Identify how the outcomes can be delivered sustainably

Stage 3

Strategic outcomes planning guidance
Stage 3  Identify how the outcomes can be delivered sustainably  3

Step 3A  Consider a range of facility and service interventions across the broad range of provision  4

Step 3B  Determine the optimal and sustainable mix of facility and service interventions  12

Step 3C  Explore and identify effective management option(s) to deliver core facility and service interventions  17

Step 3D  Establish the key performance indicators (KPIs)  21
Stage 3
Identify how the outcomes can be delivered sustainably

Having used insight to identify strategic objectives, the focus in Stage 3 is on what interventions will have the greatest impact on the strategic objectives to make the greatest contribution to local strategic outcomes.

By considering the active environment, facilities and service interventions across a broad range of place-based provision, this stage will identify the optimal and most sustainable mix of facilities and interventions. It is likely to require investment in resources, officer time and potentially external consultancy support. This up-front investment is valuable and will typically be recovered quickly following implementation.

Local authority commissioners may also wish to review the management model(s) being used to deliver their core physical activity, sport and wellbeing services. This will ensure they have the most acceptable, effective and efficient model for their local area and one that is sustainable and resilient in the future.

Finally, the development of key performance indicators (KPIs) will ensure policy makers and strategic stakeholders can monitor progress and take action when required to ensure interventions continue to have an impact over the long term.
Step 3A
Consider a range of facility and service interventions across the broad range of provision

Why is this step important?
Understanding the current range, status and condition of local provision, facility and service interventions is vitally important in light of Covid-19. How they collectively meet the identified needs, objectives and outcomes from previous stages will identify opportunities for improving the integrated offer within a place. Key elements to consider in the context of their location, age and condition, include:

- playing pitches
- outdoor sports and physical activity facilities
- school and community facilities
- the active environment, e.g.
  - infrastructure including walking and cycling routes/facilities
  - parks
  - open spaces
  - sports and community clubs
  - voluntary groups
  - physical activity, sport and wellbeing programmes in
    - community venues
    - schools (primary and secondary)
    - care homes
    - GP surgeries and hospitals
  - transport for the community to access programmes or places
  - volunteer coordination
  - events.

A Consider a range of facility and service interventions across the broad range of provisions

B Determine the optimal and sustainable mix of facility and service interventions

C Explore and identify effective management option(s) to deliver core facility and service interventions

D Establish the key performance indicators (KPIs) for each intervention
What are the key elements that could be considered for this step?

i) Identifying the resources and specific roles from the council, partners and external advisers to support the process

Working out what level of support is required from which stakeholders and partners as well as understanding the resources needed to undertake this stage will provide important context and boundaries within which to work.

This can feed into the local authority’s committee and governance cycles to influence budgets and programming.

It is recommended that Stage 3 be formally project managed given the range of workstreams that may be running concurrently. This can be resource intensive so, if client resources are limited, the local authority and partners as appropriate may wish to consider some external project management support. Key activities where support is often needed include:

1. Audits of services and facilities
2. Consultation with stakeholders, user groups and the community
3. Commissioning of specialist strategies if required (new or updating):
   - leisure-built/leisure and wellbeing investment (including feasibility studies)
   - playing pitches
   - open space
4. Coordination of input from several departments within the local authority and other key stakeholders
5. Coordination with the leisure operator(s) to access key data and information to support workstreams
6. Workshops, member engagement and wider stakeholder communications.
ii) Exploring indoor and leisure provision

Undertaking a detailed audit of indoor leisure facility provision is vitally important. This is to identify issues and opportunities in relation to supply and demand and will support the exploration of key strategic issues and opportunities that will have been brought into greater focus as a result of Covid-19. This could include:

- facility investment
- facility repurposing
- rationalisation
- co-location/integration of blended services.

These must be carefully considered, based on the insight gained from previous stages and in light of the local strategic outcomes and objectives and short and medium-term financial position in light of Covid-19. Challenges around timing and budgets for co-location of organisations can potentially hinder progress and may not always be achievable. Our Assessing Needs and Opportunities Guidance (ANOG) can provide advice on possible approaches. Developing leisure-built facility strategies can support local authorities in identifying what their investment priorities are at a high level. They can also provide a strong evidence base in developing more detailed leisure and wellbeing investment strategies and supporting business cases informed by more detailed feasibility studies which are covered in Step 3B.

iii) Exploring open spaces and playing pitches

Local authorities are encouraged to have up to date and comprehensive Open Space and Playing Pitch Strategies. This is firstly to support their statutory planning role. Secondly, this is to provide clarity on the issues and opportunities and future actions to support active communities in a local area. Detailed guidance is available from us on how to commission and undertake this work.

iv) Exploring community and education facilities

Community centres, schools, higher education facilities, village halls, civic spaces and places of worship play a key role in providing local indoor infrastructure for active communities. Understanding what facilities are available, their location, offer and condition can support opportunities to improve access and quality of provision in a strategic way, working in partnership with these key stakeholders. This can also support the planning process linked to Section 106 developments and Community Infrastructure Levy (CIL) funding.
Undertaking a simple audit of community facilities and spaces can provide a balanced view of the potential additional indoor local provision. These facilities are often run by town councils, schools, places of worship as well as the local authority. Key areas to include in an audit include:

1. type of facility
2. ownership
3. management arrangements
4. core user groups
5. lease details
6. age and condition
7. opening times
8. programme
9. level of occupancy
10. contact details.

This process can identify and facilitate engagement with existing facilities that could be shared with the community but are currently not available. In particular, new school developments should be identified early to ensure that community use is ‘designed in’ at concept stage. This enables the facility mix to not only meet the needs of pupils but provide community access to indoor sports facilities and spaces and outdoor facilities. We provide guidance on designing community use facilities and community use agreements.
v) Consider the current mix of facilities and services and what changes are required to deliver strategic priorities and contribute to local strategic outcomes

Exploring the current mix of active environments, partnerships, facilities and services in light of the local authority’s response to recovery from Covid-19 informed by its medium-term financial strategy (MTFS) to identify what is affordable in the future is encouraged. In supporting this the local authority should have:

- taken account of the impact of population growth and new housing developments which will impact on supply and demand for facilities and services
- explored opportunities for joined-up management, governance and co-location of services and whether there are opportunities for rationalisation of assets
- explored its approach to partnership working as part of a whole system approach with a view to further strengthening it
- considered service integration and rationalisation in response to their strategic approach to physical activity and sport which should have already been developed
- explored, if appropriate, if there are cross boundary opportunities for shared services or clustering of client or delivery functions and capability
- ensured there is a market or appropriate management models available for each aspect of the services within the optimal mix
- taken account of the local authority’s obligations under the Social Value Act (2012).

If revenue savings are required in the future (particularly in light of the local authority’s response to Covid-19), this can inform the focus of the Stage 3 work. Understanding the role and contribution of other providers in the locality is important to identify what market intervention would potentially be the most effective to support increasing participation in light of reduced resources. A mixed economy of provision will often be able to provide a more resilient supply of services to a place.

This stage considers the extent to which the existing physical activity, sport and wellbeing service can deliver the identified local strategic objectives and contribute towards local strategic outcomes in the context of significant financial implications on local government and the local economy as a result of Covid-19.

A list of potential service, partnership, facility and active environment infrastructure interventions to best support and deliver the above should be set out.

Service interventions might simply re-focus what is currently being delivered or may involve a more fundamental change of approach. This may be within an updated service specification, changes to existing in-house service delivery, or the use of facility revenue surpluses to deliver targeted neighbourhood outreach and service interventions.

Partnership interventions might identify the current effectiveness of partnership working and collaboration with a view to strengthening it as part of the local authority’s strategic approach to collaborative leadership with its partners within the community.
Facility interventions might identify the need for new or refurbished/repurposed facilities or enabling greater community access to existing facilities.

All interventions must be considered within the capital and revenue parameters of the local authority and its stakeholders. The objective is to ensure the best outcomes are achieved through optimized use of limited resources available as a result of Covid-19.

Changes to the current service and facility mix are likely to have long-term revenue implications and need to be understood.

These need to be assessed and prioritized in order of which achieve the best outcomes and are affordable and sustainable.

To deliver or enable new service interventions, local authorities will need to consider:

- partnerships
- funding applications
- re-allocation of resources (decommissioning and commissioning)
- client capacity to commission and oversee such service interventions.

**What are the key enablers to support this step of the process?**

- **Resources to support the various work strands**
- **Involvement and input from steering group**
- **Positive relationship with current partner operator and wider partners to identify opportunities for investment, co-location or joint working**
- **Assessing Needs and Opportunities Guidance (ANOG)**
- **Existing planning work and use of planning tools**
- **Condition Surveys of core facilities**
### What are the key outputs from this step of the process?

<table>
<thead>
<tr>
<th>Output</th>
<th>Description</th>
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<tbody>
<tr>
<td>Scope of the review of capital and revenue interventions</td>
<td></td>
</tr>
<tr>
<td>Identification of resources required (internal and external) to support workstreams</td>
<td></td>
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<tr>
<td>Condition surveys of facilities in scope – mechanical and electrical and structural</td>
<td></td>
</tr>
<tr>
<td>Playing pitch strategy</td>
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<tr>
<td>Open spaces strategy</td>
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</table>
Further guidance, materials and case studies

- Forward Planning Guide and Complementary Guidance
- Assessing Need and Opportunities (ANOG) Guide
  This guidance has very useful checklists on pages 26–27, 53–54 and 69–70, supporting the three-stage approach of ANOG.
- Playing Pitch Strategy Guidance
- Playing Fields Policy and Guidance Document
- Active Places Power
- Facilities Planning Model
- Sports Facility Calculator
- Affordable Sports Centres Guidance
Step 3B
Determine the optimal and sustainable mix of facility and service interventions

Why is this step important?

Step 3B focuses on refining the list of affordable and sustainable facilities and community-based outreach interventions as part of a broad range of local provision. This step will use insight, financial and non-financial evaluation to ensure that what is being proposed is fit for purpose, affordable and sustainable.

Key drivers for this step will often be primarily financial and this approach seeks to support a reasoned and evidence-based approach to optimize what resources are available as a result of Covid-19.

The service intervention element of this step is also vitally important and links to identifying what revenue-based services supporting active communities, such as community outreach or local grants to key partners, should be considered. This can be within and beyond facility management arrangements or separate and complimentary. Often a key ingredient for success is local collaboration and co-production rather than a top down intervention.
Taking account of the wider market’s contribution to facility provision – e.g. private sector, education, third sector will be increasingly beneficial in identifying the right level of market intervention by the local authority.

Feasibility studies may need to be undertaken in this step for core wet and dry provision including sport/leisure/centres and/or repurposing provision to community health and wellbeing hubs.

**What are the key elements that could be considered for this step?**

1) Feasibility Studies for Capital Interventions

If capital investment has been identified as a priority, often specialist input from project managers, leisure consultants, architects, cost consultants and potentially other technical advisers, is required. A clear brief that explores all facility mix options (new build and/or refurbishment) at a high level is recommended, followed by an options appraisal to refine the list. This will focus limited resources on developing the preferred option.

A feasibility study typically includes the following elements:

**Strategic position**
- terms of reference
- community needs*
- key stakeholders*

**Needs analysis**
- demographic analysis
- supply and demand analysis, including competition analysis
- latent demand analysis

**Current performance analysis**
- impact on local strategic objectives and outcomes*
- user experience
- occupancy levels
- financial performance
- condition survey
- current maintenance costs

**Site appraisal(s)**
- planning assessment
- geographical locations and target communities
- consultation with planning, highways and transport authorities

**Facility mix options development**
- essential mix
- desirable mix
- site options linked to essential and desirable mix
- high level design/layout options
- high level indicative business plans for all options
- high level construction and development costs for all options

**Facility mix options appraisal**
- options appraisal to select preferred option(s)
Business plan

- income and expenditure
- fittings fixtures and equipment
- lifecycle and maintenance costs
- detailed construction and development costs
- funding and financing options

Construction procurement options

- options available
- options appraisal
- construction option recommendation and timescales

Recommendations and next steps

- recommendations
- implementation plan
- costings
- design development programme
- construction programme.

If Stages 1 and 2 have been completed comprehensively, the feasibility study can include a summary of those relevant findings. If not, it is recommended that these stages are revisited to present a solid basis for the ongoing work. These are highlighted with an asterisk.

ii) Identifying the service mix

Using the evidence and insight developed in previous stages enables the identification of non-facility based interventions to support local communities whose needs cannot be met through core facilities.

Key considerations for this element include:

- the alignment with objectives identified in Stage 2
- the geographical locations and communities where services are to be targeted
- the scope and scale of intervention
- local community delivery capacity
- partnering opportunities
- the indicative resource requirements
- monitoring and evaluation

Assessing the relative resource implications of this service mix is important to ensure that sufficient resources are allocated to enable this aspect of the high-level service design and any co-production to support effective commissioning.

This can be further refined and explored in Stage 4 – Commitment through the business case. This may need to involve a range of stakeholders, particularly if services are to be co-produced by a number of partners, in the context of the management model selected, which will determine if the local authority plans and delivers services directly (in-house) or commissions it indirectly.
iii) Securing ‘buy in’ to the desirable optimal mix

It is recommended that the optimal mix of facilities and associated lifecycle costs, any proposed facility investment and services provision is presented to the steering group to consider and agree. The optimal mix is likely to include some, or all, of the following elements:

- active environment
- open spaces
- playing pitches
- leisure facilities
- partnerships
- community and education facilities
- development and community outreach and service interventions

This creates an opportunity to further reinforce the benefits of undertaking a more holistic approach with the steering group, prior to the consideration of the management model(s) (Step 3C) and development of key performance indicators (Step 3D).

It is important to note that these interventions can be refined and developed further in Stage 4, through the business case, but the overarching direction and provision should be approved at this stage.
What are the key enablers that could be considered for this step?

- Securing support from key stakeholders in shaping service interventions
- Specialist support for producing feasibility studies
- Specialist support for co-designing/producing community outreach and service interventions

What are the key outputs from this step of the process?

- Community outreach and service Intervention co-design
- Feasibility studies
- Management Options Appraisal
- Committee report detailing optimal mix of facility and service interventions for approval to progress to Stage 4

Further guidance, materials and case studies

- Active Places Power
- Facilities Planning Model
- Sports Facility Calculator
- Affordable Sports Centres Guidance
Strategic Outcomes Planning Guidance: Stage 3 - Identify how the outcomes can be delivered sustainably

Why is this step important?

The core management models to manage core leisure facilities and deliver outreach services supporting active communities are:

- in-house
- local authority trading company
- outsourced to an external partner.

Each of these models have specific features and fiscal advantages/disadvantages that will need to be explored in line with the local authority’s policy and strategic objectives.

Key areas of difference between the models include:

- risk transfer
- financial performance
- client function
- control
- ability to cross-subsidise neighbourhood outreach services.

Some local authorities may already be partnered in a long-term agreement with a local leisure trust or have an existing operating long-term contract with an external partner operator with several years to run.
This stage is only relevant for those clients with the potential of implementing a new management model arrangement within three years.

Due to increased pressure on local authority funding exacerbated by Covid-19, reviews of management models are often seen as a key element of service review, but this needs to be balanced with the broader benefits and contribution to the wider corporate agenda.

Often the reaction to the need to reduce costs (e.g. as a result of Covid-19) results in an immediate focus on management options, when the first consideration should be on the facility and service mix.

Following the Leisure Services Delivery Guidance, a management options appraisal process will support a considered approach and optimise the potential of balanced financial and social outcomes.

What are the key elements that could be considered for this step?

i) Confirm the Council’s legal position on Management Model Options and Procurement

The local authority may choose to confirm the legal options available to it through specialist legal advice should it wish to consider selecting an alternative management option in the future or extend current arrangements with its existing partner. This advice would enable the council to understand the relative legal risks of any route it is considering and whether procurement is required or necessary with regard to those options.

During Covid-19, there were examples where local emergency powers were given to local authorities to ‘flex’ procurement regulations to enable quicker decision making in emergency situations where service delivery has been disrupted.
ii) Confirming the Scope of Services for the Management Model Options Appraisal

The local authority will need to confirm the scope of the core services for which they want to include in the management model options appraisal. This should have been developed in the previous step (3B).

iii) Comparing the relative advantages and disadvantages of models

Each option has particular features, advantages and disadvantages. It is recommended that external independent advice is sought to explore this for local authority senior officers and members’ consideration through a formal management model options appraisal exercise. The management model options appraisal should be bespoke and focused on a local authority’s priorities for the service and thus the key areas of comparison should be adapted for that local authority. It will be important to base this exercise on facts and use this as an opportunity to address any perceptions or ‘myths’ about certain models.

iv) Undertaking a Management Model Options Appraisal

The local authority should undertake the following key steps:

- developing a shortlist of options
- financial modelling
- carrying out analysis of the options
- carrying out evaluation of the options.

An evaluation panel team can carry out the management model options appraisal. The panel is typically made up of:

- senior officers
- members including the service portfolio holder
- independent specialist consultants to provide technical guidance
- internal audit to ensure impartiality and transparency.

What are the key enablers to support this step of the process?

- Full and clear understanding of Stage 1 and 3A and 3B
- Independent approach to management options appraisal
What are the key outputs from this step of the process?

- Management Options Appraisal
- Scope of facilities and services to be included
- Financial and non-financial evaluation criteria
- Shortlist of options to be evaluated
- Financial models of each option
- Analysis of shortlisted options
- Evaluation results
- Recommendation of a preferred option

Further guidance, materials and case studies

- The Outsourcing Playbook
Step 3D
Establish the key performance indicators (KPIs)

Why is this step important?
Identifying a baseline position of current performance across your place is critical. Defining future targets to collectively work towards will provide a clear performance management framework to track progress. This can be used to measure the effectiveness of facility provision, partnerships, the active environment, community outreach and service interventions in supporting active communities.

This process will require an investment of time and resources, working closely with stakeholders and partners, to develop meaningful local and national KPIs (to support benchmarking and the sector feeding back to government) linked to objectives identified in Stage 2, and the optimal mix of facilities, community outreach and service interventions identified in Stage 3.

This will ensure that what gets measured and monitored is implemented and can be improved and adjusted over time to meet changing needs and priorities.

A. Consider a range of facility and service interventions across the broad range of provisions

B. Determine the optimal and sustainable mix of facility and service interventions

C. Explore and identify effective management option(s) to deliver core facility and service interventions

D. Establish the key performance indicators (KPIs) for each intervention
What are the key elements that could be considered for this step?

i) Development of KPIs with key stakeholders

The local authority and leisure operator partner(s) will need to refine and agree the overall performance management framework relating to their contract/management agreement/service level agreement.

This process should include a detailed examination of the KPIs to ensure both parties fully understand them. The leisure operator and other delivery partners should be able to confirm precisely how they are to be measured and reported. There should be a particular focus on those KPIs which demand a more sophisticated approach to measuring participation levels in less active or inactive sections of the community.

Key considerations are as follows:

- establish the baseline performance for the KPI (if a new KPI is selected, it may require additional data sources/partner support)
- set a realistic target to be achieved over a period of time e.g. one, two and three years, five years
- ensure core data can be collected consistently and efficiently to avoid resources being disproportionately focused on collection rather than analysis
- have a mechanism in place to test the validity of data being used at key intervals to ensure its integrity
- consider a review mechanism or progression of that KPI over time to support increased impact
- be prepared to adjust targets and understand the causal factors for a KPI which is not being achieved.

ii) Development of place based KPIs

Assessing the progress of key contributors to supporting more active communities in your place is also of real value. This can be specific to your local authority area or based on neighbourhoods. These could include KPIs which track:

- quality of parks and open spaces
- quality and utilisation of playing pitches
- numbers and relative ‘health’ of sports and voluntary organisations
- quality and numbers of community facilities made available to support active communities.

iii) Agreement of KPI’s

The steering group should review and sign off the KPIs. It should check and challenge the link between the interventions, strategic objectives, local strategic outcomes and their associated KPIs to ensure there is a ‘golden thread’ or clear link running throughout. The group should also challenge the methods proposed to ensure they are robust and will provide effective monitoring and evaluation on a regular basis.
What are the key enablers to support this step of the process?

- Positive relationships with key partners, in particular the partner operator, to access data
- Practical and realistic KPI design process linked to a local authority’s and partners’ capacity and resources to monitor and report

What are the key outputs from this step of the process?

- Agreed set of KPIs with clear links to interventions that support the strategic objectives
- Agreed client-side resources required to support performance monitoring with partner agreement and commitment
- Agreed approach for baselining new KPIs in partnership with the partner operator and other delivery partners

Further guidance, materials and case studies

- A guide to developing a local outcomes framework for culture and sport

Stage 3 Case Studies

1. Sheffield City Council
2. Barnet Council
3. Buckinghamshire Council, Chiltern Area
Sheffield City Council

SOPG diagnostic, Leisure Investment and Facilities Review, and business case

Description of SOPG-related work

- Review of Sheffield City Council’s leisure and entertainment portfolio using Sport England’s Strategic Outcomes Planning Guidance (SOPG).

Relevant stages/steps

A. In April 2019, a highly confidential review of Sheffield City Council’s leisure and entertainment portfolio was conducted to explore a new vision for leisure and entertainment across the City. The internal review was supported by an assessment of facility investment opportunities for Sheffield’s venues and a management options appraisal.

B. Building on the previous review of Sheffield’s leisure and entertainment assets and services, an Active Sheffield Strategy was developed. The Strategy presents a bold and ambitious vision for Sheffield capturing the imagination of residents, businesses, visitors, partners, and stakeholders.

C. A key recommendation arising from the review of Sheffield’s leisure and entertainment portfolio was the development of a Leisure Investment and Facilities Review to support the future transformation of the City’s services.

D. The Leisure Investment and Facilities Review is based on a review of key needs and opportunities for investment into strategic leisure facilities, a review of indoor bowls facilities and golf courses across the City and a high-level vision for sports and leisure services for the next 10 year.

E. The strategic work is supported by the development of a Business Case for the transformation of Sheffield’s leisure and entertainments facilities and services – building on the previously developed Leisure Investment and Facilities Review.

Activity and output

1. A new and ambitious vision for the next 30 years, building on existing ideas and visions of the Council and key stakeholders

2. Development of an Active Sheffield Strategy, establishing a clear policy position for the Council and informing strategic priorities for investment and partnership

3. Visioning, Strategy, and Investment workshops with key stakeholders informing the development of a Leisure Investment and an Active Sheffield Strategy

4. Facilities Planning Model review for Swimming and Sports Halls

5. Detailed review of leisure assets and feasibility work on selected strategic leisure sites, informing the development of facility mix options for the Council to support sustainable delivery of leisure services moving forwards
6. Development of a Leisure Investment and Facilities Review for Sheffield following an extensive review of the City’s leisure, entertainment and events assets and services


**Stage 3 Key learning**

- The consultants supported Sheffield City Council in the development of a Leisure Investment and Facilities Review
- As recommended in the SOPG, the Leisure Investment Strategy is supported by a detailed review of leisure assets and facility mix options for the Council.

**Outcome**

- The Covid-19 pandemic presents an opportunity for Sheffield to reflect on its sporting history and develop its future high-level Vision for an active city, building on the work undertaken.
- Sheffield City Council has established a clear and ambitious Vision for the next 30 years and an Active Sheffield Strategy to support future investment and policy decisions
- Sheffield’s Leisure Investment and Facilities Review was reviewed, adopted by the Council, and is now supporting the development of a business case for the transformation of leisure facilities and services across Sheffield
- The Review has identified a package of sustainable development options for Sheffield’s Council Members to consider.

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**Testimonial**

“ Sheffield City Council are embarking on an exciting journey to transform our leisure estate, improving sustainability and increasing the role that facilities play within communities.

Supported by consultants we have used the SOPG to ensure that our future plans are outcome focused and support the wider strategic outcomes of the Council and its key strategic partners. This includes the development of a Physical Activity Strategy which will set out the Councils approach to Sport and Physical Activity in the City.

In order to progress this work, it has been important to gain a clear understanding and insight of our current position, this work began with a review of our existing assets and their future investment needs. Consultancy input has been invaluable in supporting the Council to develop long term business plans supported by facility planning modelling and comparable facility performance. We are now testing a range of scenarios and exciting development options which will feed into our decision making processes during 2021.”

Tammy Barrass, Head of Partnerships and Projects (Culture, Parks & Leisure Service)
London Borough of Barnet

Services Specification and Performance Management Framework

Description of SOPG-related work

• In 2017, the London Borough of Barnet commenced procurement of a new leisure management contract which included an objective to ensure that: ‘Public health outcomes are reflected within a new leisure management contract, through a holistic approach that is not specific to interventions.’

• As part of this, a key element was to develop a performance management framework that would demonstrate the ‘measurable contribution from physical activity, sport and wellbeing to the health and wellbeing of the residents of Barnet’.

Relevant stages/steps

A. Stage 2C: Establish where you are now and where you want to be in the future.

B. Stage 2D: Agree the objectives needed to contribute to shared local strategic outcomes.

C. Stage 3: Identify how the outcomes can be delivered sustainably.

D. Stage 3A: Explore and identify an effective management model.

E. Stage 3D: Establish the key performance indicators.

Activities and outputs

1. Designed a procurement process and developed contract documentation which included a performance management system that would enable the provider to demonstrate their contribution to local strategic outcomes across all aspects of the service.

2. Linked the local strategic outcomes to the national Public Health Outcomes Framework, reflective of indicators.

3. Recognised a whole system approach which identified the role of leisure in supporting health and wellbeing.

4. Determined approx. 33 indicators across four health outcomes including an additional domain relating to performance and improvement.

5. Created a system which includes indicators, outcomes, performance standards and measures (KPI).

6. Compiled baseline data that supports each indicator.

7. Identified targets for each indicator at agreed timescales.

8. Applied a percentage weighting against each indicator, priority indicators are included as part of a commercial scorecard.

9. Utilised benchmarking to support relative performance against family groups and nationally.

10. Developed a reporting mechanism, e.g. dashboard, to support decision making and partnership working.
Outcomes

- London Borough of Barnet developed a Services Specification that is built around four headline public health outcomes, and their corresponding public health objective, linked to the national Public Health Outcomes Framework, and a fifth domain of performance and improvement linked to service delivery, quality assurance and continuous improvement.

The five domains are:
1. Wider Determinants of Health
2. Health Improvement
3. Health Care and Prevention
4. Health Protection
5. Performance and Improvement.

- The five outcomes are supported by approx. 33 indicators which include inactivity, excess weight, prevention and management of long-term conditions, such as recorded diabetes, support for carers and those cared for.

- As part of the procurement process, bidders were required to complete a series of method statements which related to each domain areas and the corresponding indicators. This is a less traditional approach compared to submitting 10 methods statements which can often relate to more operational aspects of service delivery.

- The leisure management contract enables the provider to demonstrate the contribution to outcomes across all aspects of the service, removing expectation for additional funding for targeted initiatives and the importance of considering this as part of a standard delivery model.

- This is linked to the four domains of the national Public Health Outcomes Framework and a fifth domain of performance and improvement linked to service delivery, quality.

- This approach has contributed to early successes which include the introduction of a Borough wide ‘Fit and Active Barnet’ (FAB) Card which coincided with the launch of a FAB Campaign in July 2018 and a digital FAB Hub, offering information, advice and guidance on health and wellbeing. Within 10 weeks of the campaign launch 9000 residents had signed up for the FAB card and as at March 2020 over 27,000 residents were registered.

Local authority contact
Cassie Bridger, Assistant Director: Greenspaces & Leisure

Stage 3 Key learning

- Barnet Council, using a joint commissioning approach through public health and other directorates, identified an outcomes-based approach to its leisure contract to support its Public Health Outcomes Framework.

- The KPIs that were developed are supported by an agreed approach to baselining and setting clear targets.

- Performance management and continuous improvement was embedded into the overall approach to commissioning.
Buckinghamshire Council, Chiltern Area

Strategic Outcomes Planning Model

Description of SOPG-related work

- The initial driver to commence the planning model was the need to develop The Chiltern Lifestyle Centre, a new state-of-the-art leisure and community facility in Amersham to replace the existing Chiltern Pools and Gym.

Relevant stages/steps

A. Stages 1–4: In order to understand the current and future facility and service requirements for Chiltern in relation to physical activity, sport and wellbeing, the consultant undertook a full SOPG review.

B. Stages 1–4: The review was undertaken to ensure any future investment into facilities and services will directly impact the delivery of the Council’s local strategic outcomes and priorities.

C. Stages 1–4: Whilst the planning document is aimed at the district as a whole, because of the Council’s priority to replace Chiltern Pools and Gym, there has been a specific focus on Amersham.

D. Stage 2: The planning model considered the local and national context, under-represented groups, health priorities in the area, consultations findings, identification of key stakeholder groups, outlined facility interventions required, design options and business models.

E. Stage 3: The facility mix will include: a 160 station fitness suite with four studios, a spa, an eight-lane 25 metre swimming pool, a diving/teaching pool, a children’s splash pad area, soft play, clip and climb, a four badminton court sports hall, squash courts, a climbing wall, library, café area and community centre.

Activities and outputs

- Stage 1 – Considerable collaboration and consultation between stakeholders from the youth centre, library, and community centre to ensure that their requirements, both facility and service, were fully considered in the vision and planning of the new Lifestyle Centre. This resulted in a ‘street’ design through the Lifestyle centre that connects all facilities with a social area and café. This will encourage connections between people using different parts of the building, and also attracting users into new activity areas.

- Stage 2 – Insight focused on those residents most in need that were not taking part in physical activity within the Chiltern area and how new service provision could influence their attitudes and the barriers they faced. Small focus groups were held with a variety of groups; older people, young families and older children to understand in detail the issues they faced.
Stage 3 – The service interventions stage was developed in parallel to the procurement of an operator to manage the new Lifestyle centre. Whilst the service interventions were developed from the insight gained from Stages 1 and 2, the timing was such that the prospective operators were challenged to set out their approach to increase activity levels and work with stakeholders of the Lifestyle Centre as part of their tender submission. This led to the relevant service interventions forming part of the Services Specification and commitments by the preferred operator subsequently, becoming their KPIs. This has provided a clear thread between strategic outcomes through to the operator KPIs which can be monitored and reviewed on an on-going basis.

Outcome

• The report has been successfully submitted and signed off by the Council and Sport England and a successful expression of interest was submitted in summer 2019. A £1.6m capital fund application was secured from Sport England. Since working on the SOPG, the consultant was appointed to manage the procurement process for an operator of the new Chiltern Lifestyle Centre, which is in progress.

• The Council is working towards a completion date of the new Chiltern Lifestyle Centre by 2021.

Testimonial

“\nIn 2018 the consultant was commissioned to deliver a Strategic Outcomes Planning Guidance Report for Chiltern District Council, the driver for the planning model was the need to develop the Chiltern Lifestyle Centre, a new state of the art leisure and community facility in Amersham. The final SOPG report has resulted in a successful EOI submission to Sport England, and £1.6m grant secured. The consultants did a great job of pulling together the Strategic Outcomes Planning Guidance Report which was instrumental to securing the grant.”

Paul Nanji, Leisure and Communities Manager

Stage 3 Key learning

• The facility mix for this leisure and community facility was established after careful consideration of the national and local context, local health priorities and shaped through detailed consultation.

• The design of the facility has been influenced by multiple stakeholders to optimize the impact of the facility and support behaviour change. This was driven by the input from future users: older people, young families and older children.
This guidance was developed with support from SLC – The Sport, Leisure and Culture Consultancy. Case studies have been provided by a range of local authorities and their consultants.