

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
<p data-bbox="188 263 613 327">Description of Current Service Baseline</p> <p data-bbox="188 1214 322 1246">Challenge</p>	<p data-bbox="815 300 1167 331">Who provides the service?</p> <p data-bbox="815 472 1377 536">History how service was formed and why it exists</p> <p data-bbox="815 1145 1176 1177">How is the service provided</p>	<p data-bbox="1442 300 2040 427">The Leisure & Sports Development Service is provided by SBC and is situated within Culture & Leisure within Development and Neighbourhood Services.</p> <p data-bbox="1442 472 2040 1110">Publicly funded leisure provision has always tended to be a service valued by the public (as shown in many surveys over years) and as such the provision of leisure amenities has been historical. However the evolution of simple local facility/ activity provision into the creation of a sports development model did not happen until the late 1980's through the national 'Action Sport' model. Since the 1980's Sports Development has remained on the agendas of both the national and local government largely on the basis it is believed that sport can make a significant contribution to the delivery of a wide variety of social, health, educational and economic objectives. Sports Development within Stockton today focuses primarily on how sport can contribute to the strategic objectives of the Council and the LSP.</p> <p data-bbox="1442 1145 2040 1377">The Service is provided through a team of 22 people who are in the main based at Kingsway House, Billingham. The team is structured into 3 areas which are: Children & Young People (0-19 years) Adults & Older People (19+) Infrastructure – The development of the</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
		<p>required infrastructure for improved provision in the borough (includes development of sports clubs, coaches, facilities, organisational structures).</p> <p>Although the team is primarily aligned to a life stage structure it also has 2 officers with a remit for 'Inclusion' and on the delivery of high quality 'Events'.</p> <p>Over the past 24 months the service has evolved significantly in order to make a much broader contribution to the strategic objectives of the Council and as such we have now established strong relationships with colleagues within Health, Education, Regeneration, Countryside/ Green-space, Planning, BSF, Children's and Adults Social Care, Asset Management, Events to name a few.</p> <p>Prior to 2008 the partnerships were limited primarily to Health and Schools and as such the impact the service was able to have was limited to these particular agendas.</p> <p>Although the service does still engage in the direct delivery of a number of physical activity/ sports programmes, it has become much more accomplished in the role of facilitator and enabler, supporting other delivery agencies, e.g. sports clubs/ schools/ community groups to deliver high quality and</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What influences impact on the service(political social economical, technological)</p> <p>How does the service perform</p> <p>What does inspection tell us about this service</p> <p>What resources are used</p>	<p>sustainable programmes that meet the needs of the local community.</p> <p>The service is strongly influenced (as expected) by the strategic objectives of the Council and as such develops initiatives/ opportunities in conjunction with partners that aim to use sport to contribute to better outcomes for local people, particularly around health, education, social inclusion, regeneration, liveability and economic development. We do not have a sports for sports sake ethos as this is difficult to justify when funded through the public purse.</p> <p>The service was rated as excellent through the nationally recognised standard for Sports Development, Quest, achieving 89% across a number of standard criteria. It is felt that were we to undertake Quest again the service would attain a higher mark still having implemented an improvement plan formulated in response to the last assessment in 2008.</p> <p>Through Quest inspection and Internal Audit the service is rated highly and improving due to the implementation of improvement plans from internal and external inspection.</p> <p>The Leisure & Sports Development Service has an annual resource allocation of 530,000 which is utilised for the delivery of a wide range of initiatives along with the employment</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What assets are used to deliver the current service</p> <p>Are there any limitations or barriers affecting the delivery of the service</p> <p>If the service is outsourced or provided by a third party, how are service standards monitored</p> <p>Could the service be provided through a different mechanism</p>	<p>of the core staff team.</p> <p>The assets utilised to deliver the service are primarily the built leisure facilities, urban parks and schools although greater emphasis is being placed on the role the River Tees can play. It is hoped that schools will play a much bigger role in the provision of community sport in future through the BSF programme.</p> <p>Not really due to the service operating primarily as facilitators/ enablers</p> <p>Some of the leisure facilities are outsourced to Tees Active and this was addressed in the 2008/09 ALC's review of Tees Active</p> <p>If some elements of the service was to be delivered through a different mechanism, e.g. third party provider then tight controls would have to be implemented to ensure that the strong primary focus on contributing to e.g. social outcomes was not subsumed into a business model concerned primarily with income generation. That's said there are elements of the service, i.e. the direct delivery that could lend themselves to delivery through a different mechanism. Other elements would be costly to provide externally (although could be) namely the provision of advice and guidance for major and minor projects and the delivery of events provided by the L&SD team</p>
Customer		

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
<p>Baseline</p>	<p>Who are the customers what are their needs now</p> <p>How are service users consulted and how do their views shape delivery</p> <p>How satisfied are the customers</p>	<p>As one of the key aims of the service is to drive up participation by all in sport, active leisure and physical activity, all sectors of the community are potentially our target audience. Clearly those who are currently meeting the recommended levels of sport/physical activity per week (adults – 3-5 x 30 mins per week/ children – 1 hour per day) are not our focus as we want to provide support and interventions that appeal to those who are currently not engaged at the required levels.</p> <p>Even though the majority of the adult population know that physical activity is important to maintain good health, participation rates are lower than we would like them to be. We are constantly consulting with target groups to identify needs and also researching good practice from other areas of the country to identify good practice that can be replicated in Stockton.</p> <p>Service users are consulted periodically about the service and how it might be improved. Any initiatives we implement are based upon identified need or they are developed to allow a commissioned approach to service delivery to take place, e.g. the ‘Playing Out’ initiative, the ‘Club Booster’ programme and the ‘Over 50’s Green Exercise programme’.</p> <p>In general satisfaction with the service</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>	<ul style="list-style-type: none"> • Weekly press releases about initiatives/ opportunities • SBC website via the Leisure & Sports Development pages • Direct e-mailings/ e-shots • Stockton News • The provision of leaflets/ posters which are widely circulated through our good relationships with Comm's/ Tourism, etc • Radio <p>Internal Audit and external inspection via Quest has told us that the service is good</p>
<p>Customer Challenge</p>	<p>Are there customers who could use the service but don't</p>	<p>As we are looking to improve efficiency and work more in an enabling and facilitating capacity we are keen to ensure that we support and where appropriate up skill delivery organisations. By developing a stronger and more robust community sports offer the service will enable more people from across the borough to access a range of sports/ active leisure provision. In terms of access to sport & leisure provision the groups which are typically under-represented include people with disabilities, people from the BME community, people on low incomes, young people looked after and carers. Although we have an officer (for Inclusion) working to increase participation by under-represented groups there is still some way to go before we</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>Are there customers using the service who shouldn't be</p> <p>Who are the customers of the future and what are their needs</p>	<p>are where we want to be in terms of people accessing leisure provision within the borough.</p> <p>We are also keen to work more closely with the broader voluntary sector to ensure that we support an improved offer across the diverse communities of the borough. I would not say that there are areas of the voluntary sector that don't engage although I do think this engagement can be greatly improved and will be a key plank of the Community Sports Network once it is established.</p> <p>N/A</p> <p>The customers of the future are primarily the same as today, namely local people/ groups. However one area where the service may diversify and thus attract additional customers is through the provision of events. Events not only have the capacity to attract paying customers from the borough but they also attract customers from outside the borough.</p> <p>The provision of events and how they can contribute across a number of agendas (health, economic development/ regeneration, perception of the borough, etc) is an area of real potential expansion for the service, which will open the door to potential new customers and potential new income streams.</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What is likely to impact on demand for these services in the future</p> <p>What do complaints/ compliments tell you about these services</p>	<p>Research will demonstrate that sport & active leisure are considered important by local people. Despite the economic climate and times of financial difficulty people will still require leisure activities to engage in during their spare time. Thus the requirement for high quality, value for money voluntary sector sports provision is going to be even more important in the coming years and as such we will be working hard with our voluntary sector to ensure provision and access continues to improve.</p> <p>Complaints/ compliments indicate that the service is meeting the needs of the customers.</p>
<p>Aims & Objectives Baseline</p> <p>Challenge</p>	<p>Is the service required by statute</p> <p>Is there a statutory level of service</p> <p>Is the service responsive or proactive or a mixture</p> <p>Is the service needed</p>	<p>No</p> <p>No</p> <p>The service operates proactively to contribute to the strategic objectives of the Council, although will and does react positively to changing trends and new opportunities where appropriate.</p> <p>The service is needed as it is one of the few services which can genuinely make a positive contribution to a wide range of strategic objectives of the Council</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What would happen if the service was not provided either in whole or part</p>	<p>If the service was not provided it is likely that the following would materialise:</p> <ul style="list-style-type: none"> • Lower numbers of young people participating in the 5 hour offer and limited support for school age children re links into community sport • A lower % of the adult population participating in 3x30 mins per week • Less people volunteering in sport • A decrease in the amount of external funding attracted for sport/ active leisure • A decrease in the numbers of people from hard to reach groups being engaged in sport, e.g. disabled, BME, children looked after, etc • A decrease in the number of sports events provided within the borough • Decreased support for older people to maintain there physical activity levels • The removal of the service which focuses efforts on coordinating the provision of sport & active leisure across the borough (across the public, private and voluntary to ensure the sum is greater than the parts) would lead to disorganisation, competition and duplication • A decrease in S106 funds for sport • The need to appoint additional consultants for initiatives such as BSF and other potential capital

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>How would the service react to new pressures what capacity would be required to deal with additional / new demands</p>	<p>developments</p> <ul style="list-style-type: none"> No support available for organisations seeking Council advice support for sporting initiatives. <p>The service is extremely flexible and adaptable and has demonstrated this over the past two years with the significant changes to its core agendas. It is felt that within reason the service could react to changing priorities without the need for additional staffing and or resources. E.g. The service has taken the lead in the Take to the Tees initiative in 2010 and has undertaken this with the current staffing compilation and this has been achieved without downscaling in other service areas. The services approach to commissioning has led to the maintenance of productivity without the need for additional resource.</p>
<p>Aims & Objectives Challenge</p>	<p>Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc</p>	<p>As the services main focus is on facilitating and enabling improvement and change with regards to the sport & active leisure provision in the borough, there are no other agencies providing a similar service in the borough. There are clearly a number of professional providers of sport & active leisure within the borough but their focus is on delivery and income generation (primarily) and not community focussed development. The closest initiative to what is delivered via L&SD is the School Sports Partnership</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
		<p>however their focus is solely on young people and is primarily focussed with the development of initiatives which take place within school sites.</p>
<p>Relevance / Context Baseline / Challenge</p>	<p>How does the service fit with the overall aims of the Council</p> <p>How does the service contribute to key policy areas</p>	<p>The services delivered through the L&SD service and the work we are doing in trying to coordinate provision across the borough are designed to contribute holistically to the overall aims of the Council. This is particularly around policy agendas such as health & well being, children and young people, economic regeneration, social inclusion, adults and older people.</p> <p>Examples of how the service contributes to key policy areas can be seen as follows:</p> <ul style="list-style-type: none"> • Children & Young People – significant work undertaken with schools and voluntary sector organisations aimed at increasing engagement in sport/ active leisure by children and young people. Working with BSF team on development of new schools • Adults/ older people – development of initiatives such as the women’s running network, the health walk scheme and the falls programmes delivered within the boroughs care homes • Social Inclusion – Development of a

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What policies, plans and strategies impact on the service e.g. statutory, policy, function , other services</p>	<p>range of initiatives supporting people with disabilities, people from the BME communities to become involved in sport</p> <ul style="list-style-type: none"> • Economic Regeneration – Development of a range of initiatives/ events including the Stockton Triathlon, River Rat Race and Take to the Tees and the employment of trainees through the Future jobs fund • Culture & Leisure – providing leisure provision that meets the needs and aspirations of our communities • Liveability – Ensuring that provision of sports facilities is appropriate and meets the needs of our communities • Tourism – The development of a range of activity tourism initiatives aimed at attracting people to visit, stay and spend money in the borough, e.g. Golf Week, Cricket 6's, Rugby 7's, Take to the Tees. <p>Policies/ Plans and Strategies</p> <ul style="list-style-type: none"> • The Community Strategy • The Sport & Active Leisure Strategy – 2010-2014 (and associated appendices) • The PE & Sport Strategy for Young People • Be Active, Be Healthy – Dept of Health • Regional & Sub Regional Facilities

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>Are there any political judgements / decisions involved in determining the level of service</p>	<p>Strategy</p> <ul style="list-style-type: none"> • The Regeneration Strategy (SBC) • The Olympic & Paralympic Games Opportunities Plan <p>No political judgements/ decisions over and above the norm</p>
<p>Financial / Resource Considerations Baseline</p>	<p>What are the costs of the service</p> <p>Capital and revenue costs</p> <p>What is the level of 3rd party expenditure</p> <p>What contracts or other arrangements are in place (spend analysis)</p>	<p>Costs of the service annually of £530,000 (Revenue)</p> <p>As above</p> <p>Apart from the management fee provided to Tees Active (£2,841,235.00 per annum – and identified in 2008/09 ALC's Review) the only other 3rd party expenditure is £12,000 allocated to Tees Valley Sport, the County Sports Partnership. It is currently unclear how the new Government views the County Sports Partnership and thus there longevity is unknown.</p> <p>With regards to contracts the L&SD service has a number of contracts/ service level agreements which are due to finish within the next 12-18 months. These arrangements are with the following organisations:</p> <ul style="list-style-type: none"> • Sport England – Delivery of the Community Investment funded initiative aimed at increasing

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>What is the Council's commitment to contracts / other arrangements</p> <p>Do you have any charging policies</p> <p>How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets?</p>	<p>participation by over 16's. This is an existing commitment which will be completed in the Autumn of 2011.</p> <ul style="list-style-type: none"> • NHS Stockton – Funding for a number of health interventions including: Weight Management, Stepping out in Stockton, Cardiac Rehab. The availability of these funds is determined by NHS Stockton on an annual basis. <p>The major contract which sits within the L&SD service is the TAL contract which was examined in detail through the recent Scrutiny Review. This contract is worth £2,841,235.00 per annum. Tees Active has been through an ALC's review in 2008/9 and an action plan for service improvement has been put in place.</p> <p>Although L&SD has no formal charging policies they do at times charge for certain activities where there is a direct cost for its provision (e.g. facility hire) although charges are normally made on a break even basis. However the charging for selected activities may be an area for potential income generation in the future.</p> <p>With regards to Gershon, L&SD have followed guidance set out via SBC.</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	<p>How will the current financial climate affect the service?</p>	<p>The current financial climate will affect L&SD as all other services with the Council. However this impact will potentially be significantly less than services that rely on income for their survival as we are not currently reliant upon income generation. We will however need to adapt our ways of working in the face of new financial challenges which we view as an opportunity for transformation rather than a threat.</p>
<p>Financial / Resource Considerations Challenge</p>	<p>How can you demonstrate that the service is cost effective overall?</p>	<p>As stated previously the service is highly rated through Quest Assessment and was the subject of 2009 Internal Audit Inspection. Leisure & Sports Development has led in the process to lever in over £2.5m of external funding for capital and revenue programmes since 2008 and has an opportunity to lever in more over the next 8 months.</p> <p>This external investment along with the facilitative/ enabling and delivery work we undertake in the community which has stood up to external and internal inspection would suggest that we do offer a good service. Stakeholders through the Quest Assessment have validated the notion that we are an excellent service, although there is always room for improvement and there are definitely new ways of working to be explored that can yield efficiencies and provide even better value for money for SBC.</p>

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	Do external contracts offer value for money?	There is an opportunity to review our external contracts and look at how we might improve the value for money as we believe there are efficiencies and cost reductions that can be made in this area.
Service Drivers	What do we need to change and why?	<ul style="list-style-type: none"> • We need to look at the services we deliver and identify which ones have the biggest impact and which services might we look to outsource, e.g. direct delivery. We need to challenge each element of our service delivery to identify whether it offers value for money and/or whether there are other organisations better placed to deliver it. • We need to explore opportunities for greater income generation looking at how we might use events more productively to contribute to the strategic objectives, whilst generating income • We need to coordinate the way that all providers in the borough work (public, private, voluntary) as this can lead to significant service improvement and efficiencies for all. • We need to strengthen partnerships with all services across SBC with an interest in driving up participation in sport, active leisure & physical activity identifying potential efficiencies and service improvements through more joint working

Appendix 1 Baseline Report – Leisure and Sports Development

Service Baseline / Initial Challenge	Guidance	Information
	What are the main drivers of change?	To improve the service through its customer offer, doing so in a more cost effective and coordinated way, offering greater value for money as one of many services working collectively to increase participation in sport and active leisure in the borough.