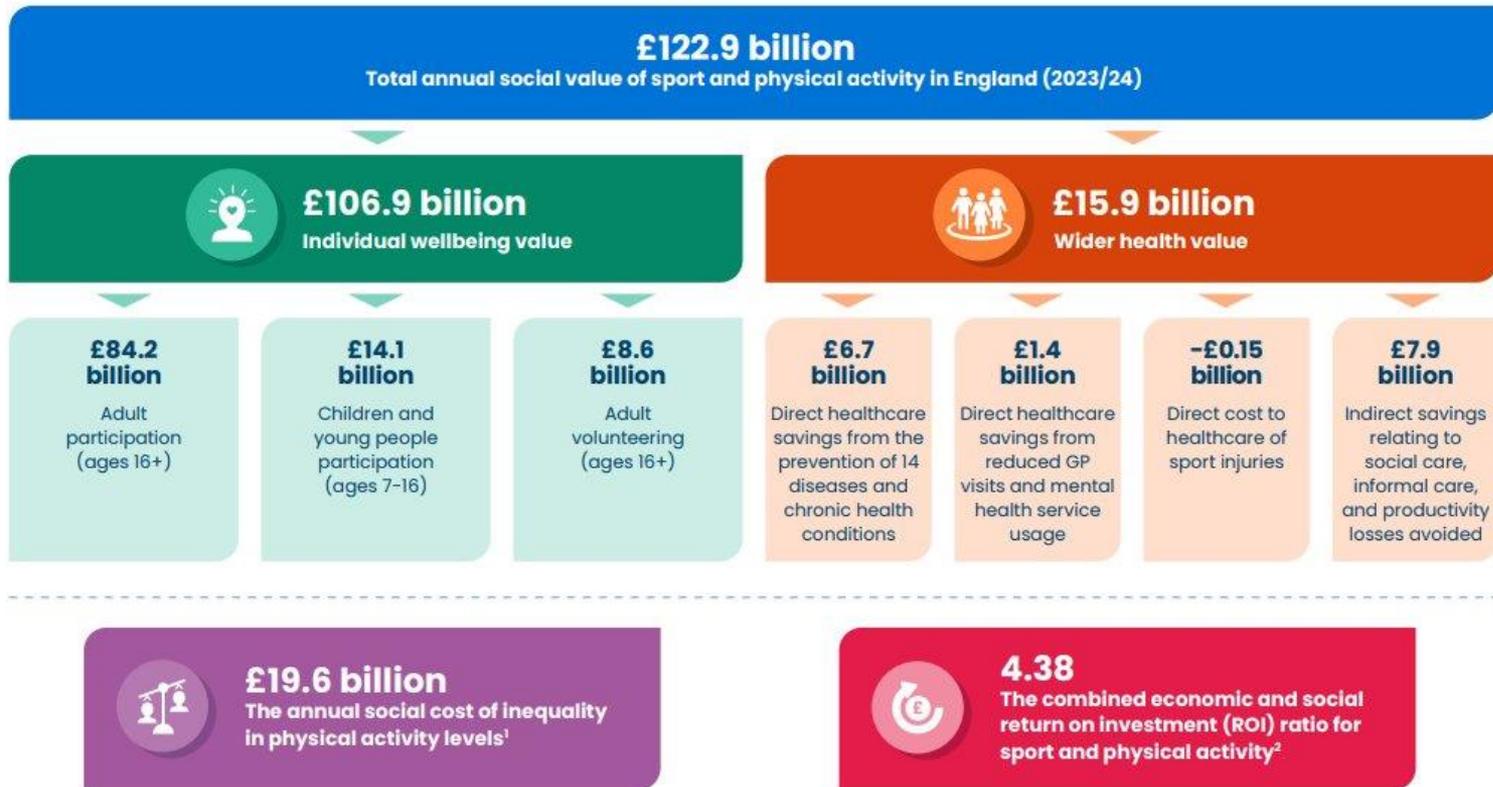


**SPORT
ENGLAND**

***Evidencing impact through
data and the return on
investment of sport and
physical activity***

Rowell Gordon
Development Manager

The social value of sport and physical activity in England



¹ This estimate uses wellbeing and wider health values for adults (16+) but only includes wellbeing values for children and young people (aged 11-16) due to limited evidence for wider health values in younger audiences.

² This calculation is based on the total economic and social value generated by sport and physical activity divided by the total investment it receives.

Social value calculator



SPORT ENGLAND

Social Value Calculator

Guidance document for public leisure centres

Version 1.0 | May 2025

Authors

- 4GLOBAL
- Manchester Metropolitan University
- Sheffield Hallam University
- Moving Communities

Contributors

- STATE OF LIFE

sportengland.org

Social value

Generated by physical activity at Kirkby Leisure Centre

Last 12 months

£2,731,663

Average per person

£259

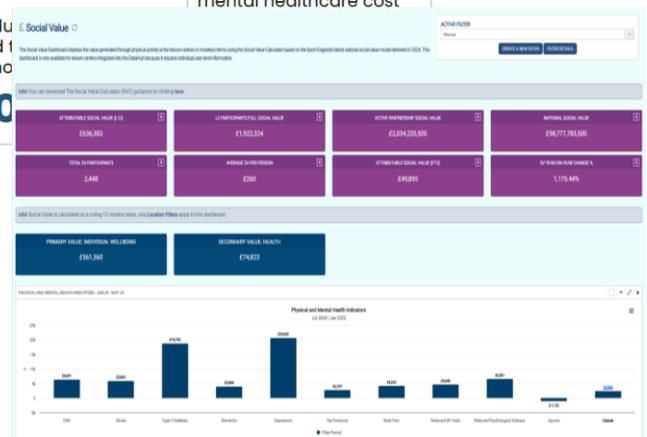
Primary Value: Improved Individual Wellbeing
£2,396,591

Secondary Value: Health – physical and mental healthcare cost

Participants

Total unique individuals over last 12 months

10



WHAT IS MOVING COMMUNITIES?

Moving Communities is a trusted source of data and insight. Populated by, used by and for the sector, to enhance physical activity and opportunities to reduce inequalities.

- Integrates datasets to provide a view of local area profiles, participation, community and customer insight, and service delivery performance.
- Dashboards and interactive maps to analyse participation trends, demographic engagement, and social value.
- Performance comparison and benchmarking across places and facilities with filtering capabilities.
- Used for demonstrating impact, building cases for funding, gaining sponsorship, collaborating with stakeholders, implementing targeted interventions, and informing policy.
- Free of charge, reducing the barriers to accessing high quality data and insights.

HOW DOES MC FACILITIES WORK?

Data collection and quality checks

Leisure centre data	
Facility Information	
Participation	 Or Manual upload
Income and Expenditure	Manual upload
Utilities Usage	Manual upload
Customer Experience	Online survey
Service Delivery	

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Data analysis & aggregation



Facilities

Dashboards and filters allowing analysis & comparison by:

-  Time periods
-  Statistical Neighbour
-  Geographical Area
-  Operator & Individual Site
-  Activities
-  Social Value

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User groups

- Sport England & Sector Bodies
- Service Providers
- Local & National Government
- Active Partnerships
- NGBs

Note: Different user levels ensure data is kept confidential where needed

Reporting Levels

The Moving Communities Social Value Dashboard includes four layers of social value estimates, excluding the volunteering:

National social value of physical activity

Local Area (AP) Social Value

Leisure Centre Participants – Full Social Value

Leisure Centre Attributable Social Value

Reporting Levels- as presented in platform

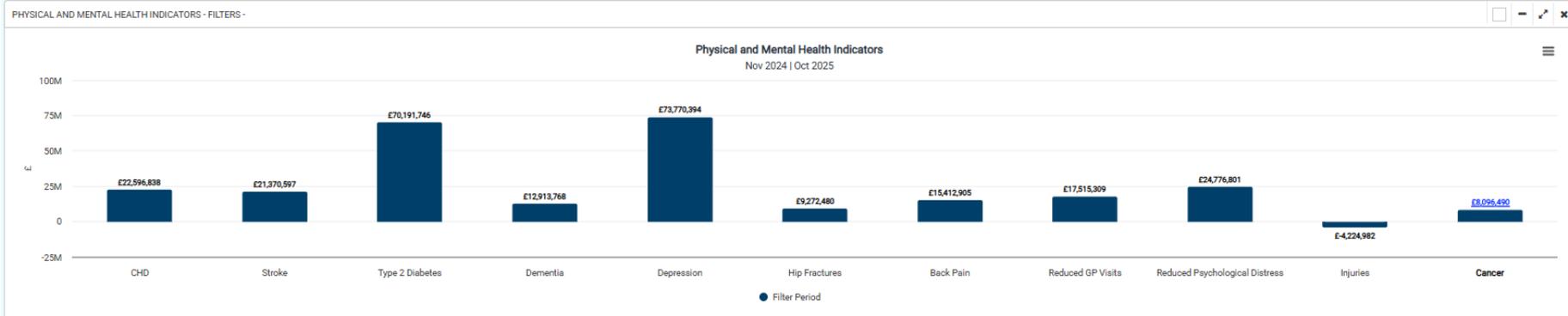


ATTRIBUTABLE SOCIAL VALUE (L12) £2,145,550,027	LC PARTICIPANTS FULL SOCIAL VALUE £6,105,747,173	ACTIVE PARTNERSHIP SOCIAL VALUE £98,777,783,500	NATIONAL SOCIAL VALUE £98,777,783,500
TOTAL SV PARTICIPANTS 9,226,586	AVERAGE SV PER PERSON £233	ATTRIBUTABLE SOCIAL VALUE (P12) £1,990,318,523	SV YEAR-ON-YEAR CHANGE % 7.80%

Info! Social Value is calculated on a rolling 12 months basis, only **Location Filters** apply to this dashboard.

PRIMARY VALUE: INDIVIDUAL WELLBEING
 £1,873,857,681

SECONDARY VALUE: HEALTH
 £271,692,346



Health and Wellbeing Outcomes



The breakdown of social value indicators for primary and secondary values are as follows:

Outcome	Description	Valuation
Secondary Value (Physical and Mental Health) - The wider value to society, including the state.		
CHD	Reduced risk (adult participants 16+)	Estimating the number of reduced cases resulting from physical activity, multiplied by the average annual cost per person diagnosed with the condition.
Stroke	Reduced risk (adult participants 16+)	
Breast cancer, Endometrial Cancer	Reduced risk (female participants 16+)	
Colon cancer, Bladder cancer, Oesophageal Cancer, Gastric cancer, Renal cancer	Reduced risk (adult participants 16+)	
Type 2 diabetes	Reduced risk (adult participants 16+)	
Hip fractures	Reduced risk (adult participants 65+)	
Back pain	Reduced risk (adult participants 16+)	
Dementia	Reduced risk (adult participants 65+)	
Depression	Reduced risk (adult participants 16+)	
Medical service usage	Reduced GP visits (adult participants 16+)	
Mental health services usage	Reduced mental health service usage (adult participants 16+)	
Injuries	Increased risk (adult participants 16+) - this is a negative value in the model	Multiplying the number of A&E attendances recorded as sport injuries by the average annual cost of an injury.
Primary Value (Individual Wellbeing) - The direct benefit and value to individuals of improved wellbeing.		
Adult Wellbeing	Improved life satisfaction (adult participants 16+)	
Children Wellbeing	Improved life satisfaction (child participants 11-16)	

Social Value Calculator – Methodology

INPUTS

Participation data for members
(MemberID with age, gender and duration of activity)

Participation data for casuals
(No Member ID and/or age, gender missing)

ANALYSIS

Activity and demographic segmentation for each member

Application of social value model on participation data
(Physical and mental health / individual wellbeing)

Total social value generated
by members

Total social value generated
by casuals

Total social value generated by the leisure centre participants – in/out facility
(e.g. £10.2m social value generated in total over a year)

Total social value attributable to each leisure centre
(e.g. £4.1m social value generated in the facility over a year)

OUTPUTS

Deflators



In-facility vs outdoor
activity



Multi-facility usage

National reporting and evidence



sportengland.org



MC report 2023-2025



- Facilities included on a 'matched pairs' basis
- Highest quality data standards applied to date
- Findings are reflective of a sample of facilities rather than all facilities in England
 - Participation = 529
 - Finance = 467
 - Throughput = 647
 - Total sites on MC = 1,419



**SPORT
ENGLAND**

**UNITING THE
MOVEMENT**

Exec Summary

Participation (529 sites from 183 local authorities)

- Total participants 7,493,768 in 2024/25
- Average of 14,166 unique participants per site in 2024/25
- 53% female
- Growth in older adults
- Participants in most deprived areas (IMD 1-2) grew
- Remains low at 16%, compared to 25% from IMD 9-10

Throughput (647 sites from 221 local authorities)

- Total throughput (visits) 169,434,368 in 2024/25
- Average of 257,866 visits per site in 2024/25
- Fitness and outdoor activities experienced the highest growth rates
- Swimming returned to pre-pandemic levels



Exec Summary

Finance (465 sites from 165 local authorities)

- 50% of sites perform at breakeven or better
- 50% of sites operating at a loss
- Highly marginal nature of operating public sport and leisure facilities in financial terms.
- On average staff costs rose by 10% across all sites
- On average, utilities costs decreased by 10% across all sites
- Only around 25% of the increase in staffing costs has been off set by the reduction in utility costs

Quest

Customer Experience

Data Lens (workforce)



Age of facility

Large wet and dry sites that were **less than 10 years old** compared to **those greater than 10 years old** showed a



26% more in average income per site



20% more in average social value per site



20% more in average throughput per site

PR (provided by Action PR)

- National sector engagement and press around the report
- Cumulative reach of **over 195,000**



WELL NATION

HOME NEWS MAGAZINE ADVERTISE SUBMIT NEWS SUBSCRIBE CONTACT

England's public leisure centres create £1.82bn of social value each year

Posted on November 13, 2025



LATEST NEWS

Moving Communities reveal rises in participation and social value

By Kath Hudson 13 Nov 2025



Moving Communities data shows women use leisure centres more than men Credit: Sport England

- The latest figures from Moving Communities have been released
- Participation and social value are rising
- Some inroads have been made into health inequalities
- The Net Promoter Score is still down on 2021, partly due to cleaning scores and downvoting by younger people



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Daily Media Review
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Moving Communities report: a case for Government support ahead of Autumn Budget (ukactive)

ukactive has responded to Sport England's annual Moving Communities report today as findings show participation in gym activities has increased by 13% compared to last year.

Business Matters

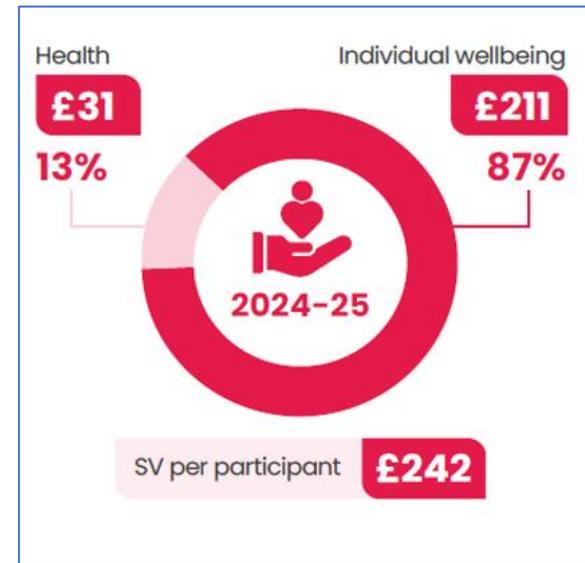
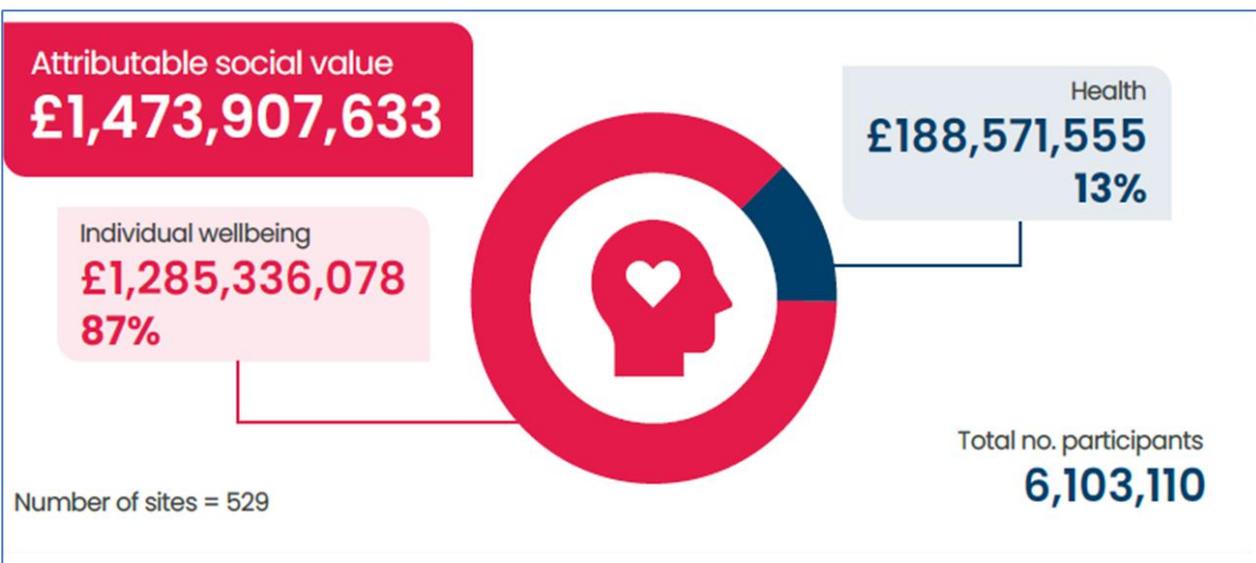
UK's leading business magazine
Moving communities report urges government to back gyms and leisure centres ahead of autumn budget



Social Value

Attributable social value for 529 sites in 2024/25 is the proportion of social value directly attributable to activities that occur **within** leisure centres

Average **Attributable** social value per participant in 2024/25 is £242, 2% increase of the 2023/24 figure of £237



Local evidence

Warsop Health Hub

Warsop, Mansfield

Status: Completed April 2024
 Client: Mansfield District Council
 Operation: Seroo supported by Vibrant Warsop
 Value: £8.7 million



Overview

In 2019 Mansfield District Council commissioned a detailed insight led research project looking into the leisure and community provision in Warsop and its links to the health and wellbeing outcomes of local people.

The research process was supported by Warsop Parish Council, Active Notts and Vibrant Warsop which included an extensive programme of engagement, consultation

and meetings with a large number of key stakeholders including council services, local clubs and community groups within Warsop, service providers, and members of the local community. To conclude the research, a further community-wide survey was also produced and distributed to help understand the views of local residents.

The outcome of this process was to identify the need for improved leisure and community facilities to support health and wellbeing activities and the co-location of local services.

Health Hub Facility Case Study

The project provides the opportunity for local residents to improve their health and wellbeing through social interaction and increasing participation in leisure.



Warsop Health Hub

Process and programme

Project start: 2019
 Design: 2020-2021
 Construction: 2021-2024
 Completion: 2024

Key participants and milestones

Client: Mansfield District Council
 Design: Seroo
 Construction: Seroo
 Completion: Seroo

Key dates

Design start: 2020
 Construction start: 2021
 Completion: 2024

Key findings

The research identified a need for improved leisure and community facilities to support health and wellbeing activities and the co-location of local services.

The Warsop Health Hub provides a central location for a range of services including a swimming pool, gym, and community room, which will help to improve the health and wellbeing of local residents.

Warsop Health Hub

Key operational indicators from Moving Communities

These indicators showcase the first 12 months of operation of the new facility (June 2024 - May 2025).

- ↑ Social value per person is higher than the national average social value per person of £230.
- ↑ Significant impact on local community participation in first 12 months of operations
- ↑ Higher % of female participants than national and local population
- ↑ Higher % of IMD 1-3 participants than national and is reflective of the local population

Social value

Generated by physical activity at Warsop Health Hub
 Last 12 months Average per person
£636,383 **£260**

Participants

Total unique individuals meeting the minimum threshold to generate social value over last 12 months
2,448

Primary Value:

Improved individual Wellbeing
£561,560

Secondary Value:

Health - physical and mental healthcare cost savings (including conditions such as type 2 diabetes, dementia and a range of cancers)
£74,823

Participants

June 24 - May 25
 Warsop **3,312**
 National **9,042,368**

Demographics

June 24 - May 25

Warsop **60%** Mansfield **50%**

National **54%**

Throughput by activity

June 24 - May 25

Warsop National

- Fitness: Warsop 44%, National 33%
- Group Exercise: Warsop 11%, National 11%
- Swimming lessons: Warsop 12%, National 12%
- Swimming activities: Warsop 19%, National 19%

Warsop Health Hub

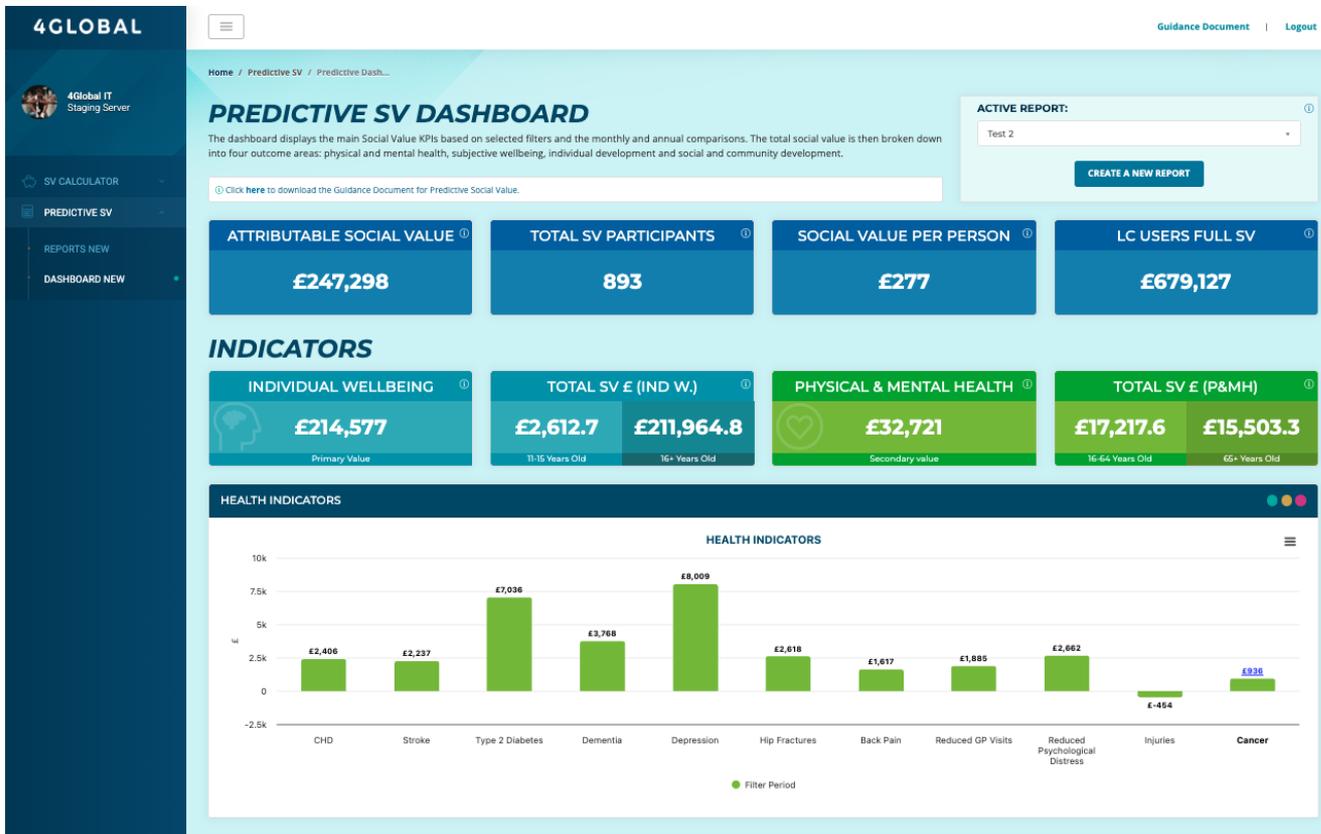
Parkwood Leisure – The key to solving council challenges? Data-driven action

With budgets shrinking and health gaps growing, councils need data-driven leisure strategies. Moving Communities helps nearly 40 councils unlock £75M in social value, £13.26M healthcare savings, and 2M visits from deprived areas - turning leisure services into strategic assets that boost health and cut costs.

Culture, tourism, leisure and sport

| 22 May 2025

Local evidence



Questions



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www.sportengland.org/research-and-data/data/moving-communities



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Leisure to Active Wellbeing in Oxford

- Cllr Chewe Munkonge, Cabinet Member for a Healthy, Fairer Oxford and Small Business Champion
- February 2026



OXFORD
CITY
COUNCIL



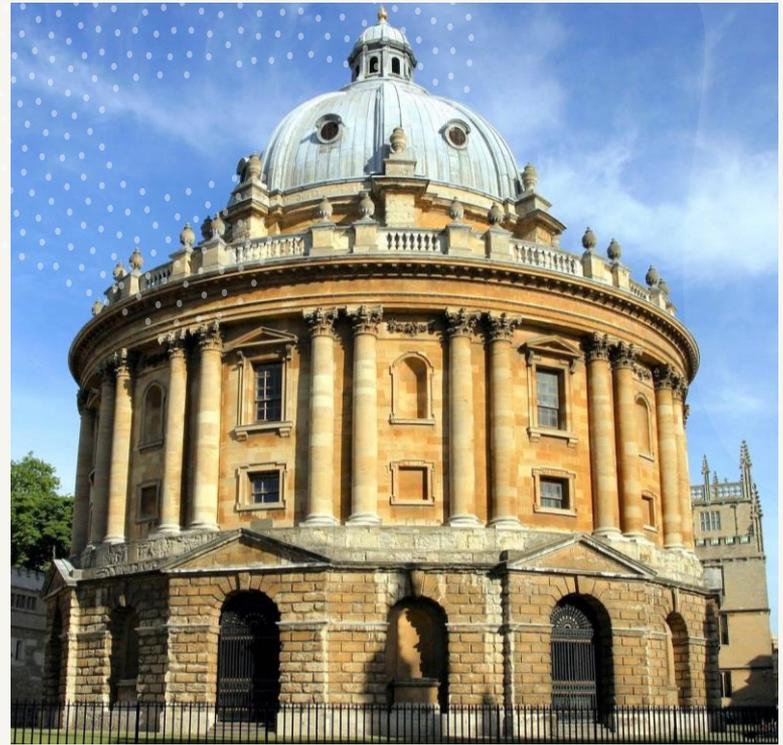
Low cost and free opportunities for local families to be active.



YOU MOVE

Welcome to Oxford!

- A tale of two cities
- Life expectancy gap
- Health inequalities
- Diversity and youth
- Strong sense of community



The Journey

- Prevention and community at the heart (Thriving Communities Strategy)
- Reducing health inequalities
- Strategic partnerships and working collaboratively with ALCG, ICB, Public Health, Active Oxfordshire, NHS, Sport England



Active
Oxfordshire



**Buckinghamshire, Oxfordshire
and Berkshire West**
Integrated Care Board

Facility Investments

- A partnership approach
- External funding for Leys Youth Hub £1.7m (capital and revenue from Youth Investment Fund and National Lottery)
- Major leisure refurbishments including new gyms, refreshed changing rooms, upgraded studios



MLCT
More Leisure
Community Trust



MOVE Together

Programmes

- Move Together and YouMove
- Leys Youth Hub
- Co-location/provision of active wellbeing services
- Leisure in-kind community fund



Usage, Growth and Impact

- Significant increases in
- participation, memberships
- and referrals
- Sustainable leisure contract
- Strong concessionary access
- More to come!



Thank You, Questions and Contacts

- Feel free reach out to myself or officers
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- James Baughan (Leisure):
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